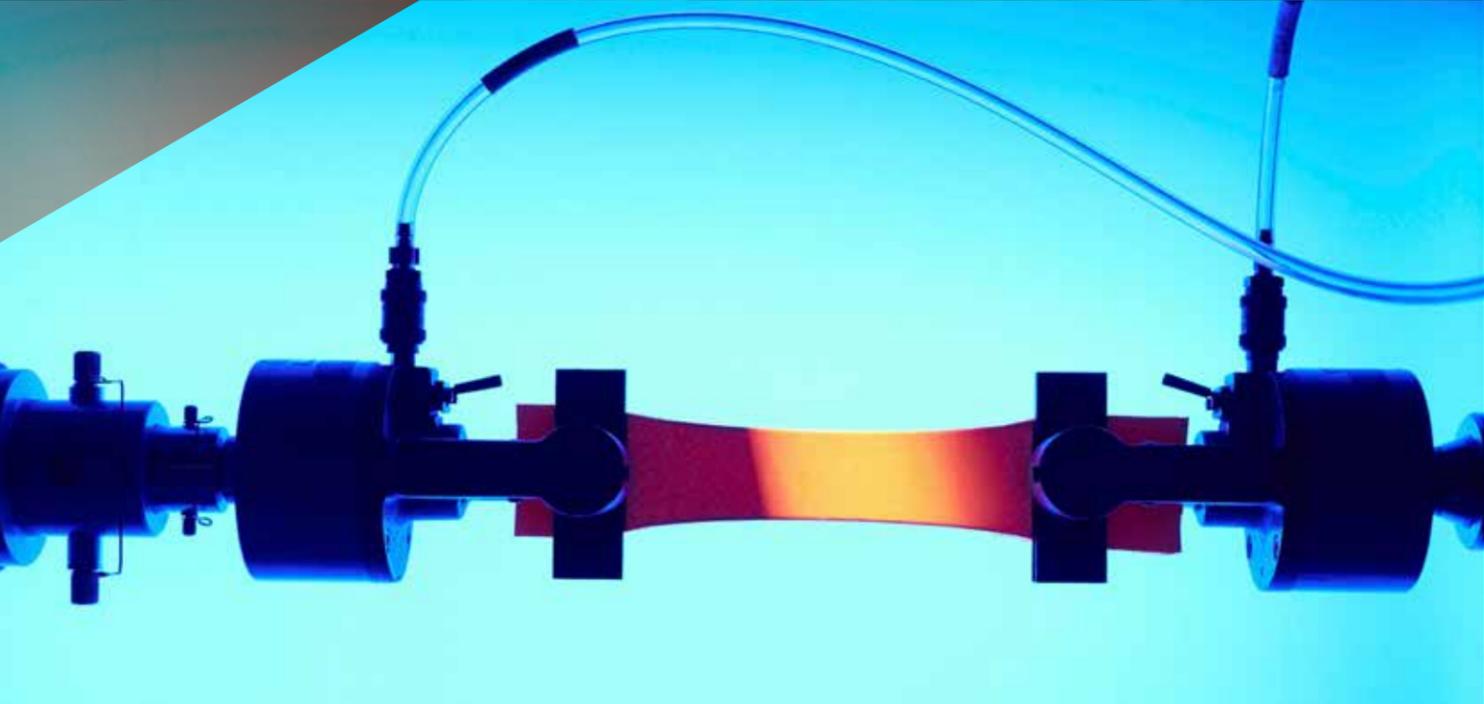


# GORE FABRICS DIVISION RESPONSIBILITY UPDATE 2021



*Together, improving life*





Jacques René  
Gore Fabrics Division Leader,  
Delaware, USA

**Dear Readers,**

Looking back over 2021, I have mixed feelings. Without doubt, we saw another very challenging year for our business, our Associates, and the world in general. The COVID-19 pandemic remains a key challenge in the world that affects all aspects of our lives. And there is no immediate end in sight. It continues to put our Associates and our fabrics business, as well as our supply chain partners, under strain and requires continued vigilance in all areas.

**Many Global Issues Require Action**

As a global citizen, Gore is committed to do what is right for our Associates, right for the communities in which we operate, and right for the customers who rely on our products. We also recognize the sacrifices of many during this difficult time. I'd like to renew my sincere thanks to all those who have kept fighting against COVID-19: healthcare workers, first responders, and workers at essential businesses serving our communities during this pandemic. And I am grateful for what Gore as a company has been doing to protect our people and the many efforts made by our Associates to remain flexible and keep our business running.

2021, however, also demonstrated that our world is facing more than a pandemic – we continue to be challenged by increasingly serious environmental and social issues. Climate change is a threat to all of us and requires concerted effort across industries. We, at Gore, are proud of the work we are doing to reduce carbon emissions in our business. Sustainability, reducing the impact we have on the world, and increasing equality must be central to our common future.

**Successful Year for the Gore Fabrics Division**

Looking at the bright side of 2021, I am very proud of the fact that last year – despite the many challenges – we, our Associates, together with our partners, never lost focus and therefore managed to make 2021 a business success. Our business has been strengthened by the fact that the pandemic has driven more people to explore and enjoy the outdoors. I do thank all Associates who continued to work in our plants throughout the pandemic as well as those who embraced remotely working in 2021 – they all have done a tremendous job.

Beyond our current business performance, we have also been looking to the future. We are proud of the responsible actions we have always driven and the performance we deliver to end-users. This year, we have explicitly embedded the idea of Responsible Performance into our

strategies and product plans. We have always focused on delivering premium protective apparel but also recognize the role we can play in the industry as we all work towards making throw-away culture a historic artifact. I expect this idea to drive change in our business over time. There will be more to come on this as we progress through 2022.

Last, but certainly not least, I am extremely proud of how well we continued to bring our sustainability commitment to life last year, linking our sustainability aspiration to all aspects of our business. Having established our Sustainability Framework in 2020, which had set the stage for an ambitious, measurable program, in 2021, we continued our sustainability journey through a variety of individual initiatives, aiming to protect people and planet, while prolonging product life and the well-being of people. Our most important projects and their outcomes are briefly portrayed on the following pages.

**Two Outstanding Product Innovations**

Driven by our deep commitment to responsibility, last year, we announced two outstanding product innovations that represent key milestones on our sustainability journey. Our consumer business presented ePE as our new complementary material platform for consumer fabrics – perhaps the most important innovation since the launch of our first GORE-TEX product 40 years ago. Our GORE-TEX Professional business demonstrated its innovative power by introducing its new 3-layer upper technology EXTRAGUARD – a product solution for a totally new class of robust, waterproof, and breathable GORE-TEX safety footwear. For details, I recommend reading the conversations held with both our COF and TOF leaders in this report.

**Towards a Sustainable Future, Together**

Looking ahead to 2022, I am truly optimistic. Our products have innovation at their heart. Our understanding of performance requirements and commitment to science gives us the unique ability to develop new, highly valuable materials, solving end-user problems. And our commitment to sustainability is growing stronger every day.

As a material innovation company that champions social responsibility, we are more committed than ever before to apply our materials science expertise to push the envelope regarding performance and sustainability. We want to continue to marry the highest protection and comfort possible with a low holistic footprint, aiming to develop new solutions that still deliver the best-in-class performance across all our fabrics businesses.

Looking to a world beyond COVID-19, the Gore Fabrics Division wants to play a big role in making the fabrics industry more sustainable. Please join us on this journey and help us ensure that we can be proud of the world we leave for future generations.

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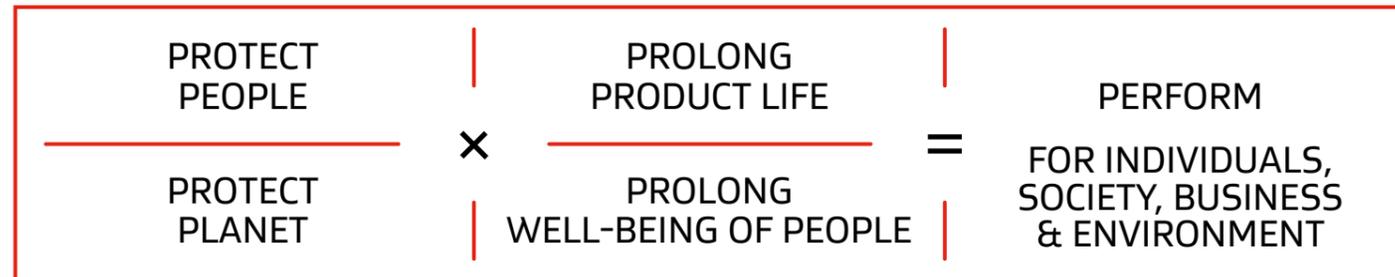
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# Sustainability Framework Inspires Gore Fabrics Division Businesses

Having made sustainability a top priority and strategic business lever, in 2021, the Gore Fabrics Division successfully started leveraging its Sustainability Framework to bring its strategy to life, driving overall direction, prioritizing efforts, and integrating sustainability into its businesses.

The strategic Sustainability Framework of the Gore Fabrics Division that was established in 2020 to support the implementation of its evolved sustainability strategy, has begun to deliver the desired effects. It helped the Gore Fabrics Division set overall strategic direction for 2021 and beyond. Many examples of this are included in this report. It facilitated prioritization of efforts and resources on the most impactful initiatives. And it started to drive the integration of sustainability deep into its businesses and their numerous day-to-day activities.

In 2021, this framework has driven focus on many levels across and within both Gore's Consumer Oriented Fabrics (COF) and Technical Oriented Fabrics (TOF) businesses. Sustainability is now at the heart of business discussions and a key consideration in all businesses, albeit with significant differences depending on individual product or market requirements. Conversations on pages 6 and 12 with TOF and COF business leaders illustrate the significant shifts the businesses have achieved.



As a reminder, the Sustainability Framework can be described by a simple equation: protecting people and planet, combined with prolonging product life and well-being of people, results in the performance Gore delivers to the benefit of the environment, individuals, society, and its business, at the same time.

That is performance redefined – beyond technical product features and financial results. And, as announced at the presentation of the framework in 2020, Gore is committed to measure its performance by these abilities on its ongoing journey to a more sustainable future.

The common Sustainability Framework has made it significantly easier to create aligned action across businesses towards the key goals of the Gore Fabrics Division: for example, understanding and creating action on its carbon footprint, concentrating resources on its new material platforms, and driving awareness throughout its organization.



Protecting people



Protecting the planet



Prolonging product life



Prolonging well-being

**“ TO ME, SUSTAINABILITY AT GORE MEANS ...**

 ... a consistent set of values demonstrated across products, facilities, and Associate behaviors.”

**Ryan H. Kelley**  
Sustainability Specialist, Delaware

 ... contributing to leave a better place behind for the next generation.”

**Christian Mayer**  
Product Specialist, Feldkirchen

 ... giving our contribution to something that is absolutely urgent and needed for everybody.”

**Michele Castelli**  
Sales Associate, Verona

 ... developing products responsibly with a promise of long-lasting performance.”

**Per Borgillen**  
Sales Associate, Gothenburg

 ... a new opportunity to differentiate our offerings and create further growth.”

**Jonas Andersson**  
Sales Associate, Livingston

 ... creating longevity together with high technical functionality in our laminates!”

**Sissi Cheng**  
Application Engineer, Shenzhen

 ... reducing waste while making the best use of our high-performance, durable product over time.”

**Serena Carluccio**  
Sales Associate, Verona

 ... proven statements instead of greenwashing.”

**Sander Effring**  
Account Marketing, Feldkirchen

 ... no over-production while still meeting customer demands.”

**Alex Luo**  
Improvement Specialist, Shenzhen

 ... leaving a better tomorrow for the next generations to come.”

**Annemarie Bell**  
Product Support, Delaware

## A WORD WITH



### BERNHARD KIEHL

Sustainability Leader,  
W. L. Gore & Associates,  
Munich, Germany

**Q: How important is sustainability for Gore as an entire Enterprise? Which are your priorities?**

**BK:** For Gore, sustainability is an expression of our promise, *Together, improving life*. As such it ties into what the company was set out to do by its founders: innovate on materials to contribute value to society. Think for example of our products to filter industrial exhaust air, implants to save patients, or protective apparel.

However, in light of sustainability challenges, 'improving life' does not only mean creating valuable products, but also, at the same time, improving the environmental and social impacts of making them. Science tells us what we need to do in order to mitigate environmental influences to a degree that ultimately allows us and our value chain partners to operate within the boundaries of our planet.

Our current priorities are to contribute our fair share to limit the planet's surface temperature in line with the Paris agreement, to put systems in place globally that will help us reduce our environmental and chemical impacts as well as workplace risks, and assess and mitigate risks of human rights violations in our value chains.

**Q: How would you describe the role that Gore's Fabrics Division is playing in your efforts to make progress on Gore's sustainability journey?**

**BK:** The Gore Fabrics Division long has been spearheading important sustainability activities. It was first to put environmental management systems into all its manufacturing plants, pioneered our Life Cycle Assessment (LCA) capabilities, and is the first to set a 'scope 3' carbon goal, just to mention some examples.

**Q: Which are, from an Enterprise perspective, the key areas in which the Gore Fabrics Division is contributing to your overall sustainability goals?**

**BK:** We believe in learning by doing. Where one of our divisions is piloting a program or approach, they create valuable insights that pave the way for others. This helps improve the overall performance of our organization. Take carbon reductions as example, where the Gore Fabrics Division – beyond our

Enterprise-wide goal for facility-related reductions – has set a goal for its product-related carbon emissions ('scope 3'). The Gore Fabrics Division collaborates in new ways with its customers to engage with the suppliers, that we commonly share, to reduce their fossil fuel consumption. While the supply chain emissions aren't that dominant for our other divisions, developing successful models for industry collaboration in broad supply chains creates value for our entire organization.

Another example is the development of new complementary materials, like ePE. While the Gore Fabrics Division isn't the first to explore new materials, bringing ePE-based membranes to the consumer market in scale and speed creates technical capabilities our other divisions will evaluate.

**Q: Are there any areas you are concerned about when looking at the sustainability strategy of the Gore Fabrics Division?**

**BK:** I applaud the Gore Fabrics Division for setting strong, aspirational goals. It is the nature of such goals that they come with uncertainties. To that end, the Gore Fabrics Division will have to continue working hard to meet their carbon, bluesign®, recycled content, and PFC<sub>EC</sub> goals.

**Q: Looking ahead, are there any priority goals and projects across the Gore Enterprise next year, that will have a direct impact on the Gore Fabrics Division?**

**BK:** In the US, we are implementing a Supplier Diversity Program as an extension of our internal Diversity, Equity and Inclusion efforts. This is a program where all Gore divisions in the region are measuring and successively increasing our spending to minority owned suppliers.

Our Enterprise carbon goal requires collaboration as well, especially where we share infrastructure across the divisions that we want to make more efficient and less reliant on fossil fuels.

Finally, we are working to become more transparent as an Enterprise in respect to our sustainability performance. Again, this is an effort where success lies in the entire organization joining forces.

*Bernhard Kiehl is a trained chemical and environmental engineer. Before joining Gore in 1994, he worked for the Bavarian Environmental Protection Agency. From 2009 to 2019 he served as Sustainability Leader at the Gore Fabrics Division before he took over his current commitment.*

## TO ME, SUSTAINABILITY AT GORE MEANS ...

... collaborating internally & externally, to deliver products that are not only best in class but best in class AND better for our planet."

**Sarah Kingon-Rouse**  
Project Management, Livingston

... taking all my notes digitally – no more paper and pen! Reusable water bottles."

**Todd Folmsbee**  
Sales Associate, Delaware

... benefits in the present and success in the future. It's not an option but a necessity."

**Sundy Tu**  
Data Management Leader, Shenzhen

... bringing in our unique know-how, experience, and capabilities to make the highest-performing, long-lasting, and resource-saving products which enables our customers to enjoy the outdoors and protect themselves."

**Florian Stauder**  
Sales Associate, Feldkirchen

... keeping our promise and leaving our children a better world."

**Vera Loncar**  
Sales Associate, Verona

... ensuring that we continue to develop high-performing, long-lasting advanced materials that protect and meet our customer needs while consistently striving to reduce the impact to do so."

**Brian J. McAdams**  
Scientist, Delaware

... working in an international enterprise AND having a good conscience."

**Nils Juhl**  
Sales Associate, Feldkirchen

... pioneering conscious innovation."

**Valentina Savi**  
Marketing Communication & PR, Verona

... the ability to continue the business and success not only in short-term but also in the long run."

**Renee Liang**  
R&D, Shenzhen

... pioneering conscious innovation."

**Valentina Savi**  
Marketing Communication & PR, Verona

## A WORD WITH



### ROSS MACLAINE

Sustainability Team Leader,  
Gore Fabrics Division,  
Munich, Germany

**Q: Which are, from your point of view, the most important achievements that the Gore Fabrics Division has made on its sustainability journey in 2021?**

**RM:** The introduction of an entirely new complementary material platform – ePE-based laminates – in our consumer business is clearly the headline with numerous benefits, but broader than that, 2021 has been a year of both consolidation and acceleration in our sustainability efforts across all our businesses.

Following the roll-out of our Sustainability Framework, we have created much more clarity throughout all areas of the division as to the aspirations and expectations. This has allowed us to cement many initiatives into our business practices. For example, we have engaged extensively with our upstream suppliers and now have a clear set of expectations covering both environmental and social footprint of our supplier operations.

Within the GORE-TEX Professional business, we have introduced the first lower footprint, recycled and solution-dyed textiles, lowering the footprint of that business whilst ensuring we maintain both durability and product performance.

Returning to the ePE material, this introduction is a landmark moment for Gore as a whole and hopefully the industries we serve. It allows us to take a significant step toward fulfilling our PFC<sub>ec</sub>-elimination goals in our consumer business and gives us a platform we can exploit for many years to come.

**Q: Would you like to mention any other outcomes – that you are either proud of or concerned about?**

**RM:** Work on our carbon journey continues at pace with lots of positive improvements across our business and operations that I am proud of. However, the size of the challenge here is becoming more and more obvious, particularly for our ‘scope 3’ goals. Accelerating our industry collaboration here to ensure we can collectively lower the footprint of textiles is an imperative for the next year to ensure we are on track.

**Q: Can you briefly describe the way you are working together with the wider Gore Enterprise on the implementation of both your sustainability strategies? How closely do you align? How can you support each other?**

**RM:** Working in a broad Enterprise gives lots of opportunities to collaborate and learn with others. We actively work to identify areas where it makes sense to collaborate, but equally where it is imperative the one division pushes much further forward independently.

For example, efforts on reducing the carbon footprint across all our facilities requires common work on common problems. So, it makes sense we tackle that as an Enterprise. The Gore Fabrics Division is pushing ahead in many areas, for example regarding external, textile-specific accreditations. However, there are also areas where other divisions have been taking the lead, for example the implementation of ISO 45001 is starting elsewhere, and we will learn from those efforts in the coming years.

We have a great support network across the Enterprise for common sustainability related needs, but also the independence to do what is necessary for our businesses – a balance that works very well.

**Q: Ross, looking ahead, which are your top priority goals and sustainability initiatives for next year?**

**RM:** Sustainability is a team sport and requires continuous improvement, so the headline is to continue to do what we say we are going to do. Launch and start to expand use of our ePE material platform, increase the use of lower footprint textiles.

Continue to expand the use of external accreditations such as bluesign® and OEKO-TEX®, in particular in our professional business. Alongside all this, continue to work hard, and ensure we have a clear plan and are on track to our carbon goals.

**Q: Which topics do you see as biggest challenges for you and your team in 2022 and beyond?**

**RM:** At the heart of our approach to sustainability is the idea of durability – the longest used product is the most sustainable, as long as it is responsibly made. The largest part of the footprint of most products is the manufacturing stage and so it makes sense to try to spread out this footprint over many years and avoid the need to re-create products as they fail. Ensuring the world, and in particular consumers, understand the true value and sustainability benefit of durability alongside, for example recyclability, is a key challenge overall that we are stepping up into in 2022.

*Ross MacLaine leads the sustainability team within the Gore Fabrics Division. He is based in Germany but began his career at Gore in 2006 as part of the Fabrics Engineering community in Livingston, Scotland. Subsequently, Ross worked in new product development and then R&D leadership for Gore’s consumer garments business, including living in Asia for five years supporting the Asia Pacific technical teams and businesses.*

## “ TO ME, SUSTAINABILITY AT GORE MEANS ...

... developing and building unique, meaningful, and beneficial products – on the basis of regenerative materials and the use of sustainable design and workmanship knowledge.”

**Clemens Deilmann**  
Engineer, Munich

... getting well-founded scientific input by my incredibly competent co-workers at Gore.”

**Marie Mawe**  
Stakeholder Engagement,  
Gothenburg

... all of us working together to decouple business growth from our climate and chemical impact.”

**Murray Macadam**  
Sales, Livingston

... my children being proud to tell to our neighbors that Dad is working for a company which has high attention and effort to keep our planet healthy.”

**David Oh**  
Retail Marketing,  
Seoul

... we believe what we’re doing is important and a contribution to change the world and make it a better world for people and the planet.”

**Luca Luvre**  
Sales Associate, Verona

... delivering a product that is more friendly to people and environment.”

**Rita Xiang**  
R&D, Shenzhen

... using our proven scientific approach to lead in the areas of performance and footprint.”

**Mike Adams**  
Strategic Marketing, Delaware

... turning off the office light during lunch break, not picking more food than you can eat, reducing scrap fabric in the whole supply chain.”

**Jacy Li**  
Technical Leader, Shenzhen

... being fit for the future.”

**Anja Herberg**  
Sustainability, Munich

# "The End Goal We Are Aiming at Is to Help People Come Home Safely"

With its Sustainability Framework, established in 2020, the Gore Fabrics Division helps its different businesses align their sustainability ambitions, set priorities, and drive diverse initiatives. In the following conversation with Ross MacLaine, Sustainability Leader of the Gore Fabrics Division, Dave Welch, the leader of the GORE-TEX Professional business, describes how this framework helped Gore's business for professional end-use embrace the concept of sustainability, and what progress has been made in 2021.



**Ross MacLaine**  
Sustainability Team Leader,  
Gore Fabrics Division,  
Munich, Germany



**Dave Welch**  
GORE-TEX Professional  
Business Leader, Gore Fabrics  
Division, Delaware, USA

**RM:** Sustainability is currently a super-hot word around the textile industry. Dave, can you give us a flavor of what sustainability means for the GORE-TEX Professional business? In particular, if we recognize the breadth of your different business units, covering end-user needs that range from workwear to protective, often life-saving apparel for military personal?

**DW:** Well, sustainability and focusing on protecting people as well as the planet is definitely becoming a hotter topic across our business for professional end-use. And it's becoming an important dimension as we think about our product development efforts – now and in the future. Ensuring we provide the protection our end-users demand by fulfilling technical specifications and norms remains central to our approach, but we know we need to scientifically understand and work to lower the footprint of our products. In essence, sustainability is increasing in importance in our business.

**RM:** Is that across all your businesses or do you see it being more important in certain areas, particularly with a focus you have around delivering protection to key workers in many places?

**DW:** We're seeing signs of it in all areas of our business. One of our challenges is trying to balance protection of people with our product technologies while protecting the planet by extending the useful lifetime of our products and, at the same time, reducing the environmental impact. In some parts of our business, we'll need to make much more progress quickly. In other parts of our business there may be difficult technical challenges that are related to life-critical protection. That part might be on a longer timeline, so definitely they're going to be segments of our business that move at different paces.

**RM:** Looking back on 2021 with the lens of sustainability, how has change started to happen within your business?

**DW:** Change starts with understanding and a clear direction. We have embedded our Sustainability Framework across all our businesses broadly as a critical element of our progress. This has helped our Associates understand much more clearly what we're trying to achieve – it really helped us to better understand how the sustainability programs and projects fit together in a broader context.

**"We have embedded our Sustainability Framework across all our businesses broadly as a critical element of our progress."**

**DAVE WELCH**

**RM:** You mentioned our Associates. How are they engaging with the sustainability journey? I see lots of excitement in my conversations with Gore Associates around the world about sustainability. Is that something that you see also?

**DW:** Absolutely. Clearly the concept of both protecting people and planet resonates strongly with Associates in our teams, and they can see the additional aspirational goal. And, as science-driven company, it is being seen as a type of engineering problem: how to maintain protection and fitness-for-use while still lowering impact? That problem statement translates very well into our teams.

**"Clearly the concept of both protecting people and planet resonates strongly with Associates in our teams and they can see the additional aspirational goal."**

**DAVE WELCH**

**RM:** The need for clear focus on delivering the performance that is required for very critical end-uses is a powerful ideal within the GORE-TEX Professional business. Some of these demands clearly create different challenges for materials from those experienced in our consumer business. Would you agree?

**DW:** Yes, for sure. Just look at some of the applications that we provide. They are in many cases life-critical, and so we need to be very sure about the choices that we're making around protecting people, the durable performance of our products, and meeting specifications and norms.

We need to make sure that we're taking care of those servicemen and women who are out there to do their daily job, no matter the conditions. And the way our teams tend to think about that is that we're trying to help people come home safely. That's the end-goal we're aiming at, and we want to make sure that we're not compromising on this.

**RM:** The GORE-TEX Professional business is heavily guided, almost driven by performance specifications that we need to meet. Do you see those specifications

starting to change over time to bring in the sustainability attributes as well? And do you see an opportunity for developing competitive advantages based on those sustainability attributes?

**DW:** I think it's a foregone conclusion that there will be continued changes over time with respect to sustainability. We already see organizations trying to understand various aspects of the footprint of their products. We have a powerful offer here with the durability of our products, but we need to make sure that is recognized for the value that it brings.

A long-lasting product used over many years lowers the environmental impact. This is proven by Life Cycle Assessment. But this is only one key aspect. In addition to extending the lifetime of a product, we are also seeing increasing requirements to lower the footprint by applying third-party product certifications of various kinds. This is one reason we are expanding the use of systems such as bluesign® and OEKO-TEX® in our business.

**"We see ePE as adding to the product offering, but that is alongside our existing ePFTe based platforms."**

**DAVE WELCH**

**RM:** The big announcement in the consumer business in 2021 is the initial introduction of ePE-based materials. How do you see that material set through the lens of the GORE-TEX Professional business?

**DW:** From the perspective of the entire Gore Fabrics Division, I think we're super excited about ePE as a new material that we can bring to bear in different applications. So, we see ePE as adding to the product offering, but that is alongside our existing ePFTe based platforms.

Within our GORE-TEX Professional businesses, given the paramount importance of delivering performance, we remain committed to our ePTFE based products. ePTFE brings unique properties that are leveraged in many of our most demanding applications where protection is critical. So, we see that very much as part of our future product portfolio.

That said, we are very actively working to assess which applications the new ePE technology could be suitable for. And we also believe that some of the needs for our markets will actually spur further developments for advancements in the ePE area as well. So, we see this as a long-term commitment from Gore in our Fabrics Division to develop a new complementary material set.

*“We need to be very sure about the choices that we’re making around protecting people, the durable performance of our products and meeting specifications and norms.”*

**DAVE WELCH**

**RM:** I’m excited to see where our R&D teams, our technical teams, can take some of these materials based on the specifications we were talking about before. But there have also been two other developments in 2021 that I think are exciting: the introduction of the EXTRAGUARD upper technology within footwear and the expansion of recycled textile content. Can you tell us a bit more about those and what they signal within the GORE-TEX Professional business?

**DW:** Well, those two developments signal our commitment to bringing forward more sustainable solutions where they add value to our customers and end-users. The new EXTRAGUARD upper, in particular, is exciting because it combines both performance and sustainability improvements. It delivers performance advantages over competitive technologies in terms of robustness and low water pick-up. And it has a lower footprint regarding CO<sub>2</sub> emissions, chemical footprint, and water consumption – a clear win-win for end-users and the environment.

And let’s not forget the introduction of recycled polyester and solution-dyed textiles within the workwear business initially. This is leveraging the

experience of introducing these materials in our consumer business where they have been proven to provide the necessary performance while reducing resource consumption, carbon footprint, and water use.

There’s no question that recycled textiles are going to play a more important role. But it’s not a universal panacea for everything. There will be areas where we’ll need to meet critical performance requirements where at the moment recycled textiles do not meet these needs – in abrasion resistance or the availability in the supply chain, for example. So, some areas may come much later or might be more challenging, but we will definitely see an increase in recycled content also within our range over time.

**RM:** The consumer business has set clear goals to remove PFCs of Environmental Concern from the lifecycle of its products. How does the GORE-TEX Professional business view the topic of managing its chemical footprint?

**DW:** In the Gore Fabrics Division we have a long history of making changes to reduce the chemical footprint of our materials. Back in 2013, we already completed the elimination of PFOA from the lifecycle of our fabrics products, just to mention one example. And we will continue to make improvements since we are absolutely focused on material choices and what we need to do as we move forward. There is a balance to be found between delivering the required performance and the material footprint.

*“The new EXTRAGUARD upper is exciting because it combines both performance and sustainability improvements.”*

**DAVE WELCH**

We are committed to continue to use the materials we use today but equally, where we find that we can meet performance and norm requirements with lower footprint materials – for example textiles, membranes, DWRs and coatings – we will make those changes as quickly as we can, driven by the fitness-for-use and our own goals, but also by market needs and demands. Right now, we are in the process of evaluation, trying to understand how fast we can go. That’s work in progress.

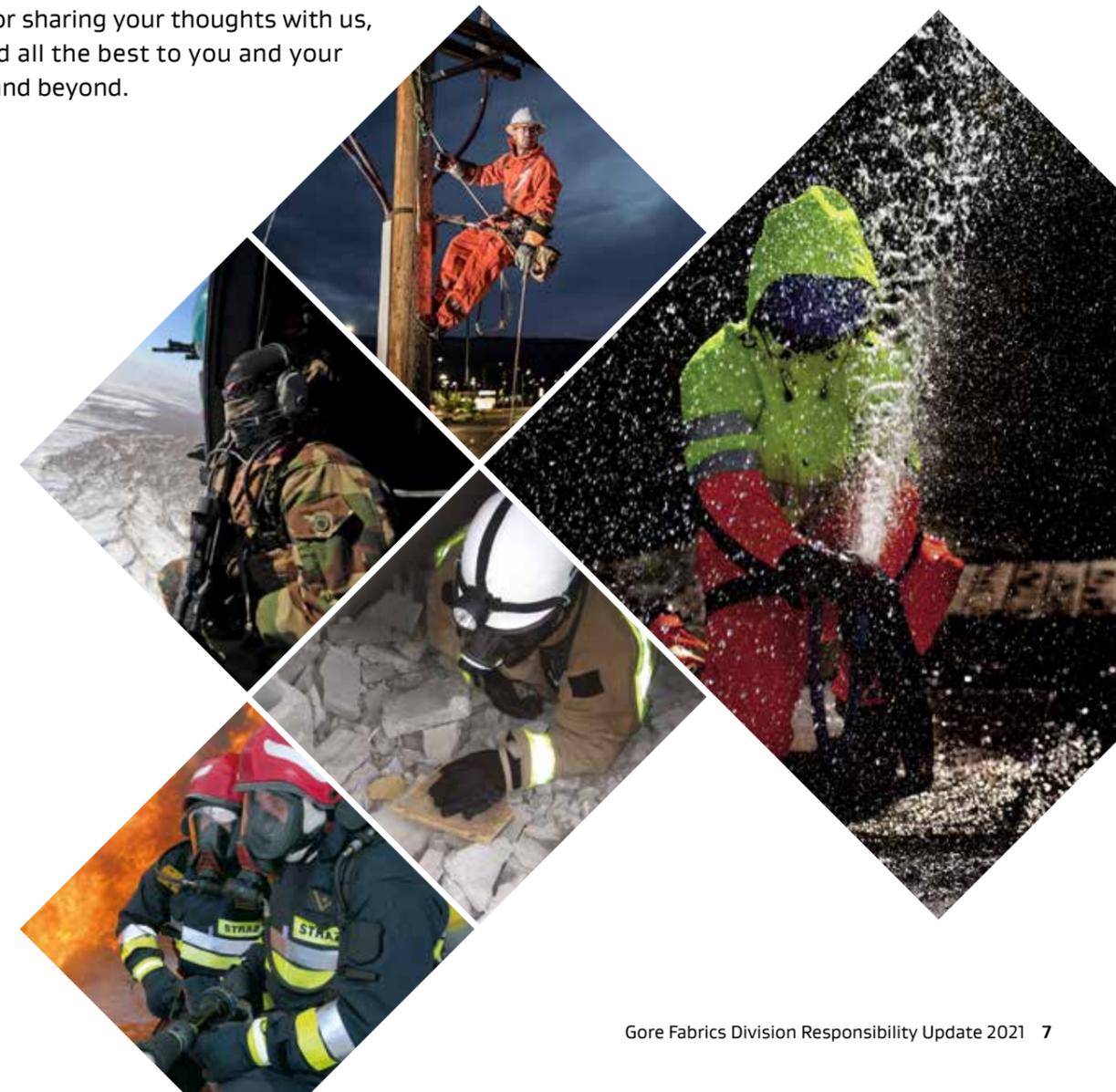
**RM:** As we look forward, what do you think are the most important sustainability changes that we’re going to see from the GORE-TEX Professional business in the coming couple of years?

**DW:** Well, in the long-term, what’s going to be exciting to see is Gore bringing more varied materials and technologies to solve problems that impact both our end-user protection needs and the environmental footprint, at the same time. In the short-term, some exciting changes will be visible soon.

Increases in the number of textiles that are OEKO-TEX® certified and bluesign® approved, show our commitment to better understand how to reduce our chemical footprint. And we are expanding the use of recycled polyester textiles, in conjunction with the implementation of the Global Recycling Standard which will allow verifying the history of our raw materials.

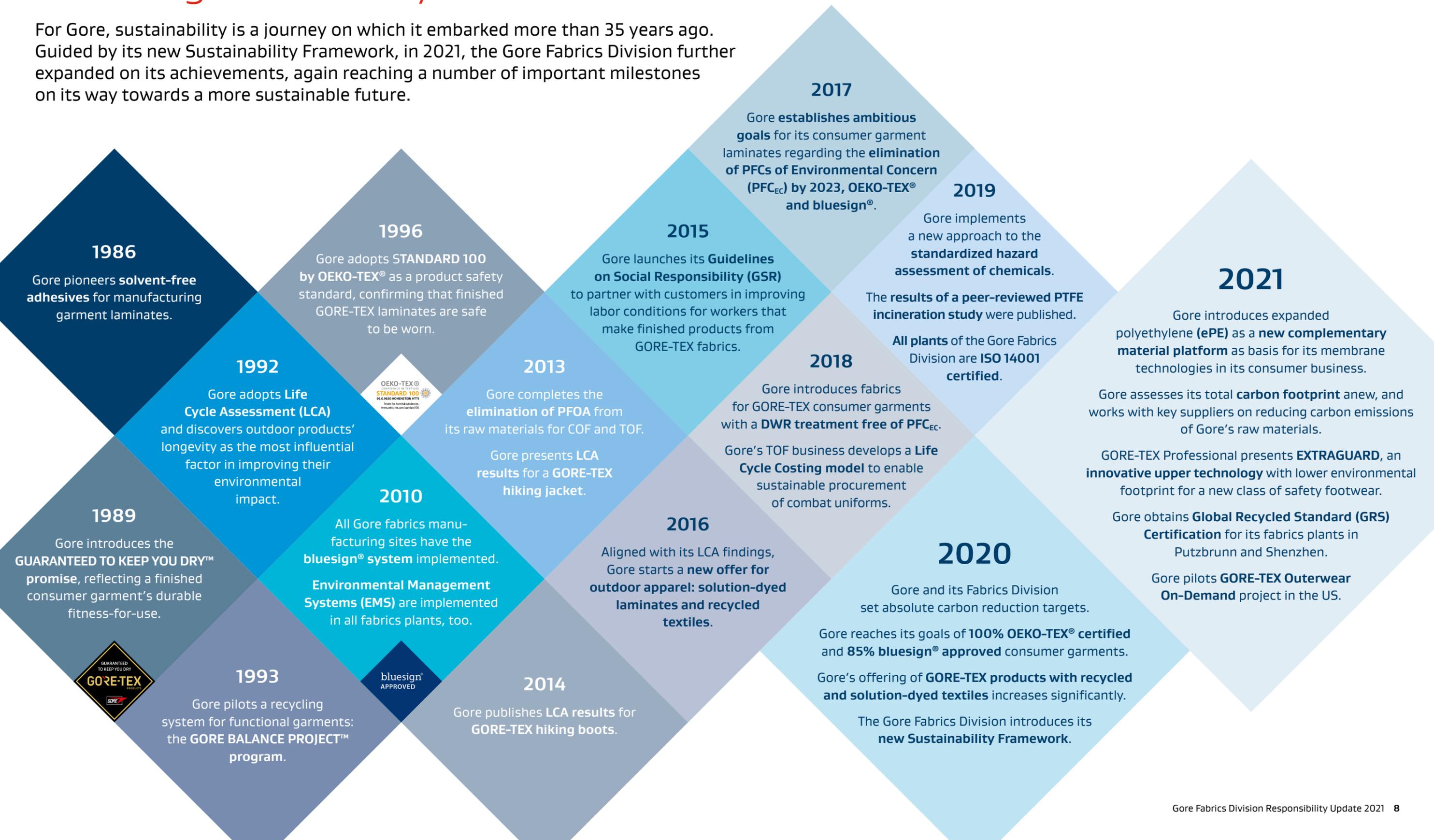
**RM:** Many thanks for sharing your thoughts with us, Dave. Take care and all the best to you and your business for 2022 and beyond.

**Dave Welch** leads the global Technical Oriented Fabrics (TOF) business unit of W. L. Gore & Associates. The business unit provides GORE-TEX product technologies for professional end-use, including fire & rescue, public safety, workwear and defense. Before leading the business unit, Dave was the Gore Enterprise Leader for the Asia Pacific Region. Prior to that, Dave held multiple positions, including in business leadership, strategy & development, product management and operations management.



# Gore Fabrics Division Extends Its Sustainability Journey Reaching Further Key Milestones in 2021

For Gore, sustainability is a journey on which it embarked more than 35 years ago. Guided by its new Sustainability Framework, in 2021, the Gore Fabrics Division further expanded on its achievements, again reaching a number of important milestones on its way towards a more sustainable future.



# Fundamental Material Innovation Boosts Sustainability of GORE-TEX Consumer Products

In 2021, the Gore Fabrics Division again demonstrated its innovative capability and expertise through the announcement to introduce expanded polyethylene (ePE) as a new complementary material platform for its membrane technologies in its consumer business, setting another outstanding milestone on its sustainability journey.

Gore's 40 years of material science knowledge, polymer expertise, and processing capabilities have now been applied to manipulate polyethylene (PE) into a highly porous, strong polymer scaffold suitable for high-performance, durable waterproof apparel. The result: expanded polyethylene (ePE), a light and thin, but also strong microporous material. Combining the expanded polyethylene (ePE) material with another polymer – polyurethane (PU) – exploits its outstanding characteristics and creates a waterproof, windproof, and breathable membrane with a lower environmental footprint.

“Sustainability is the number one priority for our business and the GORE-TEX brand. Our latest innovation, ePE, is the next milestone on our responsible performance journey and perhaps marks the biggest day since we launched ePTFE and the GORE-TEX brand 40 years ago. The introduction of our new ePE-based laminate also shows our aspiration: to lead the industry with the highest performing, sustainable GORE-TEX products and solutions.”

**Nora Stowell**  
Global Sales & Marketing Leader,  
Gore Fabrics Division, Utah, USA

In alignment with the Sustainability Framework of the Gore Fabrics Division, the introduction of ePE as a new complementary material platform for its GORE-TEX products is another clear demonstration of Gore's innovative capability and progress on its sustainability journey that started over 35 years ago.

The announcement of its new ePE membrane reaffirms the GORE-TEX brand's ongoing commitment to Responsible Performance – defined by Gore as applying the brand's unique experience, science, and capabilities on a continuous journey to unlock new levels of both performance and sustainability.



## Diverse Sustainability Attributes

Gore's new ePE membrane comes with a range of sustainability attributes. It has been engineered for durable performance to provide a long product life. It leverages high strength-to-weight ratio to create extremely lightweight and thin composites that are still mechanically robust, but allow for reduced material usage, contributing to improved resource efficiency.

The new ePE membranes as well as the DWR treatments used are PFC-free and therefore advance the Gore Fabrics Division's goal of being free of PFCs of Environmental Concern (PFC<sub>EC</sub>) over the lifecycle of its consumer products. In this case, the goal is accomplished by using non-fluorinated materials.

As measured by the Higg Materials Sustainability Index (MSI), the ePE raw material and its consequently low membrane mass together result in a lower carbon footprint, compared to equivalent ePTFE membranes.

Gore's new ePE membrane will be certified to STANDARD 100 by OEKO-TEX®, bluesign® approved, and – depending on laminate selection – available with recycled and solution-dyed textile components.

With these multiple sustainability attributes, the new ePE membrane represents a substantial step towards the goals outlined in the Gore Fabrics Division's Sustainability Framework, introduced in 2020. This framework defines the division's sustainability ambition and its long-term and holistic commitment to contribute to the protection of both people and planet.

## First Retail Appearance in A/W 2022

Beginning in the Autumn/Winter 2022 season, Gore's new ePE membrane will be used in general outdoor and lifestyle garments, lifestyle footwear, and snow sports gloves. Selected customers include (but are not limited to) Adidas, Arc'teryx, Dakine, Patagonia, Reusch, Salomon and Ziener.

The GORE-TEX brand consumer products with Gore's new ePE membrane that will be launched in AW22 will carry the GORE-TEX brand's renowned GUARANTEED TO KEEP YOU DRY™ promise. Products for additional consumer end-uses (and from additional customers) will be introduced in upcoming seasons.

“The message for our brand partners is clear: with our new GORE-TEX products leveraging the ePE membrane we are expanding our range of laminate options for high product performance and sustainability. And hearing our brand partners' excitement and requests to collaborate is the feedback we were hoping for. Towards the end-user, we can be proud to continuously provide products with best-in-class performance and reassurance that important sustainability attributes are achieved.”

**Lara Wittmann**  
Global Strategic Marketing, Consumer Garments,  
Gore Fabrics Division, Munich, Germany

The following page shows several comments made by Gore's key customers, demonstrating the positive market reception of Gore's latest fundamental material innovation. It also shares some impressions from interactive media events, held online both in the US and in Europe in late September 2021 to present ePE to a selected group of international outdoor and trade industry journalists, resulting in a significant amount of positive media coverage in Gore's key markets.

“The introduction of the ePE membrane sets a new standard for the industry. This is another step in our shared commitment to a more sustainable future, and an exciting example of what innovation, collaboration, and shared values can achieve.”

**Carla Murphy**  
General Manager adidas TERREX



“Arc’teryx paired the ePE membrane with our own bio-based nylon face fabric, resulting in our most sustainable Gore fabric to date. Beyond the sustainability attributes of this new fabric, the membrane is also considerably lighter than comparable ePTFE membranes, which offers a very comfortable and quiet fabric.”

**Greg Grenzke**  
Director, Advanced Concepts



“The Discovery GORE-TEX is a product which really means something to us, at Reusch. We wanted to create a high-quality product with a sustainable approach. By combining resistant textiles and materials to Gore’s new ePE membrane, we succeeded in developing durable, long-lasting high-performance gloves.”

**Erich Weitzmann**  
CEO



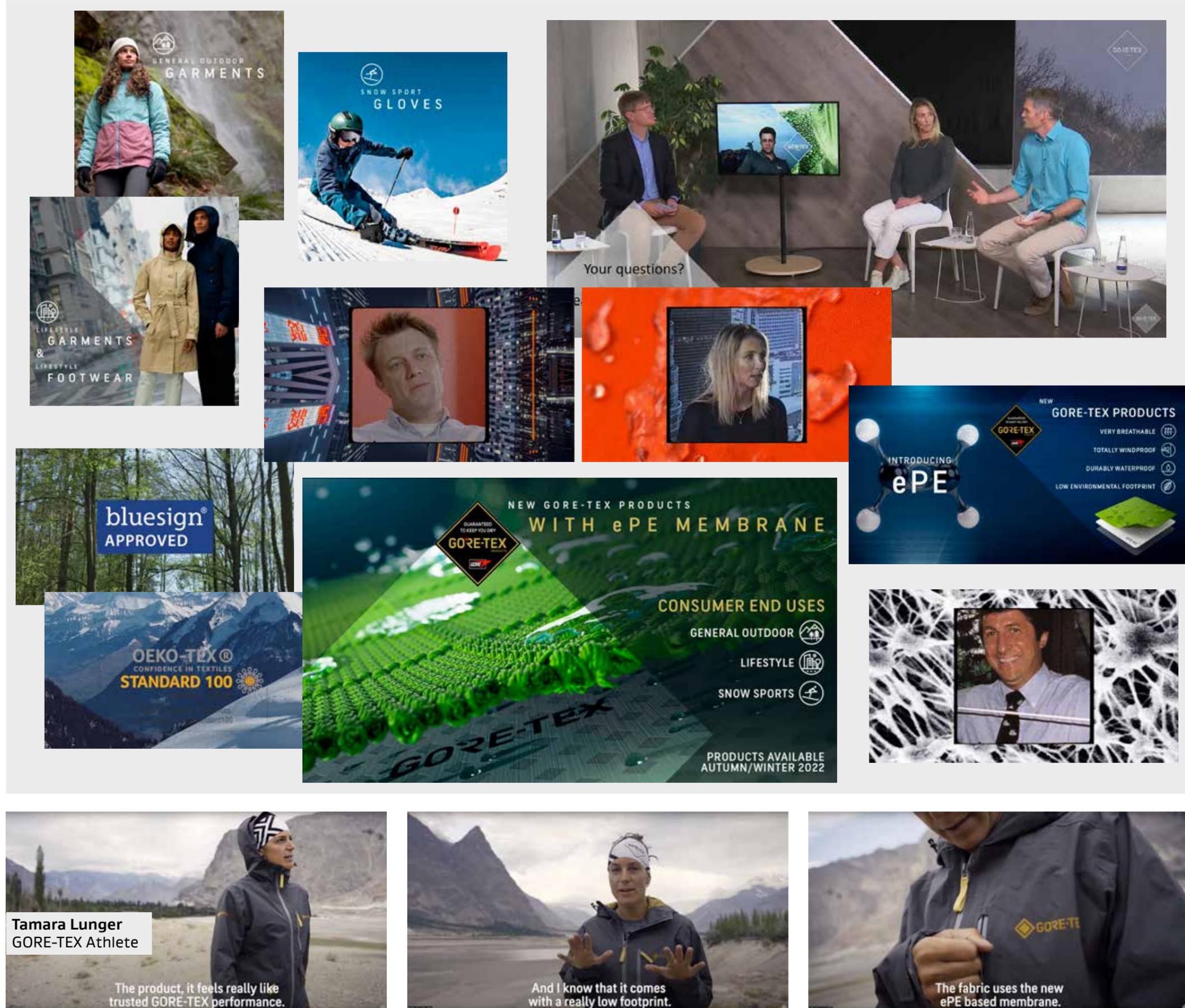
“Gore and Salomon share the same vision. We are proud to announce our first Salomon GORE-TEX with ePE product technology collection, a new step forward for innovative solutions.”

**Kristof Cavazzana**  
Director Sportstyle



“The new GORE-TEX insert [using Gore’s new ePE-based membrane] fits perfectly with our sustainability strategy! We tried to develop three alpine gloves that are as sustainable as possible.”

**Franz Ziener**  
Owner & Managing Director



# GORE-TEX Products With Innovative ePE Membrane Reflect Continuation of Bob Gore's Journey

The story is legendary in the outdoor industry: one night in 1969, after a long day of challenging research into making a cheaper plumber's tape, Bob Gore quickly yanked a piece of PTFE (polytetrafluoroethylene) in frustration and unexpectedly discovered a new expanded material with incredible properties. Through this revelation, expanded polytetrafluoroethylene (ePTFE) was born.



Bob Gore always called this moment a 'discovery' on a continued journey, not an invention. He felt that the real excitement in this 'eureka moment' was in the application of the finding. This led to years of learning and understanding the right applications for microporous materials and a commitment to delivering products that meet the needs of Gore's customers, and – as Bob Gore would say – “do what we say they will do.”

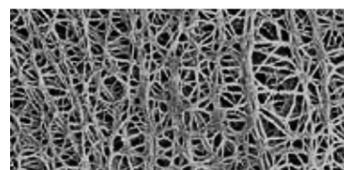
The introduction of this groundbreaking new material opened a world of possibilities for products and further innovations. The substance provided a myriad of new product applications including GORE-TEX fabrics, used in the world's first waterproof breathable outerwear and a product that through the years has become synonymous with the outdoors.

As a continuation of this journey, Gore Associates have used their experience with ePTFE, acquired knowledge and insight of polymer processing and materials science to create an innovative membrane based on expanded polyethylene (ePE). More than four decades of experience and expertise is applied to this polymer, expanding polyethylene (PE) in just the right conditions to create a strong microporous polymer scaffold.

“As a materials science company, much of the knowledge that we have developed over the last 40 years isn't specific to a singular material,” comments Matt Decker, Gore's Global Technical & Innovation Leader for Consumer Fabrics. “This expertise and deep understanding of our applications is what enables us to create complementary, durable ePE products for use in GORE-TEX brand consumer products.”

The development of the materials is the starting point to building integrated and highly functioning systems. Combining ePE with polyurethane (PU) exploits its light and thin, yet strong characteristics and creates a durably waterproof, windproof, and breathable membrane. The membrane can then be bonded to textiles (such as backer or face textiles) to form a GORE-TEX laminate. The laminate is used by customers to create finished products including footwear, gloves, and garments that are backed by the brand's renowned GUARANTEED TO KEEP YOU DRY™ promise.

“The new ePE membrane material is the functional foundation of a broader system,” Decker explains. “It is a microporous material that is a wonderful scaffold as a base material for creating waterproof and breathable fabrics.” Decker also notes that Bob Gore, who unfortunately passed away in September 2020, was excited about this possibility. “Bob had one of the original ePE jacket prototypes. It would have been very easy for him to say 'no, we don't need a new material platform,' but Bob did the opposite. He understood that technology evolves over time.”



Membrane



Face textile

## ? 3 QUESTIONS TO

### MATT DECKER

Global Technical & Innovation Leader, Consumer Oriented Fabrics, Gore Fabrics Division, Delaware, USA



#### Q: Matt, why ePE?

**MD:** Microporous polyethylene (PE) has been available in different markets for many years. However, PE-based membranes that were suitable in other applications lacked the durability for waterproof, windproof, and breathable apparel. The challenge was knowing how to expand it and make it durable.

To discover the right combination of materials and processes that would allow us to manipulate ePE into a strong microporous material, we have applied our decades of scientific knowledge and polymer expertise.

Today, we are very proud of the outcome: a new light and thin, yet strong material for waterproof, windproof, and breathable membranes that has a lower environmental footprint and is adaptable for a wide range of consumer apparel applications.

#### Q: What exactly made you think that ePE had promise?

**MD:** Among the many different materials that we have evaluated, PE stood out with the greatest potential. PE can be expanded in just the right conditions to make

ePE. With its billions of tiny holes allowing vapor to pass through, this microporous polymer redefines the strength-to-weight ratio: Gore's unique ePE membrane is extremely lightweight and thin, yet mechanically robust and reduces the thickness by half compared to the membranes currently used by GORE-TEX brand consumer products.

And when bonding our new ePE membrane to face or backer textiles, creating GORE-TEX laminates for different end uses, the textile choice offers the opportunity to use lower footprint textiles, which substantially reduces the carbon footprint of the finished product.

#### Q: Gore is known for rigorous testing. How did products with the new ePE membrane perform?

**MD:** Products using our new ePE membrane are indeed subject to the same extensive lab and field testing as all GORE-TEX products. And no worries. Field testing in general outdoor and lifestyle usage confirmed that these new ePE laminates are as durably waterproof as our ePTFE lates and meet our strenuous GORE-TEX product comfort and protection standards – for garments, footwear, and gloves in their targeted end-uses.

*Matthew Decker is the Global Technical Leader for Gore's Consumer Fabrics business. He has been working for Gore for 15 years as an engineer, scientist, and technical leader. Prior to his current role, he provided technical leadership to the Footwear, Gloves & Accessories business, and the Comfort Research Group. He has led technology and product development across a range of markets and applications, including structural firefighting, consumer and military protective clothing, and architectural fabrics.*



Durable water repellency



Finished product

# "We Are Walking the Talk!"

For the Gore Fabrics Division, sustainability is a clear priority and a key pillar of its business strategy. In the following conversation with Ross MacLaine, Sustainability Leader of the Gore Fabrics Division, Achim Löffler, the leader of Gore's Consumer Oriented Fabrics business, looks back over 2021, reveals insights in his learnings from last year, and provides his current view on key challenges for Gore's fabrics business and the future of a more sustainable textile industry.



**Ross MacLaine**  
Sustainability Team Leader,  
Gore Fabrics Division,  
Munich, Germany



**Achim Löffler**  
Consumer Oriented Fabrics  
Business Leader, Gore Fabrics  
Division, Munich, Germany

**RM:** Achim, it's been another busy year. We are still in the middle of a pandemic and saw many changes around our world. What's your view over 2021?

**AL:** You're absolutely right. 2021 was another very interesting, clearly also challenging year for us. In 2020, the pandemic had a dramatic impact on our business, reducing volume demand significantly. 2021 has seen a remarkable rebound based on increased numbers of consumers participating in outdoor activities.

We've had to manage challenges this has created in the supply chain while adjusting to new ways of working with a significant shift – from traveling across the world for lots of face-to-face meetings to now being almost 100% virtual.

**RM:** Growing demand clearly is a good problem to have from a business point of view. But in our world, there's an increasingly obvious connection between quantity of products and carbon footprint, so our business growth has likely driven an increase in our carbon footprint. What does that mean, as you look to the future and the carbon goals that your business is committed to hit?

**AL:** Honestly, I have mixed feelings at the moment. I mean, it's great to see demand and revenue numbers growing. But the direct connection between a growing business and a growing footprint creates a dilemma – not only for us, but also for our society.

Let's face it, the more we consume, the higher our carbon footprint will be. That problem requires that we first find solutions to reduce the footprint per production unit, and that's a primary goal in our sustainability journey. We have obviously found certain solutions already but need to continue to get stronger here. We are increasing the amount of recycled

content in our products, and we continue to search for further innovations that help reduce the quantity of materials needed. I see progress, for sure.

**"Our Fabrics Division has a history of successfully taking on big innovation challenges, and then helping to lead our industry forward."**

**ACHIM LÖFFLER**

On the other hand, we've realized the need to find new ways for our business to tackle the challenges of today – and of the future. Simply selling more products to achieve growth cannot be our only approach to secure our future. I am challenging our teams to consider how we need to run our business five years and ten years from now.

The key question is: how can we deliver business growth without increasing our footprint at the same time? Are we being bold enough in our thinking

about other ways of creating value, through additional services for example? Currently, we have a pilot ski garment rental program running in the US. Are there other business models that we can create which are not necessarily linked to selling more physical products?

**RM:** You mentioned the GORE-TEX Outerwear On-Demand rental project. Is that something that's going to be key to the future of our business? Or is this an example of Gore trying to understand where the world is going and what our role is in it? In short: experiment or key to our business?

**AL:** We are still in the exploration phase of this project, but it's certainly more than just an experiment. For me, there is something very intriguing about the consumer trend towards product 'usership' versus product 'ownership', and we need to learn more.

Currently we are looking at scaling approaches based on learnings from our initial market trial. We want to understand how we might pursue this in a way that is value adding – not just for us but also for our partners.

**RM:** Achim, I heard you spent some time in Edinburgh recently, engaging in a conference to understand where the world is going. Any headlines from this event that are relevant to your business?

**AL:** Well, I had the pleasure of getting invited to the Countdown Summit conference, which was just held ahead of the COP 26, the 26<sup>th</sup> Climate Change Conference in Glasgow.

**"There is a lot of significant work in front of us, and it's not yet too late to get after it. We must act now with urgency, and we must work together."**

**ACHIM LÖFFLER**

While it may still be a bit too early to rate the outcomes of the latest COP, I left the Countdown Summit in Edinburgh really inspired, and with much more knowledge about a range of sustainability topics.



Clearly, these four days allowed me to dive much deeper into the details and helped me understand much better our challenge of decarbonizing our world.

While the inspiration I got was exciting for me, I ultimately learned that there is a lot of significant work in front of us, and it's not yet too late to get after it. This was my key take-away. We must act now with urgency, and we must work together – politicians, governments, companies, and individuals. Everybody plays a role here, and we are all being called to action to contribute to that global goal.

**RM:** It's genuinely great to hear you saying how inspirational you found that event. How do you start to make that inspiration real and live it within your consumer fabrics business?

**AL:** The challenge will be to keep balancing our short- and long-term focus. We just talked about one example, our work on our carbon goals. Short-term, we have to ensure that our entire organization, every Associate, understands how she or he can contribute to achieving these goals. But how can we embrace change on an even broader scale? We are currently discussing longer-term strategic choices for the Gore Fabrics Division in that context.

Another take-away from the conference for me, by the way, were examples from big global companies. I was inspired by their willingness to set the right goals and then believe in their organizations' collective ability to find a way to deliver. Our division has a history of successfully taking on big innovation challenges, and then helping to lead our industry forward. However, I believe, we need to be bolder than we are today.

**RM:** Talking about being bold, a year ago, we introduced our Sustainability Framework to the consumer business. It contains a broad set of sustainability aspirations including our goal to eliminate PFCs of Environmental Concern from the lifecycle of our consumer products.

Now there's been a major announcement: improvements around performance and sustainability have resulted in our ePE product launch, which is – I would assume – the number one story from the consumer business this year. Can you talk a little bit about the ePE launch and what that means to you?

*"I believe this is a significant moment for our business and our industry, and creates opportunities to innovate with an entirely new material."*

**ACHIM LÖFFLER**

**AL:** Well, a bit more than a year ago, we made a decision to use a new complementary material platform, based on ePE, for our consumer products in the long-term. This was a bold move for us and created tremendous focus for our teams. The initial introduction in the Autumn/Winter 2022 season of fit-for-use products across all product forms – garments, gloves, and footwear – is a testament to years of hard work behind the scenes.

*I believe this is a significant moment for our business and our industry, and creates opportunities to innovate with an entirely new material.*

**RM:** I agree, it's an exciting time for our business. I was privileged to be part of both the customer launch and the media presentations for this new set of materials. How are your customers receiving the new material?

**AL:** Because of availability, we could only start with a select number of customers, but those involved were really excited about this new material and the way we integrated it into our portfolio. A key point for them was the improved chemical footprint of the ePE membrane in that it is based on non-fluorinated chemistry and thus PFC-free. And they are excited about joining us in communicating this innovative material and expanding its range of applications in their portfolio.

**RM:** It is nice seeing how the market is starting to react to ePE. Within Gore, this change is palpable, too. Across Gore, I see pride in what we have achieved here – from our technology and engineering Associates, through our manufacturing teams, on to marketing and sales.

You said sustainability is key to your business and to how we're moving forward. We've talked about the key topic of 2021 that made headline news. But sustainability clearly is much more than one new material or product. Anything else you would like to highlight? What's happening across your business either now or in the nearer future with a sustainability lens that helps take us to the next step?

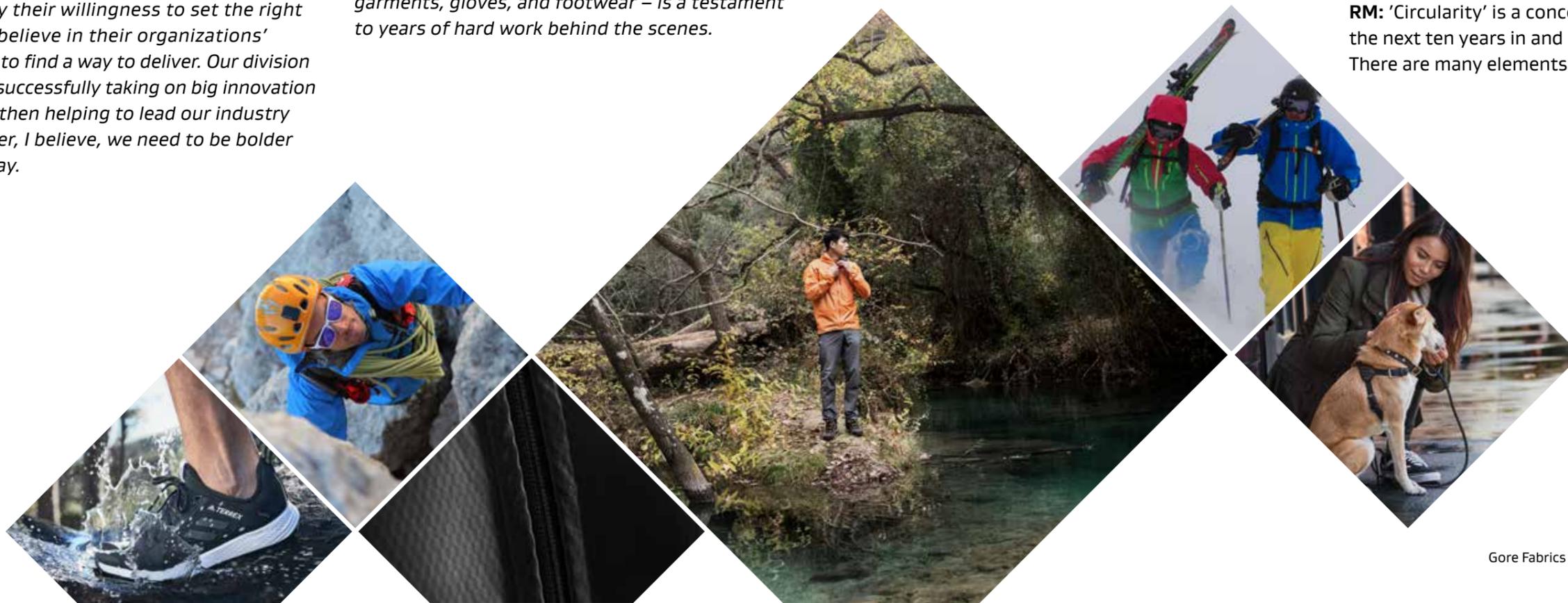
**AL:** First of all, sustainability is clearly not just a short-time topic for a year – at least not for us here in the Gore Fabrics Division. Our DNA is being a product leadership company, and you can see that we are embedding this whole sustainability approach in the way we are clarifying our brand purpose towards responsible performance.

*"Durability alone is not enough, and we need to lower the footprint of our products in other ways, too."*

**ACHIM LÖFFLER**

Responsible Performance means elevating our commitment to sustainability to the same high level as our commitment to performance. This is the journey we are on, sustainability for people and planet married to performance for end-users.

**RM:** 'Circularity' is a concept that's going to define the next ten years in and around the textile industry. There are many elements clearly linked to it – from



long life, which is a key proponent of what we do, and using lower footprint materials, through to managing end-of-life. Our rental program evaluation is one example of a new initiative in this area, and we have lots of historical efforts around 'care & repair' that are part of ensuring our products have a long life. What does 'circularity' mean to you? What do you see it driving within Gore in the coming years?

**AL:** That's correct, circularity is neither a singular, nor a simple thing. We are working hard to understand the role we can play in the circular economy. And we believe there are certain areas where we can contribute significantly.

*"Responsible Performance means elevating our commitment to sustainability to the same high level as our commitment to performance."*

**ACHIM LÖFFLER**

We take a lifecycle view of our products and want to make sure we make choices that lower the holistic and total footprint – avoiding overly simplistic approaches and misleading buzzwords. There are

*some things that may appear positive on their surface, but when you dig into the data, they can actually increase certain elements of footprint.*

*Durability, providing long lasting products, will remain at the heart of our strategy. Minimizing the need to re-manufacture products that wear-out early is key to the circular economy. However, we also know that durability alone is not enough, and we need to lower the footprint of our products in other ways, too – for example using recycled textiles. You can expect to see a lot more from us in this space over the coming years.*

**RM:** What is your outlook with respect to sustainability in your business for the next three or four years?

**AL:** In general, I have a very positive outlook. We are continuing to really activate our whole organization, to bring it behind our sustainability approach, and to make clear that it's not just a team of experts who are working on sustainability. We have a collective and individual responsibility to act boldly to make progress on our journey. Long-lasting performance products are at the heart of our approach, and I am confident consumers will start to understand the value of this with respect to sustainability – it is important for all of us to consume less, but better.

*Achim Löffler has been leading the Consumer Oriented Fabrics (COF) business unit group at W. L. Gore & Associates since July 2019. The group includes the business units COF Garments and COF Footwear, Gloves & Accessories. Achim is part of the Gore Fabrics Divisional Leadership Team, its Innovation Council, and member of the Brand Steering Committee. Prior to his current commitment, Achim led the COF Footwear, Gloves & Accessories business unit for five years. Before that, he worked on several regional and global roles in areas of innovation, product development, sales and marketing.*

## EXPLORING OPPORTUNITIES



### GORE-TEX Outerwear On-Demand Project Piloted in the US

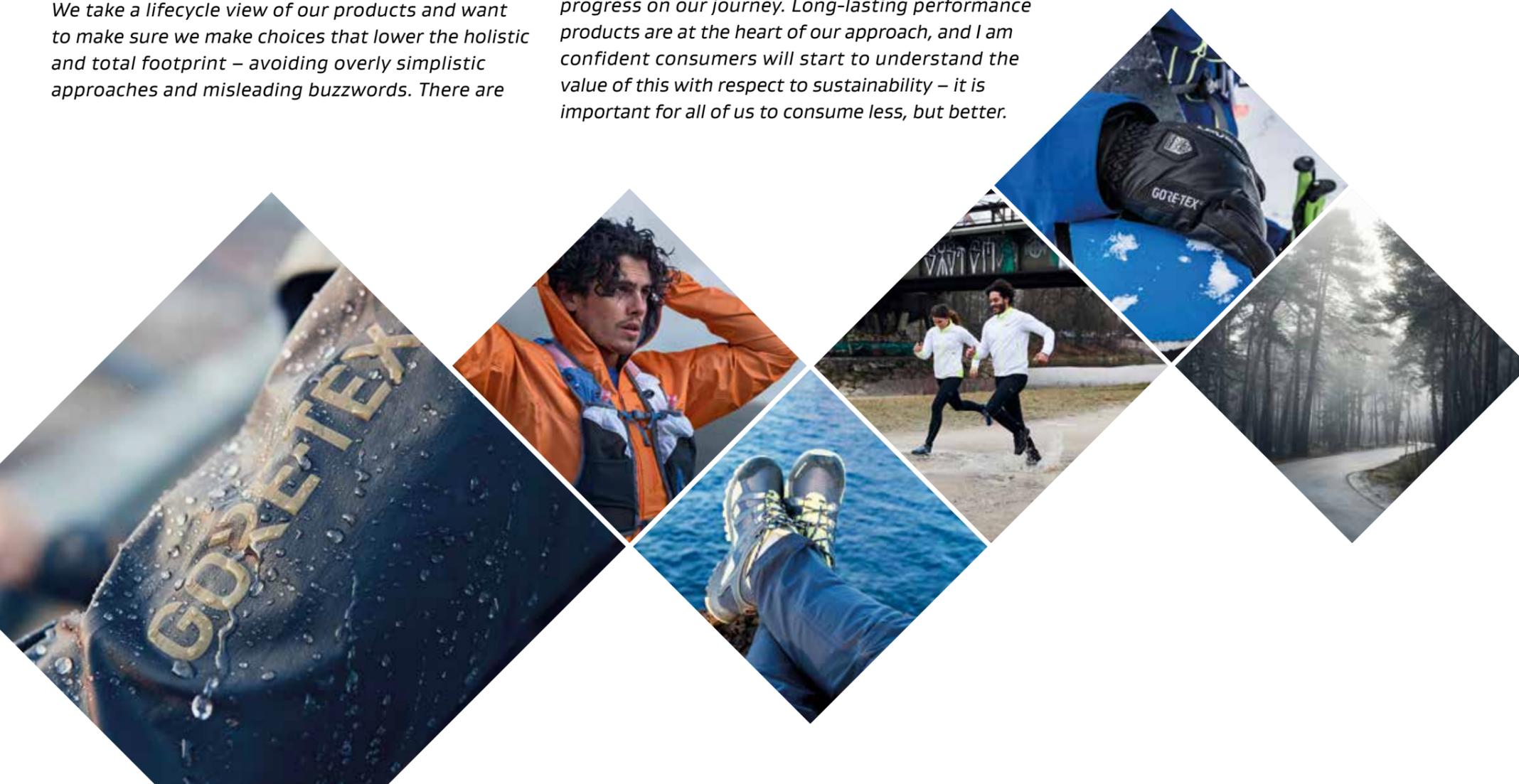
Scientific Life Cycle Assessments have proven that prolonging the life of a product is the most important lever for minimizing its environmental footprint. To explore opportunities for better exploiting the durability and, hence, the long lifetime of GORE-TEX garments, in December 2020, the Gore Fabrics Division entered new grounds and started to pilot its GORE-TEX Outerwear On-Demand program.

During the 2020/2021 ski season, this program provided snow-sport enthusiasts in the US the ability to rent GORE-TEX garments at selected resort-retail locations in Alta, Utah and Jackson Hole, Wyoming. This program helps more consumers have a better on mountain experience with easy and convenient access to premium snowsports garments.

GORE-TEX Outerwear On-Demand was designed for the increasing number of environmentally conscious consumers who love the comfort and protection of GORE-TEX garments but prefer the on-demand convenience of renting, look to simplify the amounts of possessions they own, and think in terms of 'usership' rather than of 'ownership'.

The GORE-TEX jackets and pants in the program were designed specifically for the unique demands of rental use and incorporate many premium snow-sport specific features. This unique and premium outerwear collection encapsulates engineered designs and technological advances from the GORE-TEX brand that aren't available to purchase.

For more information see <https://www.gore-tex.com/experience/rentals>



# Gore Fabrics Division Joins Forces With Supply Chain Partners in Tackling Carbon Emission Reductions

A key initiative within the sustainability strategies of W. L. Gore & Associates and its Fabrics Division is to reduce carbon emissions. The ambitious and science-based goals, set in 2020 to cut-back emissions substantially by 2030 and to work towards carbon neutrality by 2050, reflect Gore’s commitment to support tackling the climate crisis.

Climate change and its wide-ranging consequences present one of the most pressing challenges to all living beings on the planet. Governments, academia, civil society, and industries need to work hard to prevent a global warming beyond 1.5 degrees Celsius, as set out in the 2015 Paris Agreement, a legally binding international treaty on climate change.

As a good corporate citizen, Gore is committed to join the global response to this huge issue by contributing a relevant and tangible share to mitigating climate change. Therefore, in 2020, Gore made a carbon reduction goal with a 2016 baseline a key element of its sustainability strategy.

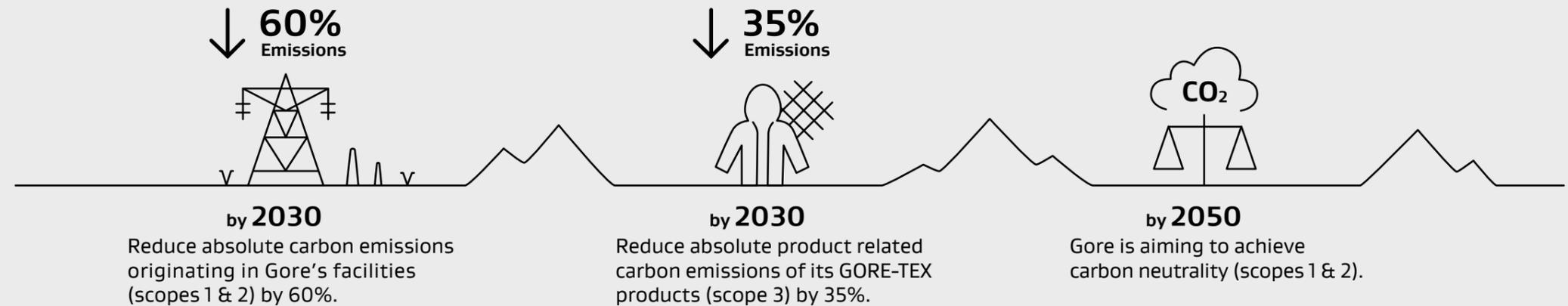
For more information on Gore’s carbon goals visit the GORE-TEX website at [www.gore-tex.com/sustainability/protect-the-planet/reduce-climate-change](http://www.gore-tex.com/sustainability/protect-the-planet/reduce-climate-change) and watch the introduction video.

## Assessment of Gore’s Carbon Footprint

The Gore Fabrics Division so far has reported its carbon footprint, including all three scopes, for 2016, its baseline year, and for 2019. According to the latest evaluation of its carbon footprint, for 2020, the Gore Fabrics Division recorded, in absolute figures, total emissions of 236 kilotons (kt) carbon dioxide equivalent (CO<sub>2</sub>e).

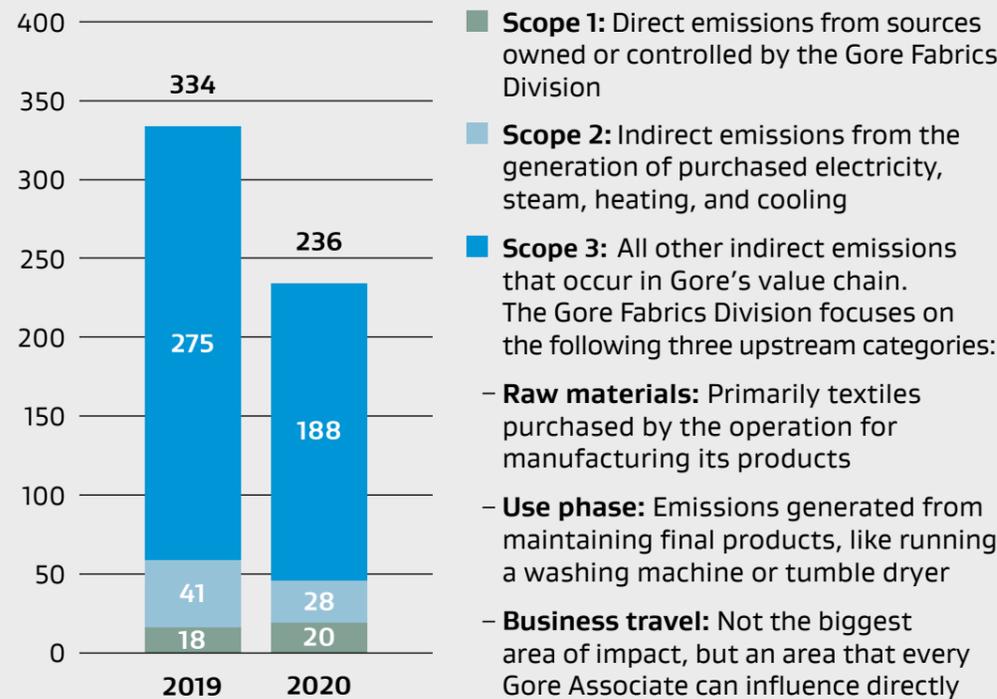
Compared to the year before, total carbon emissions in 2020 plunged by some 30%, primarily driven by a decrease in production volumes resulting from the COVID-19 pandemic. Changes in work processes, such as an increase in remote work and a decline in business travel, also contributed to the reduction of carbon emissions in 2020 of almost 100 kilotons (kt) carbon dioxide equivalent (as shown in the chart on the right).

### Carbon Goals\* of Gore and Its Fabrics Division

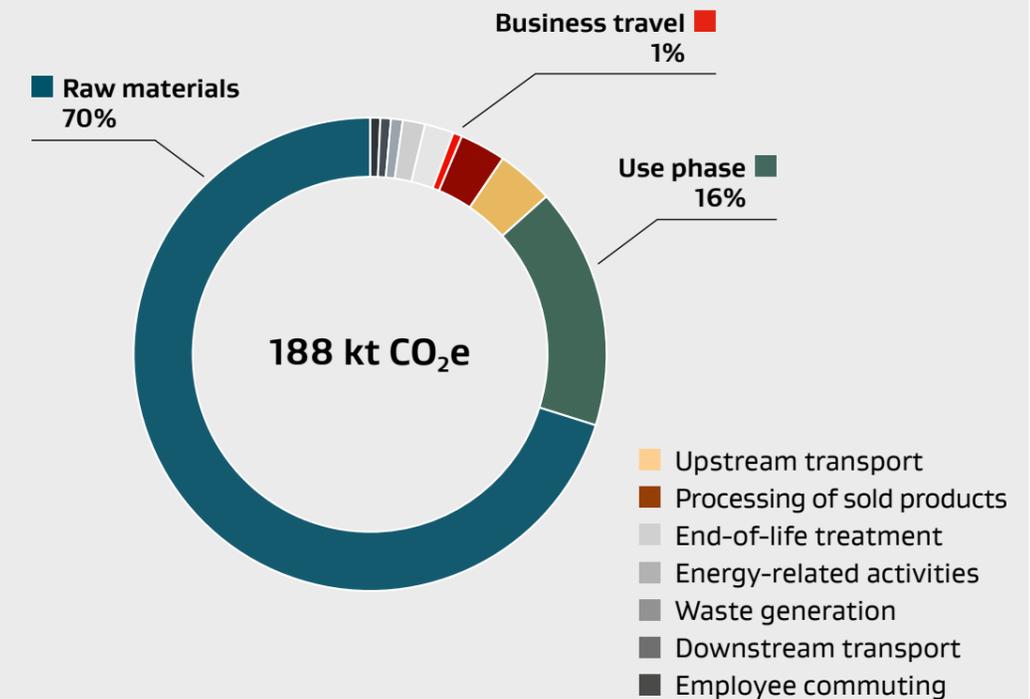


\*The goals covering Gore’s facilities (scopes 1 & 2) are consistent with reductions required to restrict global warming to 1.5° Celsius. The scope 3 goal is consistent with reductions required to keep global warming well-below 2° Celsius.

### Gore Fabrics Division’s Total Carbon Footprint (kt CO<sub>2</sub>e)



### Scope 3 Breakdown 2020



## Gore's Climate Strategy Focuses on Three Areas

-  Reducing energy consumption at Gore's manufacturing sites and switch to 100% renewable electricity supply as quickly as possible
-  Working with Gore's supply chain partners to lower energy consumption, phase out fossil fuels for on-site power generation – with coal as primary focus – and develop pathways to switching to renewable electricity supply
-  Optimizing the design of GORE-TEX products by deploying lower footprint, durably performing materials



In 2021, the Gore Fabrics Division successfully initiated a variety of efforts in the three key action areas shown above, that had been defined and announced in conjunction with the goals in 2020.

### Gore Manufacturing Sites Reducing Energy Consumption

In 2021, Gore commissioned external energy audits for its fabrics plants in Elk Mills, US, and Shenzhen, China, to refill its energy efficiency project pipelines. Based on recommendations from its 2020 energy assessment, the team of the Putzbrunn plant in Germany already launched a range of reduction projects.

The team in Shenzhen was supported by RESET Carbon, an energy efficiency specialist with deep expertise in the textile supply chain in the Asia-Pacific (APAC) region that also partners with the Apparel Impact Institute (Aii) to drive emission reduction programs in APAC supply chains at scale. With a clear plan for further consumption reduction, Gore believes the 2030 'scope 1' goal is within reach.

### Gore's Renewable Energy Strategy

Gore has put strong emphasis on switching its manufacturing sites and offices to renewable electricity supply swiftly. Beginning in 2022, all Gore facilities in Europe, among them the fabrics plant in Putzbrunn, Germany, will move to 100% renewable electricity.

In the evolving energy markets in China – specifically in the broader Shenzhen region – Gore is continuing to push towards increasing use of renewable energy.

In 2022, renewable energy will comprise about 85% of the total electric consumption in the Shenzhen manufacturing site, a reduction of around 30% compared to the 2016 baseline.

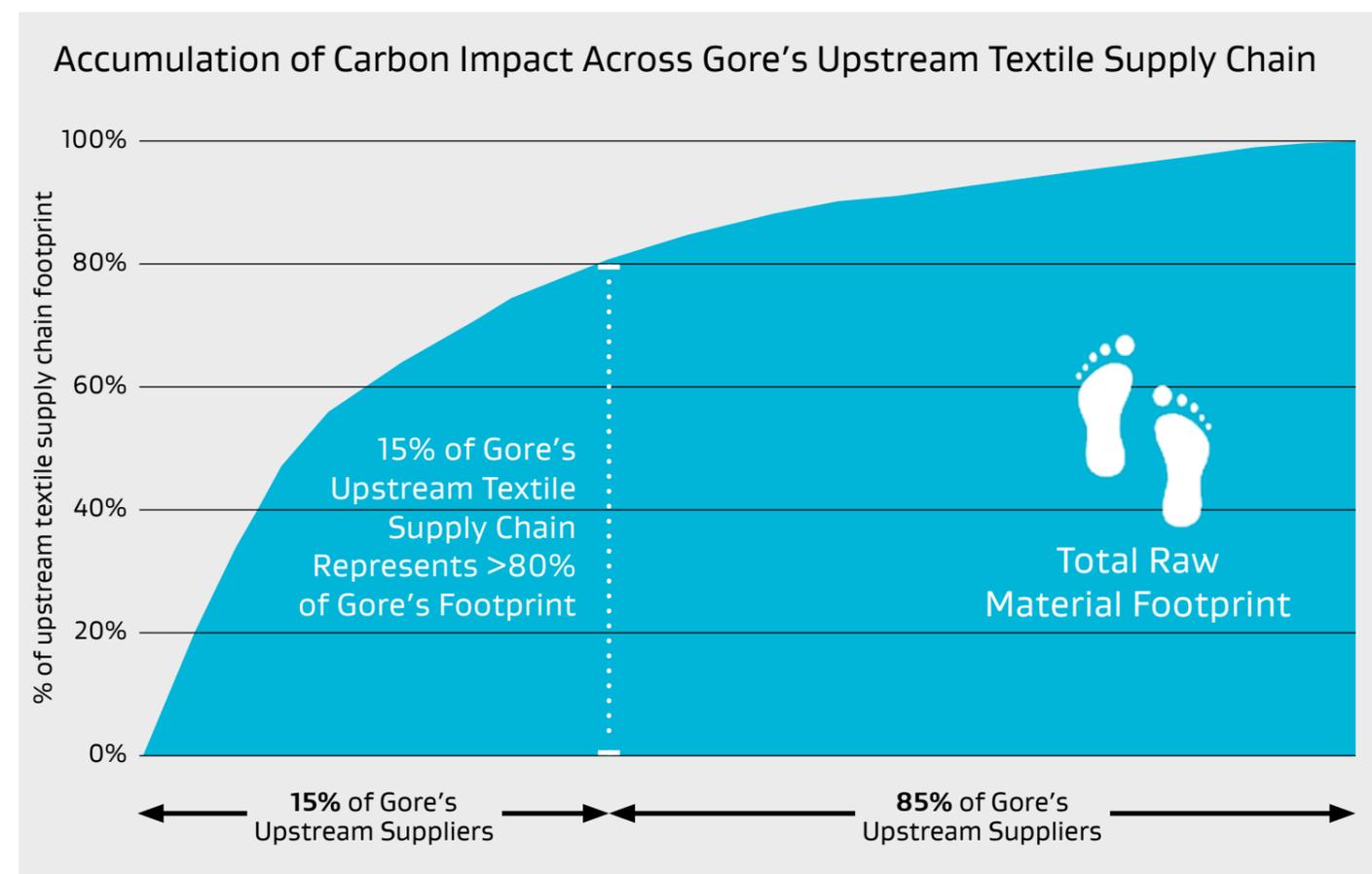
Finally, following almost two years of market exploration and intense negotiations, W. L. Gore & Associates celebrated the signature of a major Power Purchase Agreement (PPA) for a 55 MW solar development in Glover Creek, Kentucky, in January 2022. The development will cover 100% of the energy consumption of Gore's US East Coast plants by 2024 and will span an area of approximately 240 American football fields or 180 soccer pitches.

### Gore Working With Suppliers

Inspired by Gore's belief in the power of collaboration, its Fabrics Division co-initiated industry collaboration efforts to make the reduction of carbon emissions in upstream supply chains a joint endeavor. Based on its analytical and program design work throughout 2021, the division will begin onboarding a pilot group of suppliers to an industry-wide carbon reduction program in early 2022.

A thorough analysis of Gore's upstream textile supply chain network indicated that the raw materials sourced from 15% of Gore's suppliers and their upstream supply chains represent some 80% of the Gore Fabric Division's raw material ('scope 3') footprint. This is illustrated in the graphic on the right.

A split by regions further revealed a relevant footprint across the US, Europe, and the Asia Pacific region, with the latter dominating the picture. In particular, the supply chains in Taiwan – a region which is known



for exceptional product quality and innovation – stood out in the analysis as a major source of carbon footprint.

Based on the progress made in 2021, the Gore Fabrics Division will roll out updated contractual requirements, ensuring that direct suppliers will:

**a)** set an absolute Greenhouse Gas (GHG) target for its 'scopes 1 & 2' emissions aligned with the Science Based Targets initiative's (SBTi) methodology by end of 2022,

**b)** phase out the use of coal for thermal energy generation by 2030, including developing a plan for implementation by the end of 2023, and

**c)** commit to Greenhouse Gas (GHG) reporting via the Higg Facility Environmental Module (FEM) for all suppliers involved in preparation, formation, coloration, lamination, and finishing of textiles no later than by 2024.

## Outlook on Gore's Carbon Footprint Development

Measuring footprint reductions, particularly for raw materials sourced from suppliers, remains challenging, and the carbon footprint of the Gore Fabrics Division is currently still strongly correlated with production volumes. Since volumes have bounced back considerably throughout 2021, Gore believes it will see a corresponding increase of the 2021 footprint.

Based on increased understanding of the underlying data and their dynamics, combined with a significant number of projects across its organization to reduce its carbon footprint, Gore remains convinced that – despite the expected increase of its 2021 footprint – it is still in a good position for reaching its 2030 carbon reduction goal. Gore believes in its catalyst function for the industry and is committed to take the lead in further joint industry efforts helping reduce carbon emissions across its entire textile supply chain network.

## Gore Joining Industry Supply Chain Decarbonisation Project (SCDP)

As a long-standing member of the Outdoor Industry Association (OIA), the Gore Fabrics Division proudly co-founded OIA's Climate Action Corps in 2020.

By now, the Climate Action Corps has set up a series of collaborations, some of which are aiming to reduce upstream supply chain emissions.

On the other side of the Atlantic, Gore has helped to create the European Outdoor Group's (EOG) Supply Chain Decarbonisation Project (SCDP) in early 2021.

Both the OIA supply chain footprint reduction initiative and the EOG's SCDP are pre-competitive collaboration projects, actively supported by some 30 leading brands in the outdoor industry.

These efforts are rooted in the belief that while supply chains are global and diverse, there are relevant overlaps which can be leveraged to achieve more impactful footprint reductions in shorter timeframes. By streamlining expectations for its global supply chains right from the start, the Gore is focusing on

achieving carbon reductions instead of increasing workload across the value chain by requesting multiple audits and measuring tools.

Gore has worked with brands in both programs on identifying overlaps and suitable, industry-wide carbon reduction programs to conduct shared facility audits and support suppliers in setting goals and defining action plans. In 2022, several pilot projects in this space will be executed.

In essence, the OIA's Climate Action Corps and EOG's SCDP provide organizations like Gore a framework for joint action against climate change. Both projects demonstrate the industry's potential to drive impact, together, and to collaborate for the best results in ensuring the outdoor industry is moving towards a low carbon future.



## A WORD WITH

### MARKUS WIESER

Carbon Champion,  
Gore Fabrics Division,  
Munich, Germany



**Q: Markus, you are working on a very critical and complex issue that seems hard to get solved within a short timeframe. What's your motivation that keeps you up and running every day?**

**MW:** With a steady stream of new, bleak scientific insights, it's easy to get overwhelmed and to feel small in the face of this massive and accelerating crisis. That said, I am impressed every day by how 'climate awareness' is taking deeper root in our organization and how a significant and growing number of efforts is driven by colleagues all across Gore – both in the consumer and the professional worlds. Generally, there's a strong recognition that taming climate change requires oftentimes unprecedented collaboration throughout the value chain. Despite the crisis, what more fertile grounds for innovation could we imagine?

**Q: What, in your eyes, is the biggest advancement that Gore made in 2021?**

**MW:** It's hard to pick one. Our bold move towards 100% renewable electricity supply. New materials. And certainly, the pre-competitive collaboration with our brand partners in the US and Europe which will start to bear fruit next year. I'm genuinely excited about bringing several dozen brands and their suppliers together for tackling the carbon footprint hotspots in our industry.

**Q: When looking at the 2020 figures and the estimate for 2021, what makes you optimistic that Gore is going to reach its 2030 targets?**

**MW:** The 2021 footprint will be challenging. Further down the road I'd expect us, the industry, to move from looking at this as something we have to do to not eradicate the very foundations of life on our planet to an area of flourishing innovation and positive differentiation. At that point, reducing carbon footprint will become intrinsic to what we all do. This is the sweetspot, I think, and I'm pretty optimistic that we'll collectively make a positive difference.

**Q: What do you think will be the biggest, most important lever for a substantial reduction of Gore's carbon footprint on its way towards carbon neutrality by 2050?**

**MW:** Decoupling financial success from footprint will be key. Setting up the right KPIs to reflect on this, providing our partners with advanced and durably performing products with a significantly lower footprint, and developing new ways of doing business that enable us to decouple more forcefully. It's leading into the unknown to some degree, with some elements that are known but probably haven't been tried yet. All the more reason to stay alert, curious, and optimistic!

*Markus Wieser worked many years for a leading global strategy consultancy across a range of industries and challenges. Supporting energy sector companies to reduce the footprint associated with power generation soon became a particular passion for him. Since joining Gore in 2016, he has grown and deepened Gore's stakeholder network, has had various roles around sustainability strategy, and has been evolving and overlooking the Gore Fabrics Division's greenhouse gas reduction program.*



# Gore Fabrics Division Leverages Industry Tool for Increasing Transparency and Further Improving Environmental Product Footprint

For the Gore Fabrics Division, understanding and transparently sharing product footprint information is a key element of creating movement towards a more sustainable future. In 2020, the division fully embraced the Higg Material Sustainability Index (MSI), a then emerging tool, to augment its own work on lifecycle understanding. The journey continued in 2021.

For a thorough understanding of the footprint that all aspects of its products create, Gore aims to take a full lifecycle, cradle-to-grave view. This work routinely confirms the importance of durability and extending lifetime – ensuring that the manufacturing footprint of a product, which is normally the most significant, results in a product that is used for many years and does not need to be remade.

However, full Life Cycle Assessment (LCA) analyses are complicated, time consuming and sometimes challenging to compare, and hence, in 2020, Gore embraced the more standardized Higg MSI tool. In 2021, the consumer business within Gore has continued to lead the way with the use of the MSI system.

The MSI scoring is now an integral part of Gore’s product communication, with all brand partners receiving representative MSI scores for the laminates they purchase. Gore wants to enable its customers to robustly compare the footprint of GORE-TEX materials to those of other suppliers.

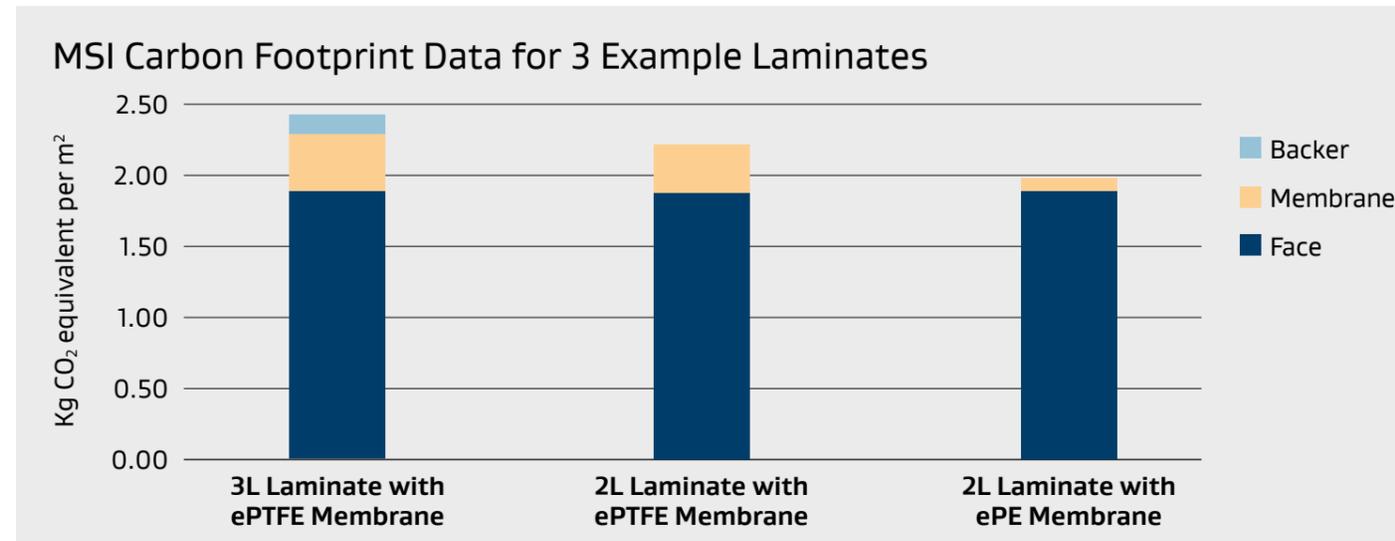
## GORE-TEX Professional Starting to Explore Use of MSI System

While the Higg MSI tools were developed primarily with the consumer market in mind, to allow for consistent comparisons across materials, the same challenge exists for the markets served by the GORE-TEX Professional business.

In 2021, Gore started to explore the use of the MSI system in certain areas of its professional business with numerous laminates now modeled in the system. These modeled laminates are informing decisions as to future product development direction, but are also starting to be used in exploratory discussions with Gore customers and partners.

## Textile Footprint Most Significant

Across both the consumer and professional businesses of the Gore Fabrics Division, there is one common learning: the majority of a laminate footprint comes from the textile(s) used in the laminate – and not from the membrane that is used. To illustrate this fact, the chart below shows the per square meter carbon footprint from the MSI system for three of Gore’s consumer laminates that use a common polyester face fabric.



The graph also illustrates the difference between a 2-layer and 3-layer laminate, with the 3-layer having a higher footprint primarily due to the inclusion of an extra textile. In addition, a comparison can be made between two different 2-layer laminates, one with an ePTFE membrane and one with Gore’s new ePE material. While the difference between the two membranes is obvious, again the significant driver of the carbon footprint is from the face textile used. This fact continues to reinforce the value of working on lower footprint textiles as a key vector in reducing the collective apparel and footwear industry footprint.

## Driving and Measuring Improvements

In 2021, Gore Associates have shown strong interest in understanding the MSI system and using it as a way to see how different material choices will affect the overall impact of product before they ever reach the market. The MSI system is therefore being leveraged across the Gore Fabrics Division to guide product development efforts to lower the footprint of its products. For example, the lower (carbon) footprint of recycled versus virgin polyester textiles

is seen in the system and, hence, is creating more pull for these textiles from customers. Gore is responding to the demand by continuing to increase its respective offer. Alongside more detailed LCA work, the MSI system has also been used by Gore to understand the footprint of its consumer business’ new ePE-based laminates (see page 9).

As illustrated by the chart above, the laminate with the new ePE membrane, Gore’s latest technology innovation, has a lower carbon footprint compared to laminates with an ePTFE membrane.



## The Higg Materials Sustainability Index

The Gore Fabrics Division is a founding member of the **Sustainable Apparel Coalition (SAC)**, the apparel, footwear, and textile industry’s leading alliance for sustainable production. One of SAC’s key activities is offering and maintaining the **Higg Materials Sustainability Index (MSI)**.

The Higg MSI is a neutral tool to measure and score the environmental impacts of materials from cradle-to-gate. Apparel, footwear, and textile industry designers and product developers can use the Higg MSI to assess and compare the impacts of different materials to make better informed decisions in apparel design through apples-to-apples material comparisons.

The Higg MSI uses data submitted from the industry and LCA databases to calculate environmental impacts and translate them into comparable, aggregated Higg MSI scores, taking into account five key categories for sustainability performance.

## The Higg MSI Measures

- Global Warming Potential
- Nutrient Pollution in Water
- Water Scarcity
- Fossil Fuel Depletion
- Chemistry

For more information on the Higg MSI visit <https://apparelcoalition.org/higg-product-tools/>

## 3 QUESTIONS TO



### BEN BOWERS

Product Environmental Footprint Champion, Gore Fabrics Division, Livingston, Scotland

**Q: Ben, how did the MSI advance Gore's customer experience?**

**BB:** In 2021, we advanced our work with MSI even further. In 2020, we rolled out our initial communication of product environmental footprints to customers using the MSI scoring tool. In 2021, we expanded the scoring of products from consumer garments, footwear, gloves and accessories into the GORE-TEX Professional product lines.

Sharing this data with our customers has helped them better understand what the environmental impacts of their products are and how they can use material selection to decrease their products' environmental footprint. Going into 2022, we are looking to further facilitate this by developing the ability to share materials across the MSI with key customers.

**Q: What other initiatives did Gore launch on product sustainability in 2021?**

**BB:** We continued our work to understand the environmental impact of the new ePE laminates by independently assessing their environmental impact using LCA tools. This work is ongoing but will be beneficial going forward to inform our customers about the specific environmental benefits of our new ePE laminates.

**Q: What would you say is the future of communication of product sustainability to consumers?**

**BB:** Well, we are quickly approaching a point where global climate change could be irreversible – and that's scary. Most people want to change things, but don't know how. Product communication about sustainability will allow the consumer an increased level of engagement and agency in tackling the climate crisis. Will this be the ultimate solution? No, it won't, but what it will do is provide a first step to let consumers know their decisions do have an impact on the world.

In addition to our engagement with the Higg MSI on this topic, we are also proactively looking at the environmental footprint of our new ePE platform

using LCA methodology. And we are developing a product scoring framework with other industry leaders as part of the European Union's Technical Secretariat for the Product Environmental Footprint (PEF) project.

The ultimate aim of this project is to provide a set of rules by which all apparel and footwear products sold in the EU will be able to be assessed. We have been able to use our expertise in material testing to inform the conversations about product lifetime and durability. However, addressing key sustainability issues will ultimately require input not only from leaders like Gore, but from anyone engaging in modern commerce.

*Ben Bowers has been with Gore for three years. Prior to coming to Gore he worked at Adidas as an apparel material developer and at Timberland as a footwear material developer. Ben was firmly rooted in the sustainability area of both prior companies and brings that experience into his role at Gore. He represents Gore on the Technical Secretariat for the Product Environmental Footprint for the European Commission and on the Product Tool Strategic Council for the Sustainable Apparel Coalition.*

## EXPLORING OPPORTUNITIES



### DP/DHL Group Ordered GORE-TEX Jackets With Recycled Textiles

Deutsche Post DHL Group, one of the leading global logistics companies and one of the world's largest employers, with more than half a million people working across 220 countries, will order 25,000 GORE-TEX jackets in 2022 for its staff.

These jackets have a reduced environmental footprint, containing bluesign® approved GORE-TEX laminates from recycled PET bottles. The new gear was presented to DP/DHL staff in Bonn, Germany.

The recycled and solution-dyed textiles used for one DP/DHL GORE-TEX jacket contain material from approximately 40 PET bottles. Calculating 25,000 jackets ordered by DP/DHL equals one million PET bottles that – instead of ending up in incineration, in landfills, or in any of the world's oceans – were granted a second life in this GORE-TEX laminate, helping not only protect DP/DHL employees but also reducing the environmental impact and thus protecting our planet.



# Gore Fabrics Division Obtains Global Recycled Standard (GRS) Certification

Transparency guides the way Gore is operating and building trust. In 2021, its Fabrics Division achieved a major milestone on its continuous sustainability journey, aiming at reducing its environmental footprint while providing durable, high-performing products.

Over the last couple of years, the Gore Fabrics Division has substantially increased the use of recycled materials in its products to use resources more efficiently and contribute to the necessary reduction of carbon emissions.

To have its ongoing efforts officially acknowledged and to make its achievements more obvious to its customers and end-users, Gore sought support by an independent and credible third-party.

As outcomes of this endeavor, both its fabrics manufacturing sites in Shenzhen, China, and Putzbrunn, Germany, reached Global Recycled Standard (GRS) certification.

The GRS is an international, voluntary standard that sets requirements for third-party certification of recycled content and chain of custody. The main goal of the GRS is to increase the use of recycled

materials in products and to reduce or eliminate the harm to people and the environment caused by its production.

For becoming certified according to the Global Recycled Standard, Gore conducted pre-audits and implemented the environmental, social, and chemical requirements of the standard which were not covered by existing certifications, such as bluesign® or ISO 14001.

Furthermore, Gore adapted its production and warehouse set-up to allow separating GRS from non-GRS certified goods, as required by the GRS.

Besides this – as Gore also uses external warehouses for shipping its laminates to its customers and buyers – the Gore Fabrics Division also worked with its warehouse partners to integrate them into the Global Recycling Standard system.

## 3 QUESTIONS TO



### THOMAS KIEBLER

Application Engineer Leader, Consumer Garments, Gore Fabrics Division, Munich, Germany

#### Q: Why has the Gore Fabrics Division decided to become GRS certified?

**TK:** Transparency is one of the Gore principles that guides the way we operate and aim to build trust with buyers, customer, end-users, and partners. We share technical data, independent test reports about products and, wherever possible, we apply available industry tools and certify manufacturing processes and products with industry standards.

We have plans to further extend our product range of laminates with recycled textiles significantly but were unable to demonstrate fully certified traceability of our recycled content. Therefore, we decided to become certified according to the Global Recycled Standard (GRS) to ensure traceability of recycled content used in our products.

#### Q: What's the current situation with the GRS certification at the Gore Fabrics Division?

**TK:** We achieved certification of our manufacturing sites in Shenzhen, at the end of 2021, and in Putzbrunn in January 2022. This is a big success which only became possible because of the huge efforts undertaken by the people in our manufacturing sites and beyond. So, my sincere thanks go to all Gore Associates and partners that have been involved in this certification process.

After having successfully obtained the GRS certification in both our Shenzhen and Putzbrunn plants, we are now embedding the processes and requirements into our existing management system to ensure we are able to maintain this certification and will continuously improve our performance.

#### Q: What are the next steps that you are planning related to the GRS certification?

**TK:** Our plan is to introduce GRS certified laminates to our customers on the consumer business side but also in the workwear business of GORE-TEX Professional by the middle of 2022. This will require adaptations of our IT-systems to allow us to issue product-related certifications, so called 'transaction certificates', to our customers and buyers in 2022.

We will also introduce new management processes for handling shipment-related GRS certifications, and we will educate all our Associates as well as our customers on this new topic.

Once implemented, we will introduce a more holistic portfolio management for our GRS certified laminates so that we can continuously expand our offering to customers and buyers. We will initially start with a small number of laminates of our fabrics portfolio, but we will work with our suppliers and manufacturing sites to have all GORE-TEX laminates with recycled textiles certified according to the Global Recycling Standard in the future.

*Thomas Kiebler has been leading the global Application Engineering Team in the Consumer Oriented Fabrics (COF) garments business since 2012. In addition, Thomas is part of the COF Garments Leadership Team. Prior to his current commitment, Thomas led the COF Garments Marketing Team in Europe for five years. Before this he worked on several regional and global roles in areas of trade and product marketing.*



Gore's Project Champion Ming Wu (center) presenting the GRS scope certificate of Gore's fabrics plant in Shenzhen (China), together with the project team.

## What Is the Global Recycled Standard?

The Global Recycled Standard (GRS) is an international, voluntary, full product standard that sets requirements for third-party certification of recycled content, social and environmental practices, chemical restrictions, and chain of custody (CoC).

The chain of custody, as defined by the GRS (see graphic below), requires each stage of production to be certified, beginning at the recycling stage, and ending at the last seller in the final business-to-business transaction. Material collection and material concentration sites are subject to self-declaration, document collection, and on-site visits.

The GRS is intended for use with any product that contains at least 20% GRS certified recycled material; final products carrying the GRS logo must contain at least 50% GRS certified recycled material. The GRS also provides additional criteria for social and environmental processing requirements, and chemical restrictions.

### Additional objectives of the GRS include:

- Alignment of 'recycled' definitions across multiple applications.
- Tracking and tracing recycled input materials to verify recycled content in products.
- Providing customers (both brands and consumers) with a tool to make informed decisions.
- Providing assurance that materials in the final product are actually recycled and processed more sustainably.
- Driving innovation in addressing quality issues in the use of recycled materials.

Originally the GRS was developed by Control Union Certifications in 2008, and ownership was passed to Textile Exchange in 2011. The GRS does not address quality or legal compliance, and is also not intended to replace the legal or regulatory requirements of any country.

For more information on GRS visit

<https://textileexchange.org/standards/recycled-claim-standard-global-recycled-standard/>

## What Is Textile Exchange?

Founded as Organic Exchange in 2002, Textile Exchange is a global non-profit organization that works closely with all sectors of the textile supply chain. With a membership representing leading brands, retailers, and suppliers, Textile Exchange identifies and shares best practices regarding farming, materials, processing, traceability, and product end-of-life to create positive impacts on water, soil, air, animals, and people created by the textile industry.

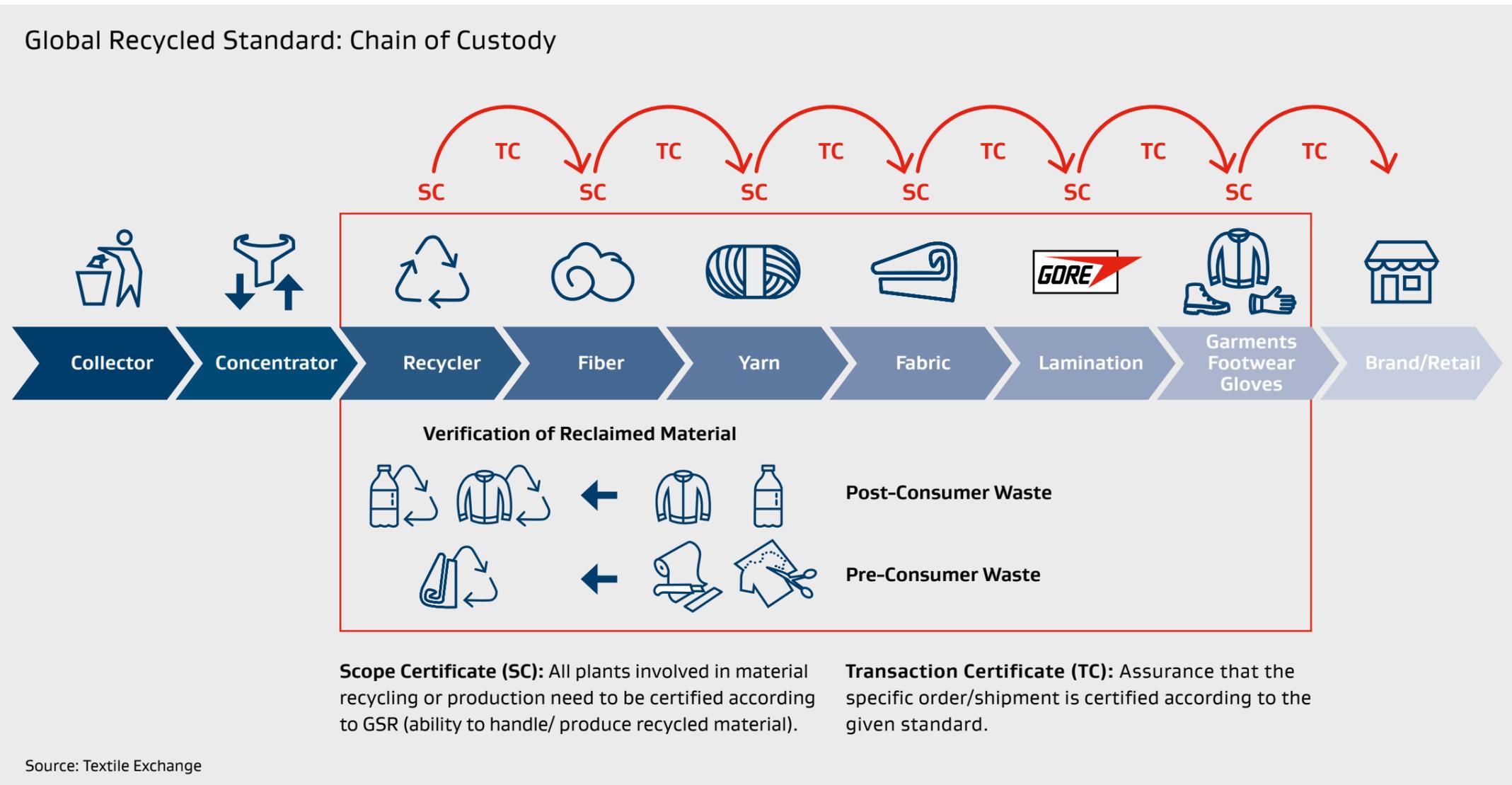
Furthermore, Textile Exchange develops, manages, and promotes a suite of leading industry standards as well as collects and publishes industry data and insights that enable brands and retailers to measure, manage, and track their use of preferred fiber and materials.

For more information visit <https://textileexchange.org>

## What Is What According to the Global Recycled Standard?

- **Material Recycling:** refers to the point in the recycling lifecycle when a 'reclaimed material' is processed into a 'recycled material'.
- **Reclaimed Material:** material that would have otherwise been disposed of as waste or used for energy recovery but has instead been collected and reclaimed as a material input, in lieu of new primary material, for a recycling process.
- **Recycled Material:** material that has been reprocessed from 'reclaimed material' by means of a manufacturing process and made into a final product or into a component for incorporation into a product.

- **Recycled Content:** proportion, by mass, of recycled material in products or packaging. Only pre-consumer and post-consumer materials shall be considered as 'recycled content'.
- **Post-Consumer Material:** material generated by households or by commercial, industrial, and institutional facilities in their role as end-users of the product that can no longer be used for its intended purpose. This includes returns of materials from the distribution chain.
- **Pre-Consumer Material:** material diverted from the waste stream during the manufacturing process. Excluded is the reutilization of materials such as rework, regrind or scrap generated in a process and capable of being reclaimed within the same process that generated it.



# GORE-TEX Professional Presents Innovative Upper Technology With Lower Environmental Footprint for New Class of Safety Footwear

With the launch of the new 3-layer EXTRAGUARD upper technology in October 2021, GORE-TEX Professional presented a product innovation that is fully in line with its sustainability strategy. It helps to extend the well-being of people by providing a prolonged product life and, in addition, reduces the product’s environmental footprint.

Typically, safety footwear which is waterproof, breathable, and robust can at times be heavy and uncomfortable to wear, especially in wet conditions. Conversely, lightweight footwear doesn’t always provide the necessary protection during heavy duties in the rain or mud.



With its new EXTRAGUARD technology, Gore has developed a new upper material that combines the benefits of a robust upper material with the advantages of lightweight, breathable textiles. The 3-layer construction ensures that GORE-TEX safety footwear with EXTRAGUARD remains lightweight even when heavily used in rain or snow, and protects against sharp or falling objects, heat, wear and tear.

Because the new upper material is so hardwearing, the footwear can be worn for longer which helps to lower its environmental impact – according to the simple motto: the longer a product is in use, the lower the environmental impact per year will be.



At the same time, this new technology development also perfectly supports Gore’s sustainability strategy by setting new standards in terms of selecting sustainable materials, reducing manufacturing waste or using simpler transport solutions.

The innovative upper material is chromium-free and delivered on rolls in consistent quality, which no longer requires extra inspection on receipt, significantly reduces work, and results in less production waste.



Significantly fewer chemicals are used in the manufacture of the EXTRAGUARD upper, which – together with less water consumption and reduced CO<sub>2</sub> emissions during production – ensures a lower environmental footprint compared to conventional, highly reliable upper materials for safety footwear.

“ Our scientific lab tests, as well as initial end-user wearer tests, showed that GORE-TEX safety footwear with EXTRAGUARD upper technology remain light, waterproof, comfortable yet robust even after months of intensive use.

Our licensed manufacturing partners have welcomed this new upper material technology which is ideal for workers within construction, demolition, rail, utilities, and agriculture who need safety footwear that is durably protective as well as light-weight and comfortable to wear for heavy and moderate daily activities.”

**Helmut Klug**  
Product Specialist at GORE-TEX Professional, Gore Fabrics Division, Munich, Germany

This new EXTRAGUARD technology is another excellent example of Gore’s commitment to continuously improve the environmental impact of its products without compromising on durable performance.

For more information visit [www.goretexprofessional.com/uk/technologies/extraguard-upper](http://www.goretexprofessional.com/uk/technologies/extraguard-upper)

### EXTRAGUARD Product Features

 DURABLY WATERPROOF	 BREATHABLE	 VERY ROBUST
 LIGHTWEIGHT	 STAYS LIGHT WHEN WET	 RESISTANT TO CHEMICALS
 REDUCED HEAT LOSS WHEN WET	 QUICK RE-DRY	 EASY CLEAN AND MAINTENANCE



Even after months of use under extreme weather conditions GORE-TEX EXTRAGUARD safety footwear (right shoe) doesn’t change its shape, colour or function.

# Gore Fabrics Division Committed to Further Reducing Impacts of Chemicals While Continuing to Capture Their Unique Values

A key element of Gore’s sustainability strategy and product focus is leveraging the positive properties of chemicals in the production of durable and high-performing products, while ensuring these materials are used responsibly and safely, protecting workers, consumers, and the environment.

As Gore seeks to continuously improve its chemical footprint, it does this through a lens of responsible performance. In many places end users rely on the performance and protection GORE-TEX products provide, and as such, Gore strives to find the right balance between performance, footprint, and longevity – recognising that providing long lasting apparel is one of the best ways to lower its lifetime footprint.

## Lifecycle View, Combining Performance and Sustainability

The Gore Fabrics Division aims to weigh the benefits that a material brings for end-users in meeting industry specifications, with its environmental footprint over the whole lifecycle of the product. This involves developing a deep understanding of the materials that are used, their impacts and benefits, and has driven many improvements in products and operations for more than 35 years (see page 8).

The challenges in driving improvement in this space while maintaining performance are not, however, unique to GORE-TEX laminates. Gore engages collaboratively with the industry and its supply chain partners as well as other stakeholders and has a history of creating significant change with its partners – the elimination of PFOA from its supply chains as long ago as 2013 being a significant example.

## Leveraging Credible Third-Party Systems

For many years now, across both its consumer and professional businesses, Gore has been working with two credible third-party systems with a strong focus on minimizing chemical risks along the textile supply chains and in the final products:

- bluesign® system
- STANDARD 100 by OEKO-TEX®

the introduction and improvement of Gore’s latest Durable Water Repellency (DWR) treatments, and in vetting in-house process auxiliaries.

In addition to selecting preferable chemistries to reduce footprint, Gore has a long history of implementing industry-leading environmental control technologies in its own facilities.

This combination, managing input and using effective control measures, supports our commitment to meet and often exceed all applicable health, safety and environmental regulations and standards.

The environmental management systems in all manufacturing plants of the Gore Fabrics Division worldwide are ISO 14001 certified. Chemicals management has hence become an integral part of managing continuous improvements in Gore’s production and supply chains.

Additionally, the tools of the Higg Index as well as Gore’s system partnership with bluesign® support that Gore’s performance in this area is independently verified and made transparent to stakeholders.

## Consumer Fabrics Business

In 2017, the Gore Fabrics Division announced a commitment to the elimination of PFCs of Environmental Concern (PFC<sub>EC</sub>) from the entire life-cycle of its consumer products by the end of 2023. Gore is proud of its significant progress on this journey as detailed in previous versions of this report.

The launch of the new ePE-based material platform (see page 9) is a key milestone along this journey, developed specifically to help Gore meet its targets. Despite Gore’s focus and progress to date, it is now clear that completing the transition of its entire portfolio by the original target date will not be possible due to product development and scaling challenges.

Gore is still fully committed to its PFC<sub>EC</sub>-free goals, and now is on track to transition the vast majority of its consumer portfolio by end of 2025.

A definition of PFC<sub>EC</sub> as well as a full update of the progress the Gore Fabrics Division has made to the elimination of PFC<sub>EC</sub> from its consumer products can be found on the GORE-TEX website at [www.gore-tex.com/sustainability](http://www.gore-tex.com/sustainability).



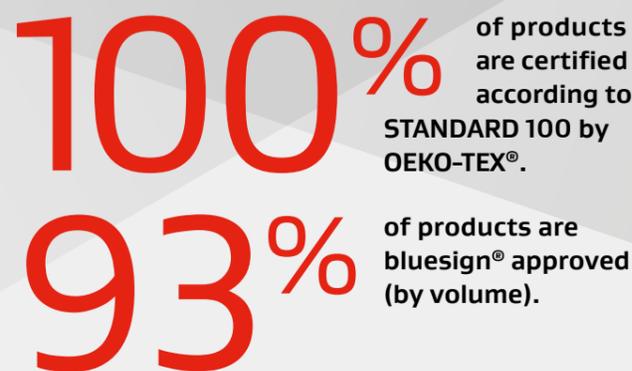
The bluesign® standard is a tool for verifying a company’s commitment to sustainable textile production, including the use of chemicals. bluesign® certified products are made responsibly in respect to the environment and the safety of workers throughout the supply chain. See also [www.bluesign.com](http://www.bluesign.com).



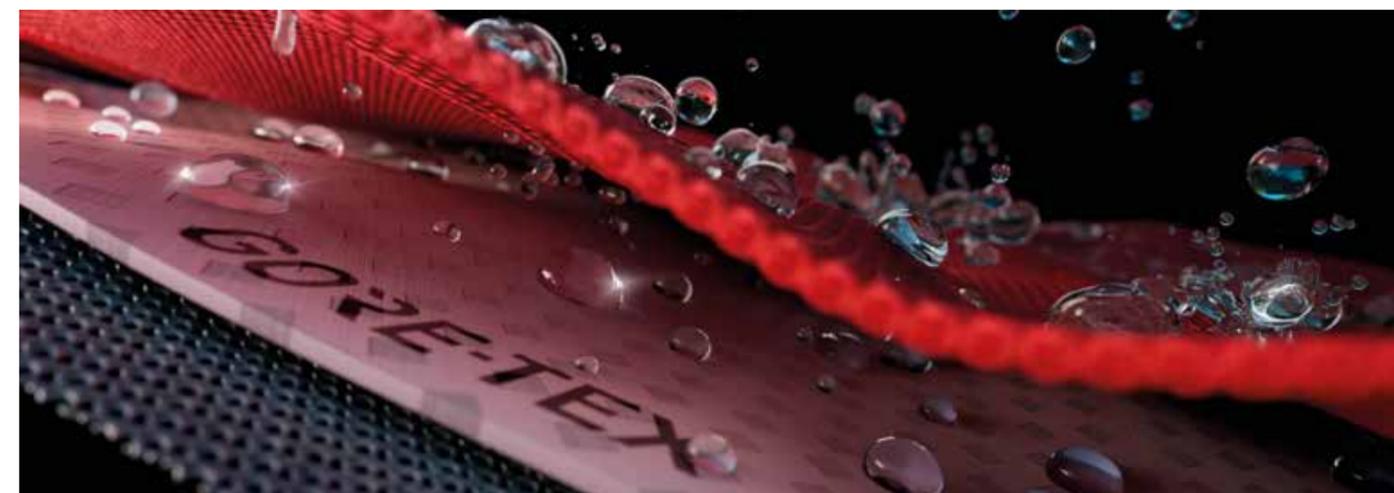
The OEKO-TEX® STANDARD 100 certification is a product safety standard of the International OEKO-TEX® Association.

It requires testing of finished textiles for harmful substances to ensure they are safe to be worn. See also [www.oeko-tex.com](http://www.oeko-tex.com).

Within Gore’s consumer garments business



In 2021, the Gore Fabrics Division continued to leverage and implement the guidance of these two systems. In particular, the bluesign® system has been instrumental in making choices throughout



## Professional Fabrics Business

The GORE-TEX Professional business provides products that protect professionals in many harsh and potentially life-threatening situations. As such, Gore has a responsibility to ensure its products meet the critical needs and specifications of these users.

Indeed, the wider PPE (Personal Protective Equipment) apparel industry faces a collective challenge of how to maintain durably performing protection and meet all appropriate industry standards while reducing the footprint of the materials used.

Across its professional fabrics business, Gore continues to focus on leveraging the unique properties of fluorinated materials to deliver safety-relevant, durable, and comfortable protection to the wearer, as required by industry standards.

The use of STANDARD 100 by OEKO-TEX® and the bluesign® system continues to grow rapidly across the professional business. Protective apparel industries rely on more challenging material sets to provide the required performance and, hence, the certification process can be challenging.

Gore has been prioritizing its efforts in particular areas. To date, greater than 50% of the GORE-TEX Professional laminates globally are formally certified to STANDARD 100 by OEKO-TEX® with many more products expected to be compliant.

While both EU and global harmonization for Green Public Procurement (GPP) certifications is still lacking, Gore sees the recognition of the bluesign® system by the German authorities as a very positive step.

## bluesign® System Recognized in Germany for Green Public Procurement (GPP)

Green Public Procurement (GPP) guidelines are being implemented in many areas to ensure large public purchases favor sustainable products. To qualify for such business, often a certification is required as evidence of the sustainable nature of the product and its manufacturing processes.

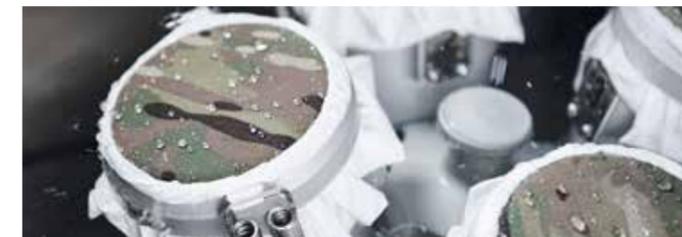
In 2021, the German authorities have recognised the bluesign® system and bluesign approved materials as a valid certification for Green Public Procurement purposes. This opens the door for this system to be used widely across Germany and sets a strong precedent in the EU.

For more information visit [www.bluesign.com](http://www.bluesign.com)

The GORE-TEX Professional business is working on a rapid expansion of the number of laminates with formal bluesign® approved status, building on the bluesign® system partnership of the Gore facilities.

Following the lead of the consumer-focused business, the GORE-TEX Professional business is working to understand the performance of alternative technologies as it strives to deliver lower footprint, high-performance materials that meet industry specifications. The use of alternative DWR chemistries and ePE-based materials is under active examination for potential suitability for GORE-TEX Professional end-uses.

Gore will continue to evaluate the developing science and information, and apply that knowledge to its product development efforts to inform its material choices and ensure that its products offer a balanced combination of performance and sustainability.



## PFAS and ePTFE in Textiles

Gore is proud of its improvement efforts over the years, driven by a deep understanding of the chemistries it uses and the performance that end-users demand. In 2021, the discussion regarding the 'PFAS' group of chemistries intensified further within and beyond the textile industry.

PFAS stands for Per- and Polyfluoroalkyl substances; while there are differences, in general these same materials can also be referred to as Per- or Poly-fluorinated Chemicals (PFCs). This class of materials describes a wide range of chemistries with very different properties and uses.

Because there are clear and important distinctions between the more than 4,700 materials often referred to as PFAS, it is a very complex topic. Therefore, when communicating about PFAS, Gore believes it is important to be specific about the chemistries or type of PFAS being discussed.

Gore uses a fluoropolymer, ePTFE (an expanded form of PTFE, polytetrafluoroethylene) for the thin waterproof and breathable membranes at the heart of most GORE-TEX laminates.

PTFE does meet the very broad definition of a 'PFAS' but there are significant distinctions between the chemical and physical properties of fluoropolymers like PTFE and other materials most often associated with the term PFAS. For example, PTFE is insoluble in water, durable, and extremely stable. In addition, PTFE meets the OECD definition of 'polymer of low concern'.

Fluoropolymers like PTFE are valuable materials with unique properties that enable high-performing products across a range of industries and end uses. For more than 60 years, Gore has applied its deep understanding and expertise in working with PTFE to develop products of high societal value, ranging from enabling technology for industrial filtration, to communication systems used onboard aircraft and in space exploration, to implantable medical devices that save and improve lives.

## PFAS and Durable Water Repellency (DWR) in Textiles

In addition to the ePTFE membrane barrier, alongside much of the industry, Gore often applies a water repellent treatment to the textiles in its products. These treatments provide important water and oil repellency for the laminate to help keep water and other contaminants from soaking into the materials, also helping maintain the performance of the waterproof membrane over time.

High-performing DWR treatments can also reduce the burden associated with wet fabrics, which can impact performance and the useful life of the garment.

Today, Gore uses a range of different DWR chemistries across its businesses, always driven by the need to deliver the required or expected performance to end-users and balance that with footprint.

Some of the high-performing DWR treatments that Gore currently uses are based on a type of PFAS known as short-chain side-chain fluorinated polymers, which may contain trace residuals of non-polymer PFAS.

Gore recognizes that questions are being asked about these trace non-polymer PFAS residuals found in the DWR treatments. Gore actively monitors the science regarding DWR chemistries and has made many changes over recent years.

For example, the majority of its consumer fabrics laminates now use a PFC<sub>EC</sub>-free DWR, but current technologies available do not meet the performance needs in certain end-uses. Gore will continue to evolve the materials it uses in DWR to meet end-user needs and lower its footprint.

In all cases, the PFAS materials contained in GORE-TEX laminates are compliant with the STANDARD 100 by OEKO-TEX®. Users can be confident that apparel and footwear products made with GORE-TEX laminates are safe to wear.





## A WORD WITH

### BRI MULROONEY

Product and Chemical Steward, Gore Fabrics Division, Delaware, USA

**Q: What are the key focus areas for a product and chemical steward in the Gore Fabrics Division?**

**BM:** Firstly, we have responsibility to ensure our products are compliant to the various chemical regulations that exist around the world. However, the majority of our work is focused on the future; working with our Research and Development Teams looking at the new materials they want to use, running material assessments to look through the different chemical options, and make informed choices.

We also work to make sure those new products go through the necessary steps so they can achieve third-party certifications.

**KH:** Yes, we aim to be involved early in the game and make sure that we are making safe and fit-for-use choices as we develop any new product or process. We analyze the chemistries that are used throughout the manufacturing steps also and not just those intended to end up in the final product.

**BM:** We also keep up to speed with and monitor new things that are coming up in the industry. New regulations or simply new information on existing chemicals to make sure we are up to speed and can make appropriate choices or substitutions.

### KILIAN HOCHREIN

Product and Chemical Steward, Gore Fabrics Division, Munich, Germany



**Q: What are the biggest challenges the Gore Fabrics Division business is facing?**

**KH:** We have set very high expectations in the market as to the performance we deliver. If you look at the wider functional apparel market, sustainable thinking is everywhere but performance has taken a bit of a backseat to some extent.

Our challenge is to continue to make sure sustainability, product safety and responsible choices are absolutely integral to our material choices, but also that we continue to offer the performance Gore products are known for. We have high expectations and it's front and center of what we're trying to do going forward.

**Q: How important are third-party standards to the textile industry?**

**BM:** Working with credible third-party standards is absolutely critical in this area. They give us the opportunity to reduce complexity, add credibility to what we're doing, and provide clear external proof points for our products. They allow consumers, end users, and customers of Gore to be highly confident in the safety and the environmental responsibility of materials from Gore.

**KH:** Materials safety and chemicals management is a highly complex topic; we are essentially dealing with thousands of substances and many aspects for each individual substance to be evaluated.

This makes it much more complex than for climate change, where you've probably got a dozen key substances at the most, which all can be related to CO<sub>2</sub>, which makes it easily understood for the public.

Third-party standards help us steer through this area and allow us to communicate our performance. I also like the challenge these certification bodies give us. They are increasing their expectations on the journey, which provides us a lot of opportunity for continuous improvement as we're working with them.

**BM:** I also think our relationship with them is continuing to evolve because they are evolving. For example, bluesign® is getting more involved with hazard assessments, which we've seen as we've worked to develop our new ePE material set. So, I think as they continue to develop, add new capabilities, and improve themselves, we are able to kind of leverage and improve alongside.

**Q: What change have you been involved in recently that you are really proud of?**

**BM:** I would say launching ePE, bringing in a new complementary material set. A huge amount of the work went into that across the board, but I think from a chemical footprint or new chemical standpoint, that is something I'm really excited about.

**KH:** I had the same thing on my mind. It's also a symbol for really walking the talk and not sticking to old habits. Continuously working to make improvements and

starting to step forward from what we've been doing in the past. There is a satisfaction that we have taken that step, a major step ahead, not just for the Gore Fabrics Division, but for Gore as entire Enterprise.

**BM:** This change overall really demonstrates, I think, the readiness in our organization to more deeply integrate sustainability aspects into all aspects of the standard business.

Sustainability has become part of the norm, well beyond individual passionate Associates. It is part of our collective purpose now. It is a super rewarding time to be working on these topics in Gore.

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*Bri Mulrooney joined Gore in 2012 via the Environmental, Health, and Safety team in Gore's Medical Products Division in Phoenix, Arizona. In the last few years, Bri provided environmental support to Core Technology and the Performance Solutions Division in Elkton, Maryland, before making the switch to the Gore Fabrics Division and product stewardship in summer 2020.*

*Kilian Hochrein Kilian Hochrein joined the Gore Fabrics Division in 1995 after starting his career in an environmental technology start-up in Munich. In 2005, following roles in engineering and new product development, he took the commitment for Fabrics Sustainability, with a focus on product stewardship, third party certifications, and chemicals management. He has also been contributing with key industry associations and working groups on sustainability in Europe and North America throughout these years.*

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# Understanding Gore Fabrics Division’s Facility Environmental Impact and Committing to Greater Transparency in Textile Supply Chains

A holistic approach to understanding, improving, and sharing the environmental performance of its fabrics plants is a key element of Gore’s Sustainability Framework. Expanding that approach and increasing transparency through its textile supply chains is the next stage on this progression.

In 2021, the Gore Fabrics Division completed its third annual cycle of the Higg Facility Environmental Module (FEM) assessment process, including independent verification of the results in all plants.

Despite the challenges of the pandemic, Gore is pleased to have been able to arrange on-site verifications for all manufacturing sites, with overall performance well above the global verified Higg FEM 2020 cycle benchmark value, which was 50% (as of January 25, 2022; shown as yellow line in the chart below).

As illustrated by the chart, Gore’s fabrics manufacturing sites in Shenzhen, China, and Elk Mills, USA, maintained their environmental performances. The Gore plant in Putzbrunn, Germany, was even able to exceed its total score from the previous year by 14 percentage points.

In 2019, all of Gore’s fabrics manufacturing sites improved their scores in the energy section, as the plants identified all their energy sources, and introduced energy and carbon baselines for those.

In 2020, the Gore sites continued on this upward trend as the global carbon teams improved the reporting on energy consumption of processes and operations, and also introduced plant related energy consumption targets aligned with the carbon goals of the Gore Fabrics Division (see page 15). This led to a score increase by 10 percentage points in the energy section of the Shenzhen plant’s verified Higg FEM.

Both plants in Putzbrunn and Elk Mills advanced their levels and achieved 100% in the energy section because they also successfully reduced their energy consumptions in comparison to their baselines.

Besides the global efforts on energy and carbon, local efforts led to some notable improvements, but also some challenges were highlighted during the verifications.

## Putzbrunn: Enormous Increase in Air Emissions Score

In 2019, the plant in Putzbrunn had scored only 18% in the emissions section due to inaccurate reporting on refrigerants and missing tests for air performance. Both issues have been addressed in 2020, and the plant demonstrated that it has gone beyond permit requirements to achieve higher level of air performance and modernized equipment to reduce air emissions. Thereby, its score for the emissions section increased by 75 percentage points to 93%.

### The Higg Facility Environmental Module (FEM)

The Higg FEM informs manufacturers and brands about the environmental performance of their individual facilities, assesses impacts, such as energy and water consumption, air emissions and use of chemicals, and helps identify and prioritize opportunities for sustainability improvements.

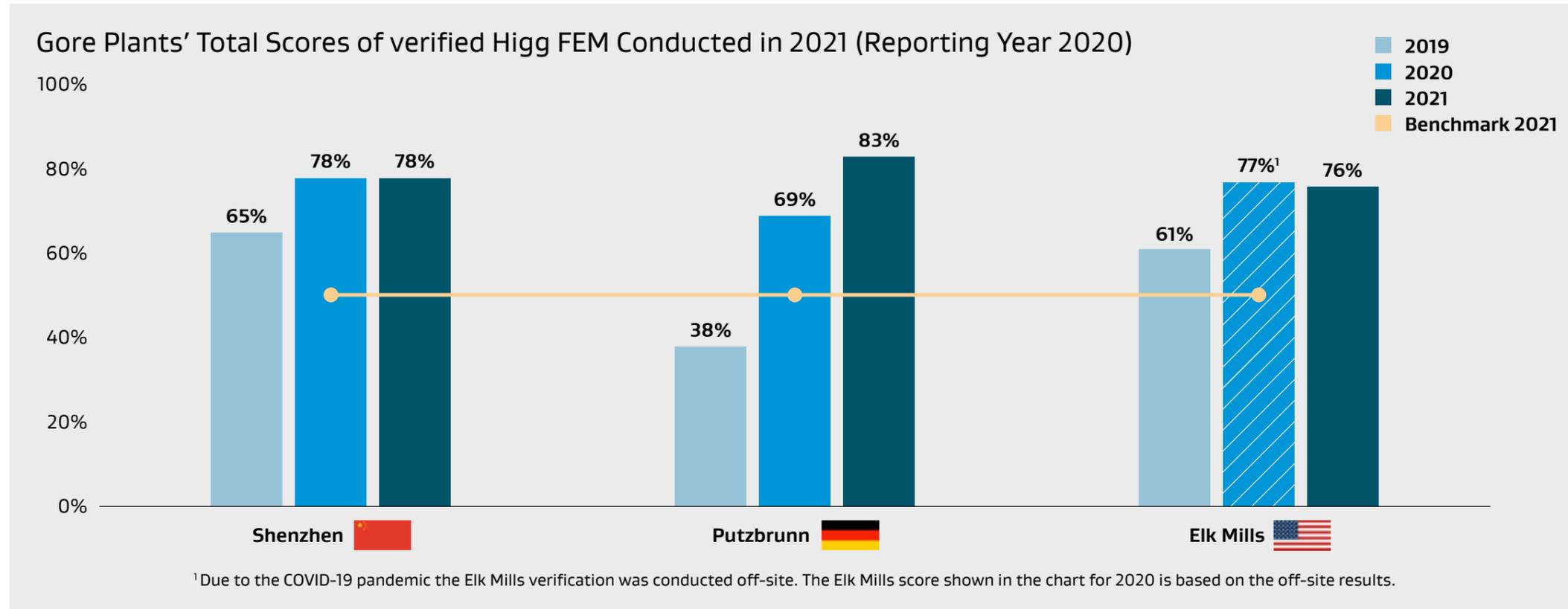
The Higg FEM belongs to the group of Higg Facility Tools, a set of industrywide tools, promoted by the Sustainable Apparel Coalition (SAC), that enable facilities to assess their social or environmental impacts.

The standardized assessments facilitate conversations among value chain partners to socially and environmentally improve every tier in the global value chain.

For more information visit <https://apparelcoalition.org/higg-facility-tools/>

### The Higg FEM Assesses

- Environmental Management Systems
- Energy Use & Greenhouse Gas Emissions
- Water Use
- Waste Water
- Emissions to Air (if applicable)
- Waste
- Chemical Management



Combined with the increased energy impact and smaller improvements in the waste and chemicals management sections, this led to a significant increase in the total score and a performance result of 83% in total (see also chart to the right).

## Elk Mills: Stable Total Performance

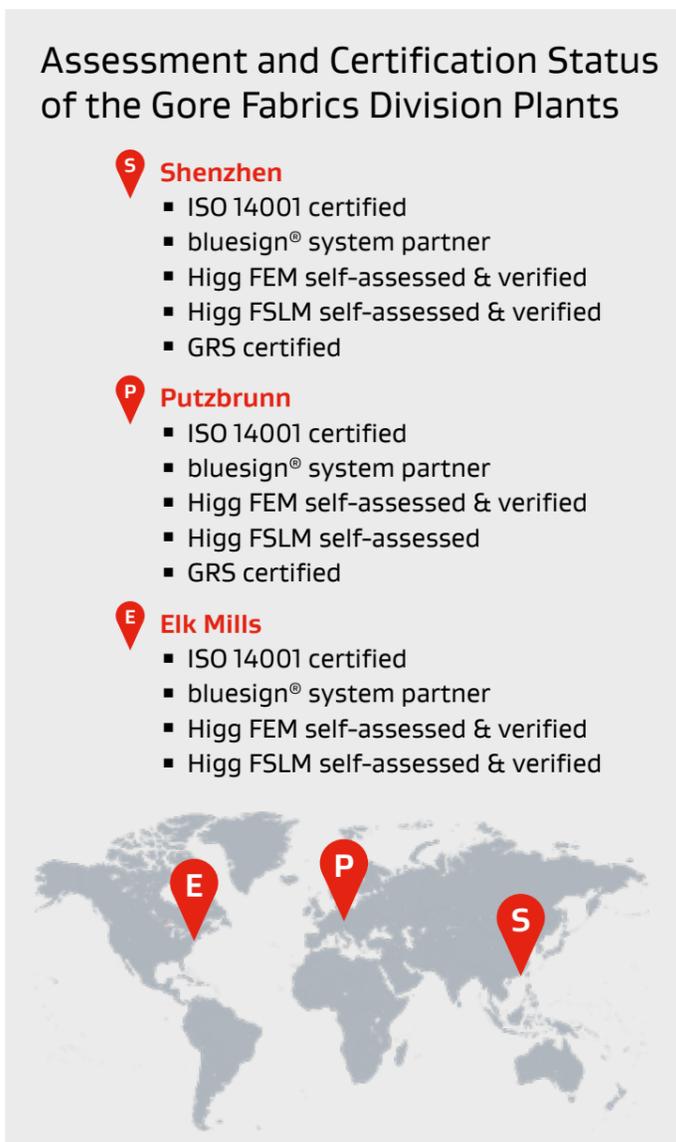
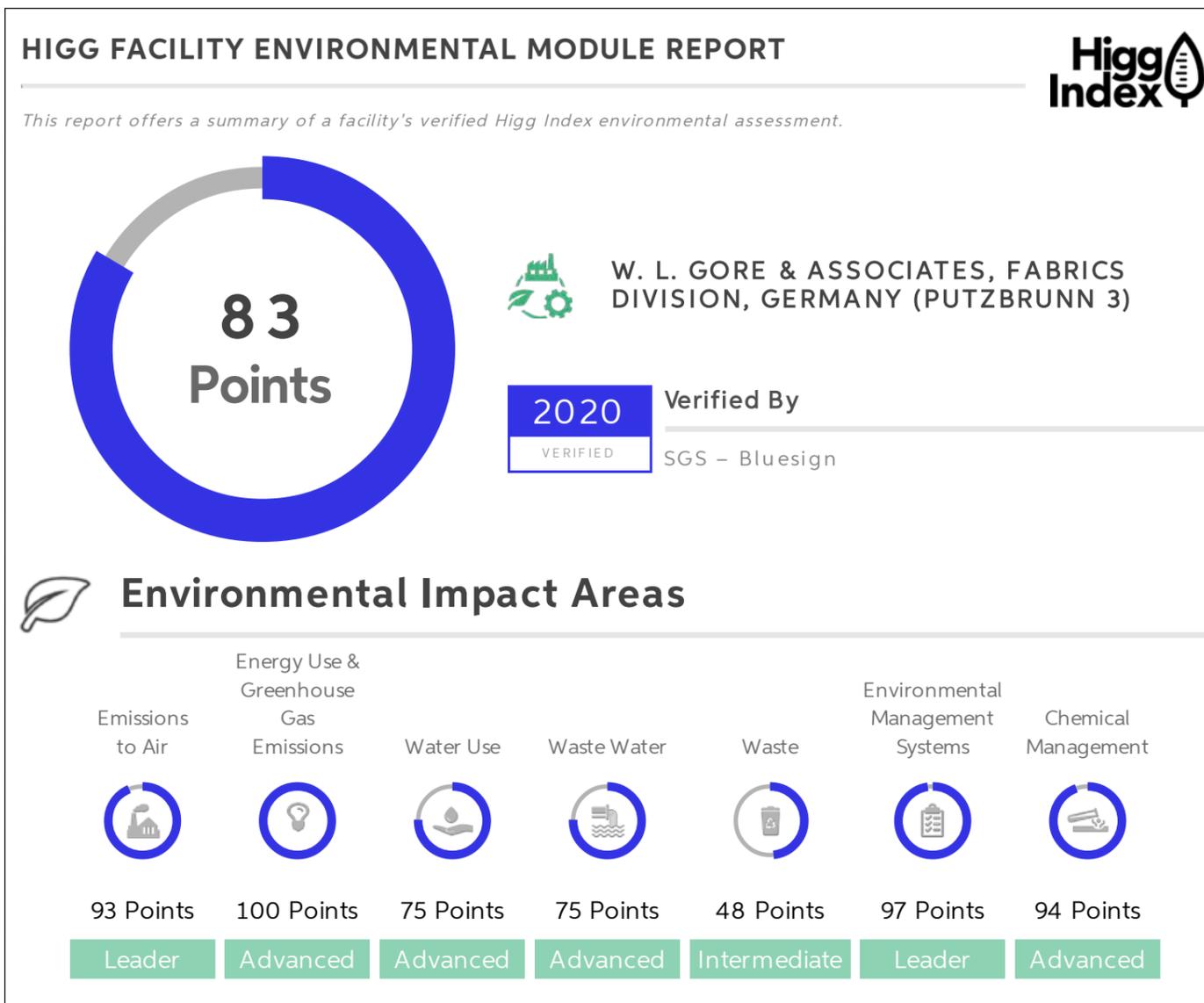
Gore's fabrics operations in Elk Mills, conducted projects to improve the treatment of textile waste so that more waste is diverted from landfills. These efforts were acknowledged with an 11% increase in the waste section. Despite the efforts in the energy and waste sections, processes to reuse and to recycle water did not meet the Higg FEM requirements for being rated as advanced practices. This led to a level regress in the wastewater section in comparison to the previous year. Overall, Gore's plant in Elk Mills was able to maintain its environmental performance and achieved 76% in total (see also chart on next page).

## Shenzhen: Improved Water Management

The Gore plant in Shenzhen increased its water section score by 20 percentage points due to the implementation of a water balance, in collaboration with a third party, to evaluate the traceability of water intake versus usage and output. However, during the on-site verification, the verifier detected several issues related to the storage of hazardous waste.

Although it has been confirmed that the overall waste management practices do not signal a systemic challenge, single issues at the day of verification showed that storage conditions were not in line with Higg FEM expectations for hazardous waste handling. This led to a regress of a level in comparison to the previous year. Due to the achievements in the energy and water sections, Shenzhen maintained its environmental performance and scored 78% in total (see also chart on page after next).

Gore aims to continuously improve its environmental performance with the help of the Higg FEM and will continue to make its progress transparent. The latest Higg FEM verification reports (2019/2020) for all three Gore fabrics manufacturing sites are accessible at [www.gore-tex.com/sustainability/protect-the-planet](http://www.gore-tex.com/sustainability/protect-the-planet).



## 3 QUESTIONS TO



### LISA KRETZBERG

Supply Chain Sustainability Champion, Gore Fabrics Division, Munich, Germany

#### Q: How integral is the Higg FEM to the Gore Fabrics Division's approach to environmental and chemical management?

**LK:** Our approach to environmental and chemical management is broad, with all plants being certified according to ISO 14001 and bluesign®. FEM is our key tool for benchmarking, transparency and B2B communication, and our use of the tool continues to mature. The opportunities for improvements are captured in a corrective action plan together with all aspects identified by the other audits and certifications we conduct.

We maintain an overall strategy for environmental and chemical management instead of managing FEM independently. We also aim to work to the same standards across each of our three fabrics plants and share best practices wherever possible.

2021 has shown that when we focus on an area, like carbon reduction, our progress is reflected in an improved Higg FEM section score. The Higg FEM assessment develops further every year, always showing us new areas of improvement.

In 2022, we will prepare for the fundamental revision of Higg FEM which will be launched in 2023, and which will require our continued diligence across all areas to maintain our high level of performance.

#### Q: Beyond the work focusing on the Gore plants, can you share how the Higg FEM is used with upstream suppliers?

**LK:** We purchase textile materials from an extensive network of suppliers around the world. Understanding, monitoring, and working collaboratively to improve the sustainability performance of these suppliers is critical to enhance the sustainability footprint of our business holistically.

All sustainability requirements that are relevant for our supply chain partners are captured contractually and in a series of roadmaps which we introduced in 2021. These roadmaps give guidance to each supplier depending on the business units they serve and the current business relationship with the Gore Fabrics Division. The roadmaps provide clear sustainability short- and mid-term objectives and priorities as well as a long-term outlook with future sustainability focus areas.

The completion of the Higg FEM module is one requirement which is part of the roadmaps for the vast majority of our suppliers. Although we will introduce Higg FEM self-assessments as a mandatory requirement for most of our direct supply chain partners in 2022, 26% of our next tier upstream suppliers, measured by the business volume we source, already completed the Higg FEM self-assessment proactively in 2021. For 2022, we aim for 100%.

Alongside the Higg FEM module, we have expectations regarding STANDARD 100 by OEKO-TEX®, bluesign®, GRS, and social compliance. Many of our suppliers are able to fulfill the roadmap expectations, but for those that do not fulfill them, we set clear timelines and work collaboratively with them on closing the gaps.

#### Q: What are key aspects you consider when you introduce new sustainability requirements like Higg FEM to the value chain?

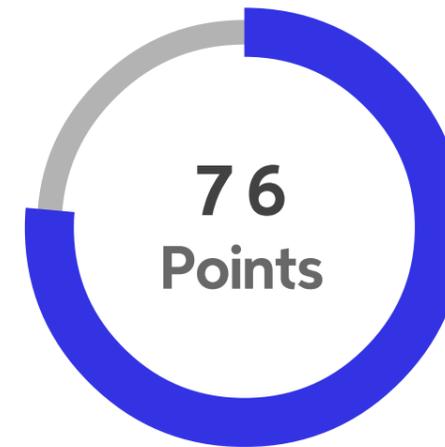
**LK:** Firstly, we do recognize that our upstream supply chain partners have to deal with lots of requirements from different customers and industries. It is important as a textile industry that we work together on common needs across our supply chains. This is one reason why we are active members of industry associations where we try to ensure a joint and aligned approach. Secondly, the communication is important so that priorities, timelines, and shared goals are clear.

Higg FEM is a good example. It is the industry tool to measure environmental performance required by many other brands, retailers, and suppliers. We have set and communicated very clear requirements. For the vast majority of our suppliers, the self-assessment becomes a mandatory expectation in 2022, with the verification in 2023.

## HIGG FACILITY ENVIRONMENTAL MODULE REPORT



This report offers a summary of a facility's verified Higg Index environmental assessment.



W. L. GORE & ASSOCIATES, FABRICS DIVISION, USA (ELK MILLS 5)

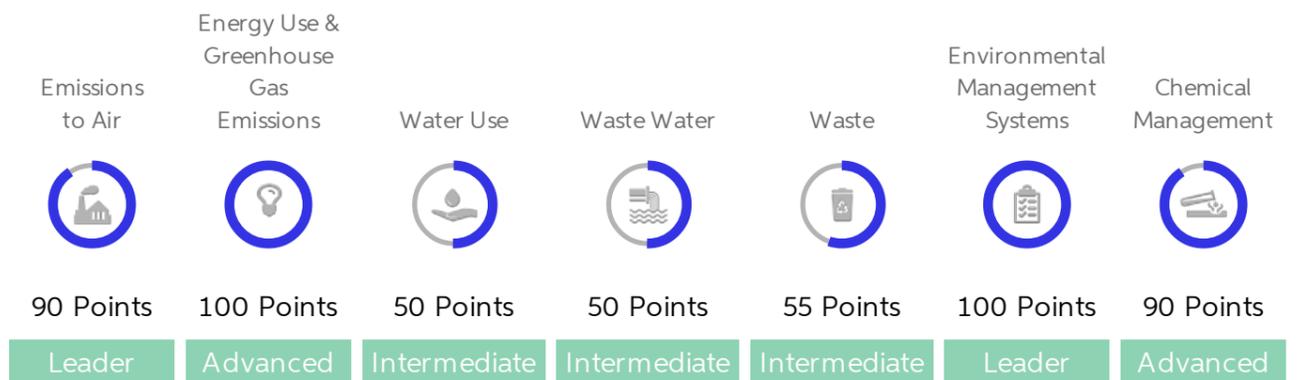


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SGS – Bluesign

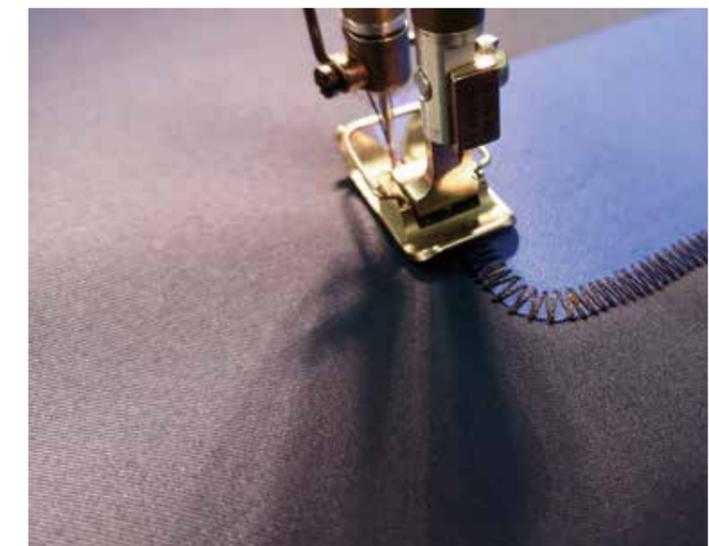


### Environmental Impact Areas



Lastly, collaboration is critical. We want to support our suppliers as best as possible. We share training, guidance and best practices from our own manufacturing sites whenever we can.

*Lisa Kretzberg holds a master's degree with a double major in business and chemistry. During her studies she focused on environmental management and environmental chemistry. Afterwards she joined the Corporate Responsibility department of a large German retailer focusing on chemical management and capacity building for apparel, home textiles and footwear. In 2019 Lisa joined Gore to support the Gore Fabrics manufacturing sites and their upstream suppliers to continuously improve their sustainability performance.*



## Transparency to Fuel Gore's Sustainability Journey

As the Gore Fabrics Division and its industry partners continue working to understand the social and environmental impacts of their businesses, supply chain transparency is an emerging need.

Put simply, transparency means that Gore is sharing information such as location, manufacturing processes, as well as environmental and social compliance credentials of its supply chain partners with key stakeholders, fostering both collaboration and accountability. Gore is excited to report on the next step of its transparency journey.

During 2021, Gore began working internally to improve its data management and reporting capabilities related to its upstream supply chain, defining and standardizing key processes. Over the course of 2022, Gore will introduce a new reporting capability to confidentially share critical supply chain details with its customers for the first time.

In addition, Gore will begin pilot efforts to reliably map its upstream supply chain including yarn and textile production steps. This effort is critical to Gore's continued effort in producing products that are responsibly made and will help identify opportunities to improve Gore's 'scope 3' carbon footprint.

## 3 QUESTIONS TO



### CRAIG LINDEMANN

Sustainability Technologist,  
Gore Fabrics Division,  
Delaware, USA

**Q: Craig, what do you see as the future of transparency in the apparel industry?**

**CL:** The evolution of this topic presents a significant opportunity in my view. The transparency journey that the industry has been on has largely been motivated by mitigation of social and environmental risks, and a better ability to estimate environmental impacts.

Looking forward, as we move from transparency into traceability – the ability to reliably track products through the value chain – the information available should enable the industry to make more informed decisions and conduct the global value chain in a much more efficient, networked way, while reducing several types of 'waste' that exist in the current paradigm.

To look backward and steal from Peter Drucker: "What gets measured, gets managed." With transparency, we're just starting to really measure our value chains, so the opportunity to improve social, environmental, and business performance as the industry improves our measurement and reporting capabilities is immense.

**Q: What are the challenges to advancing transparency?**

**CL:** I think there are a few things worth mentioning. One is that this sort of work requires really strong partnerships along the value chain. I suspect we may experience some hesitation early on, but I'm optimistic that we will learn that sharing this information presents increased opportunities for

collaboration, better forecasting, and other benefits to all members of our value chain. We need to find ways to share in the benefits of transparency.

The second is related to data harmonization. In many ways, it feels like we're reliving the early days of facility social audits – internal systems that aren't set up for the data being collected, many opportunistic service providers popping up to meet the needs of various players, and no common agreement on what information is needed and in what form.

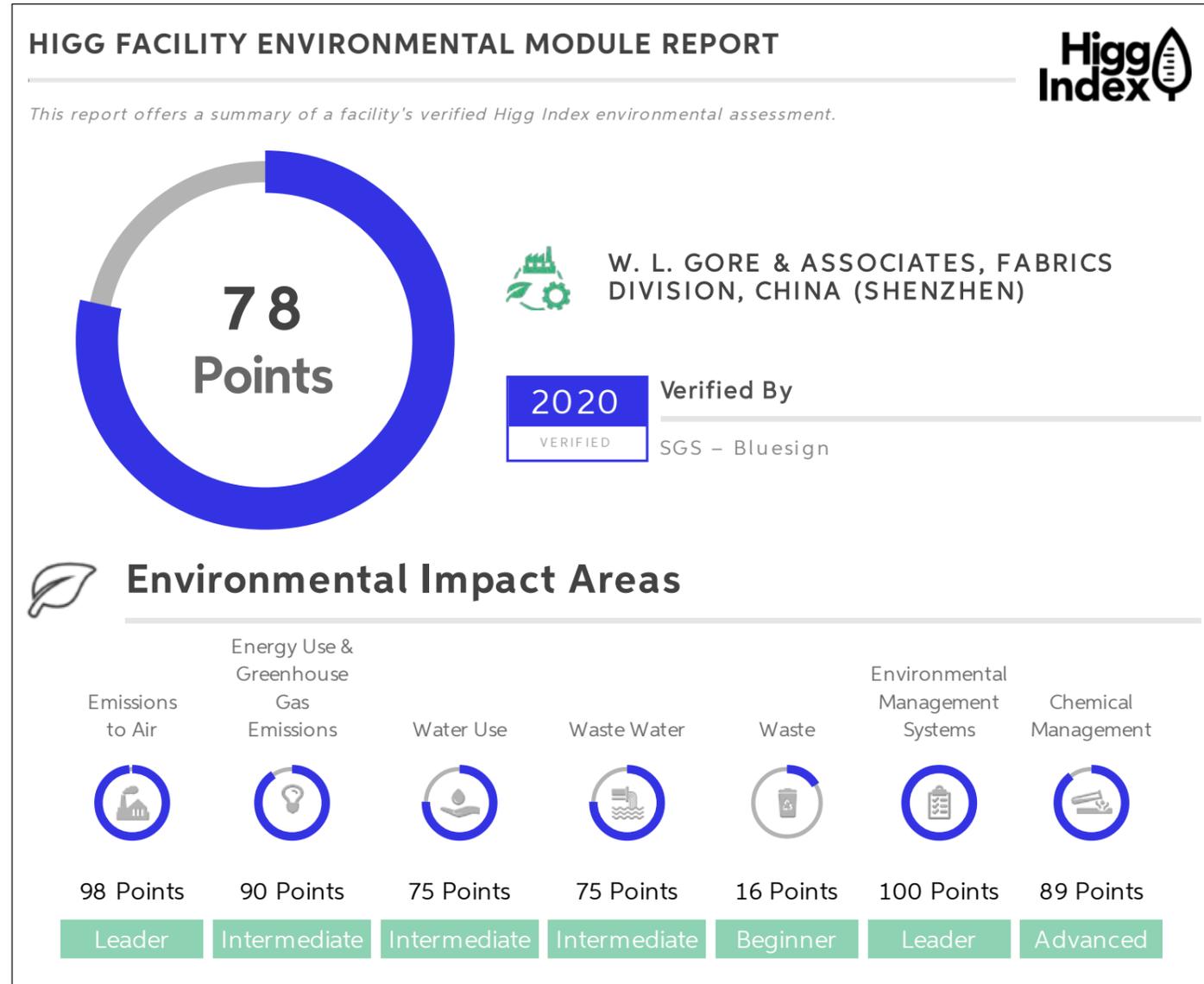
We need to find ways to ensure interoperability between various data services so that manufacturers aren't inundated with requests to manually enter the same information across a multitude of platforms.

**Q: Craig, as a technologist, what was it like working on a supply chain transparency project?**

**CL:** My favorite part of my job is getting to work with suppliers, so having the chance to work with our internal supply chain team was exciting for me. On top of that, as a technologist at Gore, it's usually my job to be the Subject Matter Expert for my projects. So, it was really refreshing to get to focus on the project management aspects and learn from our supply chain experts.

Transparency is a really important element of the accountability that we need in our industry to ensure responsible production, and I also see it as a critical element of strong collaborative partnerships that lead to the creation of exciting new products.

*Craig Lindemann is a self-described textile junkie, creative polymath, and passionate advocate for material change in the apparel industry. He has a master degree in Textile Chemistry from North Carolina State University and brings nearly 15 years of industry experience in test method and material development, product evaluation, and supply chain collaboration at Under Armour and W. L. Gore & Associates. His current role spans sustainability and external technology scouting for the Fabrics Division of Gore.*



# Gore Continues to Verify Social Compliance at Its Fabrics Plants

The Gore Fabrics Division uses the Higg Facility Social & Labor Module (FSLM) to assess social and labor conditions in its manufacturing facilities. The assessment spans across employment practices, social compliance management systems, and empowering people and communities.

In late 2020, Higg Co and the Sustainable Apparel Coalition (SAC) launched a scored version of their Higg FSLM. With this new version 1.4, the Higg FSLM now provides an overview of facilities' social and labor performance. While the new scoring system allows generating scores for previous years as well, comparing the most recent annual scores to previous years is not possible due to content changes made, such as questions added to the tool.

The chart below is showing the verified Higg FSLM scores for the Gore manufacturing sites in Shenzhen,

China, and Elk Mills, USA: both total scores as well as the scores for all individual sections within the three steps of the new Higg FSLM version.

Scores for Gore's Putzbrunn plant in Germany are not shown here since the plant, in 2021, only conducted a Higg FSLM self-assessment, which – according to SAC guidelines – does not qualify its results to be published in conjunction with the verified Higg FSLM scores. However, all Gore business partners using Higg.org can access the Higg FSLM self-assessment results for Gore's Putzbrunn plant on Higg.org.

The new version of the Higg FSLM also allows benchmarking Gore's plant performances against other facilities using the Higg FSLM.

While the total scores for the Gore plants demonstrate that their overall performance in 2021 is clearly above the average of all FSLM users, the individual section scores reveal gaps in some areas, in particular regarding management systems, and room for improvement regarding empowering people and communities.



## The Higg Facility Social & Labor Module (FSLM)

The Higg FSLM promotes safe and fair social and labor conditions for value chain workers. Facilities can use the scored assessment to understand hotspots and reduce audit fatigue.

Like the Higg FEM, the Higg FSLM belongs to the group of Higg Facility Tools, a set of industrywide tools, promoted by the Sustainable Apparel Coalition (SAC), that enable facilities to assess their social or environmental impacts.

For more information visit <https://apparelcoalition.org/higg-facility-tools/>

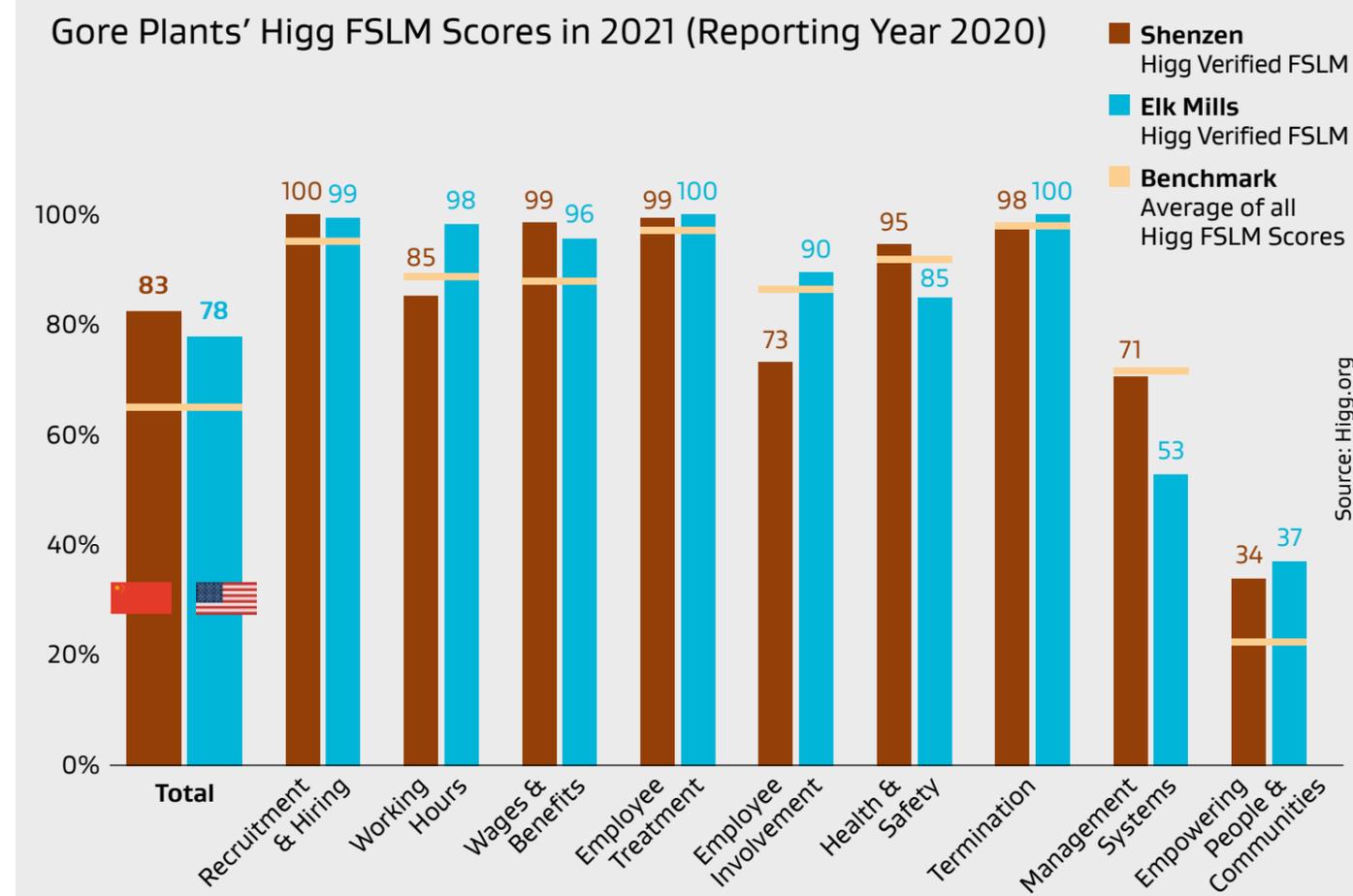
## Gore Piloted Mapping Exercise Against FLA's Workplace Code and Benchmarks at Shenzhen Plant

To review its social and labor performance against one of the highest standards in the industry, in 2021, the Gore Fabrics Division collaborated with the Fair Labor Association (FLA) on a pilot project at its plant in Shenzhen, China.

With this pilot, Gore aims at mapping its scored social compliance assessment report against FLA's Workplace Code and Benchmarks while also furthering FLA's exploration of 'tier 2' assessment methodologies.

This pilot project is conducted by using FLA's Sustainable Compliance Initiative (SCI) tool with support from FLA's software partner, Fair Factories Clearinghouse. FLA accredited assessors did not conduct a full SCI assessment but were using the SCI tool to evaluate selected compliance related information from Gore's Shenzhen plant.

Gore expects that the results will help identify potential gaps in its social compliance policy and procedures based on the FLA Code and Compliance Benchmarks. Gore is a 'tier 2' supplier of multiple FLA affiliated companies. Gore's direct-to-consumer business with its brands GORE® Wear and Sitka® Gear is a member of the Fair Labor Organization.



## The Higg FSLM Assesses

### Step 1: Essentials

- Recruitment & Hiring
- Working Hours
- Wages & Benefits
- Employee Treatment
- Employee Involvement
- Health & Safety
- Termination

### Step 2: Progressive

- Management Systems

### Step 3: Advanced (Above & Beyond)

- Empowering People & Communities

## Gore Continues to Leverage Its GSR Program for Fostering Sustainability in Its Downstream as well as Upstream Supply Chains

The Gore Guidelines on Social Responsibility (GSR) program promotes decent working conditions for those people that make consumer and professional GORE-TEX apparel and footwear. In 2021, the Gore Fabrics Division continued to engage with its value chain partners, working with Gore's certified manufacturers to further improve working conditions in its downstream supply chain as well as fostering compliance in its upstream supply chain.

The Gore Fabrics Division's downstream supply chain includes hundreds of manufacturers spanning nearly 60 countries. Today, more than a million people are directly or indirectly involved in making finished jackets and shoes with Gore fabric technologies. This presents a lot of opportunities and challenges at the same time.

In 2015, Gore launched the Gore Guidelines on Social Responsibility (GSR) program aimed at addressing the challenges in certified manufacturers: cutting, sewing, and assembling facilities – the most labor-intensive parts of Gore's supply chain.

### Gore Certified Manufacturers

Each manufacturer is certified by Gore before making GORE-TEX products. Adhering to social compliance requirements is one of the pre-conditions for becoming a Gore certified manufacturer. After certification, Gore continues to regularly engage with the certified manufacturers on social compliance requirements based on the risks associated with their location, type of product, and previous performance.

### Global Social Compliance Review

In 2021, Gore reviewed the social compliance performance of over 200 manufacturers across the globe. Gore worked closely with the factories on critical topics such as decent wages, worker engagement and grievance mechanisms as well as health and safety issues that might cause immediate harm to workers' well-being. Gore engages with the manufacturers to understand the issues and develop sustainable solutions in cooperation with local stakeholders and consultants.



### Embedding Social Compliance in Gore's Upstream Supply Chain

In addition to the efforts in its manufacturing sites and working with certified manufacturers, in 2021, the Gore Fabrics Division took significant steps to increase due diligence in its upstream supply chain.

Gore has been introducing further measures to protect workers and ensure transparency in this segment of the supply chain whenever the company gets alerted of potential high risks.



As of 2021, Gore started working on tools for its direct textile suppliers. For instance, Gore's supplier onboarding questionnaires were revised to include some basic social compliance related questions, such as information on suppliers' policy and Code of Conduct.

### Gore Clarifies Expectations Through Tools, Training, and Communication

Gore revised its Raw Material Sourcing Contracts with strong language on its expectations related to the prohibition of forced labor. Furthermore, Gore required contractual alignment on its Guidelines on Social Responsibility (GSR) from all suppliers and held trainings to increase the supply chain team's knowledge on fair labor topics.

In the coming year, Gore will take steps to communicate social compliance requirements to its suppliers more effectively.

### Guidelines on Social Responsibility

Gore's GSR aims to provide clarity and guidance on workplace standards for those who make consumer and professional GORE-TEX apparel and footwear, across the value chain. Since ensuring working conditions are fair and safe across the entire value chain is not a goal that Gore can achieve on its own, the Gore Fabrics Division developed a GSR program, seeking enhanced engagement of its business partners in a progressive manner.

For details on Gore's GSR program please see [https://www.gore-tex.com/sites/default/files/assets/GoreFabrics\\_GSR\\_Guidebook.pdf](https://www.gore-tex.com/sites/default/files/assets/GoreFabrics_GSR_Guidebook.pdf)



## ? 3 QUESTIONS TO



### EVRE KAYNAK

Social Responsibility Champion, Gore Fabrics Division, Delaware, USA

**Q: What are the biggest challenges Gore is facing on social compliance?**

**EK:** As a material manufacturer and ingredient brand, our position in the supply chain is unique, compared to many others. Traditionally, the social compliance program of a brand or a manufacturer aims to conduct due diligence at direct and indirect supplier facilities they source from. This allows them to leverage their position as a customer. In our case, we need to work both ways: with the manufacturing

facilities that make finished GORE-TEX products, that is our downstream supply chain, and with our direct and indirect suppliers, that is our upstream supply chain.

Due to the labor-intensive nature of our downstream supply chain, historically we have focused our efforts on this segment of the supply chain. This means working with a large number of 'tier 1' garment and footwear manufacturers, spread around the world.

In this case we are not a customer of these factories, but we utilize our values and our brand promise, *Together, improving life*, to help ensure that all workers who get in contact with GORE-TEX products are treated fairly.

This is no small feat given the high number of GORE-TEX customers and the large number of garment and footwear manufacturers that are spread over dozens of countries around the globe. This requires significant time and energy on the part of Gore teams.

At times, it might also put strain on the relationship with customers. Nonetheless, we believe this program is well worth the effort.

**Q: Labor rights around the global apparel industry are increasingly under scrutiny by regulators and other stakeholders such as media and NGOs. How does this impact Gore?**

**EK:** Given the prevailing issues in working conditions, particularly related to modern slavery and forced labor, this does not come as a surprise with many issues made more pressing by COVID-19.

The purview of emerging Supply Chain Due Diligence regulations covers a wide range of issues such as hours of work, living wages, health and safety, and discrimination. In addition, these regulations hold companies responsible for the entirety of their value chain. Not only is the scope of accountability much wider in terms of topics and segments of the supply

chain covered, also reporting requirements exist regarding a company's due diligence framework, risk exposure, and performance.

These will primarily impact our work in two areas: accelerating due diligence efforts in our upstream supply chain and transparency. We already have B2B-transparency with respect to the social compliance performance of our own manufacturing facilities through the HIGG tools and platform.

The new regulations, however, are expecting companies to provide public visibility not only for the labor practices in their own operations, but for those of their suppliers as well. In accordance, we will need to step up to collect and share more information about the working conditions of our employees and those employed by our suppliers.

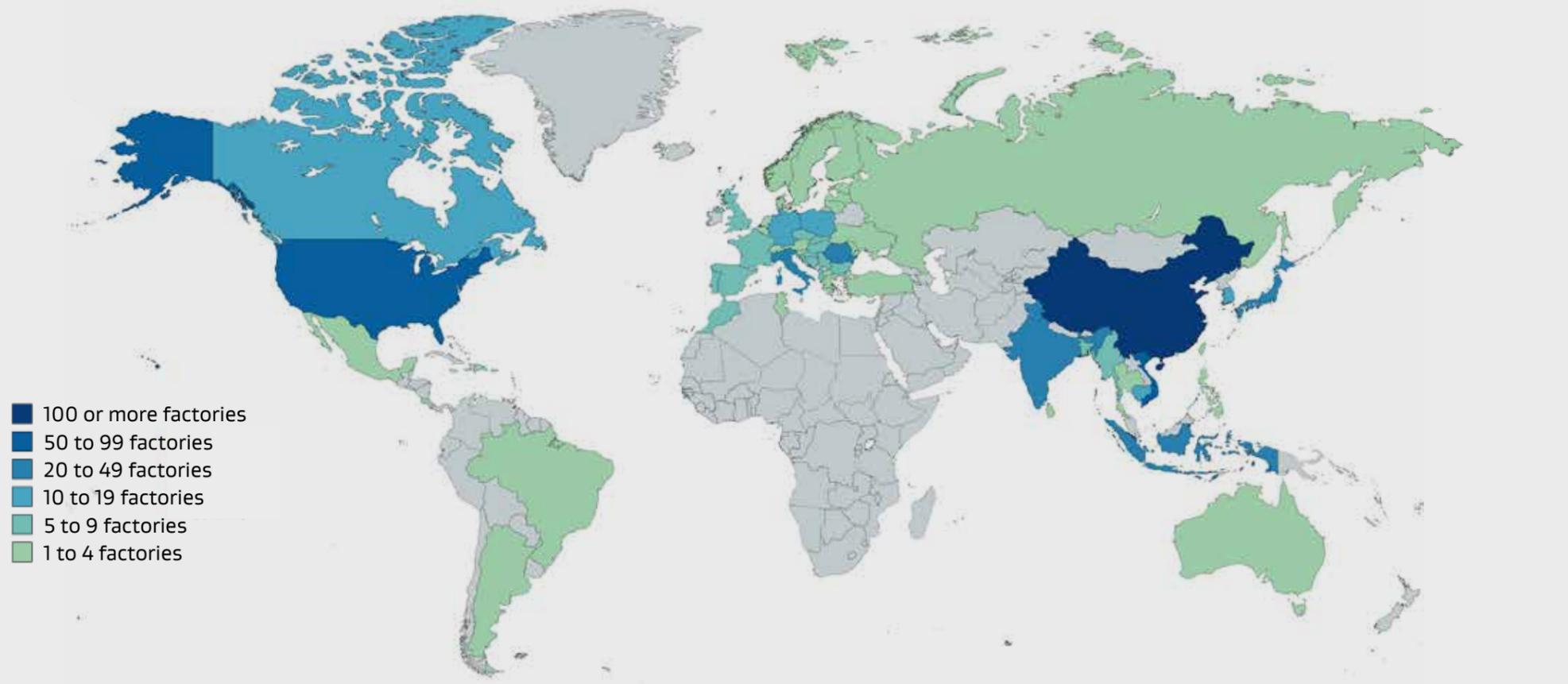
**Q: Thinking about the next five years, what does the outlook for social compliance look like?**

**EK:** Every year, the topics related to fair and safe working conditions become more complicated, and the industry faces new challenges. 2021 was another year that we tried to tackle with the negative impact of the COVID-19 pandemic on the supply chain and workers.

We need to make sure that emerging legislations on forced labor and human rights due diligence do not just generate more compliance paperwork from retailers and brands for suppliers to sign. We need equal partnership and meaningful engagement. And we need to avoid the 'one-size-fits-all' type of due diligence in the form of more paperwork.

The industry must start thinking more holistically, be genuine about the issues, and move forward together to improve working conditions.

Number of Gore Certified Manufacturing Facilities for GORE-TEX Products (Downstream Supply Chain)



Created with mapchart.net

**Evre Kaynak** joined Gore in June 2015 as the champion of the Social Responsibility Program. She has been working with a cross-functional team at Gore to ensure fair working conditions throughout Gore's value chain. Prior to Gore, she conducted assessments in over 500 factories across the globe and worked on various projects to improve working conditions in different roles, including accredited lead auditor and consultant for the Fair Labor Association, and Regional Social and Environmental Manager for Esprit GmbH.

# Gore Fabrics Division's Vertical Business Unit Strengthens Commitment to Social Compliance

In 2021, Gore's direct-to-consumer brands, GORE® Wear and Sitka® Gear, saw a range of productive developments in their social responsibility program. The brands maintain common social and labor workplace standards across their supply chains and adopt the Fair Labor Association (FLA) Workplace Code of Conduct, which their suppliers are required to uphold.

In 2021, GORE® Wear and Sitka® Gear updated the social compliance benchmarks against which they audit suppliers. The new benchmarks are those approved by the FLA in October 2020 to meet evolving industry needs. These include accountability of employment agencies and other intermediaries, expanded protection against discrimination, elimination of gender-based violence and harassment, ensuring freedom of association, clarity on requirements for probationary workers, trainees, or apprentices, and generally a clearer organization of benchmark content.

For details of the FLA Workplace Code of Conduct and Compliance Benchmarks see [www.fairlabor.org/sites/default/files/fla\\_workplace\\_compliance\\_benchmarks\\_rev\\_10.2020.pdf](http://www.fairlabor.org/sites/default/files/fla_workplace_compliance_benchmarks_rev_10.2020.pdf)

## Gore Joining AAFA/FLA Commitment

As an example of upholding the same values and standards across brands and their supply chains, Sitka® Gear followed GORE® Wear's earlier public stance by joining the Apparel and Footwear Industry Commitment to Responsible Recruitment, announced by the American Apparel & Footwear Association (AAFA) together with the Fair Labour Association.

Through this commitment, Gore is asserting the position that, throughout its supply chains, no workers shall pay for their jobs, workers retain control of their travel documents, and have full freedom of movement. Furthermore, all workers are informed of the basic terms of their employment before leaving home.

## Fair Compensation Workplan

As the FLA has developed its initiatives to realize Fair Compensation in global supply chains, GORE® Wear and Sitka® Gear have demonstrated enthusiastic, forward-thinking participation. 2021 saw Gore's direct-to-consumer brands complete their first round of baseline wage data collection among nine suppliers, which manufacture approximately 70% of the businesses' product volume. Based on initial findings, the Vertical Business Unit developed a Fair Compensation Blueprint workplan, in line with FLA guidelines.

Among the first public-facing steps taken, the business unit released a Fair Compensation Commitment Statement, detailing standards espoused, ambitious goals, actions taken, and plans for the road ahead.

The statement acknowledges that this work cannot be done alone, and that Gore will look to manufacturing partners, worker representatives, peer brands, local governments, civil society organizations, and multi-stakeholder initiatives to play active roles in making fair compensation reality.



## What is the Fair Labor Association (FLA)?

The Fair Labor Association (FLA) is a collaborative effort of universities, civil society organizations, and socially responsible companies dedicated to protecting workers' rights around the world. Initiated by US-President Clinton in 1996, the international organization was officially founded in 1999. It is headquartered in Washington, and has offices in China and Switzerland.

FLA's work is not limited to any geographic region or industry; the FLA operates around the world and is making a positive difference in industries from agriculture and technology to apparel and footwear. The FLA places the onus on companies to voluntarily meet internationally recognized labor standards wherever their products are made. It offers:

- A collaborative approach allowing civil society organizations, universities, and socially responsible companies to find effective solutions to labor issues together.
- Strategies and resources to help companies improve compliance systems.
- Transparent and independent assessments, the results of which are published online.
- Its third-party complaint process to address the most serious labor rights violations.

For more information visit [www.fairlabor.org](http://www.fairlabor.org)

## A WORD WITH



### RYAN MCGARRY

Supply Chain & Materials Leader, Vertical Business Unit, Gore Fabrics Division, Vermont, USA

**Q: Ryan, you have had a long career in supply chain. What role does social responsibility play in both your long-term considerations and your day-to-day decision making?**

**RM:** I've always tried to focus on global citizenship by working hard to understand people, cultures, economies, and trade practices that I've encountered. These experiences have led me to understand the role of 'citizen' in a much deeper way: as a responsibility to our fellow humans and the earth to improve things wherever we can, and with respect.

Gore has always been a purpose-driven organization and we've recently sharpened our mission with a clear commitment to contributing to the greater good – *Together, improving life*. This really resonates with me as the right way also for us in supply chain to approach our craft.

In our business, decisions that feel like part of regular day-to-day operation can quickly accumulate and cause long-lasting – and perhaps unintended – results. I find that being consistently mindful of a larger social commitment can help ensure that even minor decisions align with our overall commitments to citizenship. In time, this leads to a continued refocusing on long-term strategy as we examine partnerships with suppliers, coalitions, and associations – to improve life, together.

**Q: What do you see as some of the greatest challenges right now to apparel companies in maintaining their social responsibility commitments or standards?**

**RM:** Not all apparel companies have the commitment to social responsibility issues that Gore has tried to make part of its mission since founding. But attention on these issues has increased, causing even committed companies to have to adapt, sometimes quickly.

For example, over the past year, governments across the world placed increased restrictions toward preventing forced labor. This is much more decisive action than our industry has implemented on its own and has uncovered a severe lack of transparency in the broader industry's upstream supply base.

It has caused many in the industry to have to quickly pivot their businesses to respond to these restrictions – to varying degrees of success.

**Q: What is Gore's Vertical Business Unit doing to tackle those challenges and prepare for the future?**

**RM:** In the VBU, we've decided to navigate these challenges by leaning into our social responsibility commitments as a team. It has become a key topic for the leadership team, where we've made real progress on pushing forward our agenda on fair labor practices.

Our progress has been accelerated through our coordination with the Fair Labor Association as we work to better understand Vietnam labor practices in our supply base and plan work with civil society organizations. We've prioritized our connections with a close group of key suppliers who maintain labor practices that we hope to leverage in other supplier relationships.

**Q: Ryan, you oversee social responsibility and environmental sustainability functions, but your role is far broader than that. What kind of partnerships have you seen as necessary for Gore to maintain its social and environmental commitments and standards?**

**RM:** Our digital partnerships have become critical to our ability to maintain and improve our social and environmental commitments. For example, our

digital partners have been able to facilitate increased transparency and communication between our associates and factory ownership – a critical point of alignment, as they oversee much of the labor and build of our product.

We've also been able to improve our information pulls, conserving time and resources. We expect our partnerships across the supply chain to further accelerate these and other efforts to become digitally native and data driven.

**Q: What developments or actions in social responsibility have you been proud to see Gore's VBU implement? Why are they significant?**

**RM:** Well, I have been particularly excited to see us develop and drive our Fair Compensation Blueprint this year and issue a Fair Compensation Commitment Statement. It allows us to engage at an entirely new level with our partners and gives us visibility on where suppliers are meeting the mark and where they need to improve.

This additional insight has given rise to exciting conversations about best practices and techniques that can be shared across suppliers. It's also been validating to have details that show our supply chain is baselined across the industry and not in need of any significant adjustments – and to know that we can continue to monitor, share, and improve.

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*Ryan McGarry joined Gore in June of 2019 as the Supply Chain Leader of the Verticals Business Unit (SITKA® Gear, GORE® Wear, VIEV). Since then, he has committed to also lead the Material & Innovation and Shared Digital Associates within the business unit. Ryan is a well-traveled professional with over 30 countries visited and has walked the floor of over 100 suppliers in garment, fabric, accessories, and footwear industry.*

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## EXPLORING OPPORTUNITIES



### Gore Presenting New Jacket Brand: VIEV's Axiom is 'Make Life Work'

In 2021, the Vertical Business Unit (VBU) of the Gore Fabrics Division proved its qualities as forward-thinking optimists and problem solvers by establishing a new brand that offers a new kind of premium jackets, protecting people and planet.

VIEV, which is part of Gore's direct-to-consumer business, was conceived, conceived, and engineered by the experimental futurists at Gore. VIEV takes its name from Genevieve 'Vieve' Gore, the late co-founder and essence of W. L. Gore & Associates who brought her compassion and soul to a scientific tech-forward company.

VIEV takes the waterproof and breathable outerwear GORE-TEX fabrics, and crafts it into jackets: a primary garment. And it uses another fabrics evolution: GORE-TEX Pro, a special stretch product technology that includes an elastic layer over the waterproof membrane capable of maximizing freedom of movement.

Since Gore believes that everybody is responsible for its impacts on the environment and should aim to change its social habits around consumer waste while making life remarkable, VIEV was also founded to make life work better by eliminating excess.

So, VIEV designed a jacket that people would wear doing all the things they love to do and have to do. With the VIEV concept, Gore wishes to replace the 'BOGO' concept of Buy-One-Get-One with Buy-One-Recycle-One-or-Three-or-Five – owning less but experiencing more.

For more information [www.viewlife.com/the-jacket](http://www.viewlife.com/the-jacket)



# Gore Reaching Out to Women at Its Fabrics Division in North America

In addition to protecting the planet, Gore also takes its responsibility for the protection of people, among them its own Associates around the world, very seriously. As part of its ongoing efforts to improve Gore’s societal impact and Associate experience, tackling Diversity, Equity, and Inclusion (DE&I) related issues within the Gore Fabrics Division has become a focus area in 2021.



## A WORD WITH

### DANIELLE AZARCHI

New Product Development Engineer, Gore Fabrics Division, Delaware, USA

**Q: You both have technical backgrounds, an area which is highly dominated by men in work life. What is your experience as a woman in a technology driven company such as Gore?**

**DA:** Starting at Gore right out of college, I was typically the youngest in the room and often the only woman. It is challenging for me to discern if I was feeling like an ‘outsider’ because I am a woman or because I was, and still am, early in my career compared to Associates who have been at Gore for 30+ years.

While it took a while for me to feel confident speaking up, I now know that my ideas and perspectives are valued by my colleagues. It’s important to recognize that when I first joined my team, I was one of two women on a team of about fifteen Associates. Today, that same team is almost 50% women!

### What Does GROW Mean?

GROW stands for Gore Reaching Out to Women and is one of many Diversity, Equity, and Inclusion (DE&I) affinity networks available for Associates to be a part of at Gore.

GROW was created and is sustained by Associates who strive to create a diverse, equitable, and inclusive environment for those who identify as women at Gore.

It is a global initiative focused on empowering and engaging women, and those who identify as women, through professional and personal development.



### MICHELE LECKINGTON

Product Support, Gore Fabrics Division, Delaware, USA

**ML:** I’ve been in lots of meetings where I was the only woman in the room, which can feel intimidating and sometimes caused ‘imposter syndrome’ feelings – especially when I was younger. Over the years, I’ve learned to trust myself and be confident. I’m grateful that I’ve been part of good teams and gotten support and encouragement of male colleagues in the tech leg over the years.

**Q: How did you take on the additional commitment of being a GROW plant representative?**

**DA:** I joined GROW after being the only woman on a project team and wanted to connect with other women across the Enterprise who might have had similar experiences. I decided to be a plant representative because I wanted to host events for other Associates in our plant to attend and feel empowered if they are experiencing being the ‘only’ in a room.

**ML:** I had an interest in the GROW network and had participated in several events at the plant. The plant representative at the time took notice and reached out to me when she was changing commitments and looking for someone else to help out. I’ve been a GROW plant representative ever since.

**Q: Which GROW activities did you lead in the Gore Fabrics Division in 2021?**

**DA:** This past year, I led the efforts organizing a series of Lean In Circles in North America for the Gore Fabrics Division. Lean In Circles were rolled out across all of Gore’s divisions in the United States by the respective plant representatives.

Lean In Circles are small groups that are open to all Associates, regardless of their gender, that meet regularly to support one another, learn from each other, and learn new skills.

In the Gore Fabrics Division, the Lean In Circles consisted of six to eight cross-functional Associates that met once a month for eight months. The small groups helped facilitate trust building and allowed people to feel more comfortable sharing their personal experiences and opinions. Overall, there were 50 Associates who participated in the first round of Lean In Circles for our division, and we are excited to launch the next round early in 2022!

After Lean In Circles wrapped up, we got feedback that attendees appreciated the safe space for discussion and were looking for opportunities to continue to engage on topics related to women and diversity. We are looking forward to planning events to continue to involve Associates throughout 2022.

### What Are Lean In Circles?

Lean In Circles come from Sheryl Sandberg’s company, Lean In, which curates material for education to help companies build inclusive workplaces where women of all identities are supported and empowered. For more information visit <https://leanin.org/>

**Q: What are other challenges and opportunities in the Gore Fabrics Division to promote gender equality?**

**ML:** Every year, Gore conducts a culture survey to measure how Associates experience our promise, *Together, improving life*. Among other topics, the survey provides a space for Associates to share their individual experience on diversity and inclusion.

GROW representatives in the US were given an overview of the culture survey data results, and we took the opportunity to take a deeper look at results for our specific plant, to help inform and guide

our programming for the next year. Several areas indicating potentially significant gaps between the experiences of women and men in the North American part of the Gore Fabrics Division were noticed.

As GROW representatives, we are not accountable for taking actions based on these data, but we felt a responsibility to raise the topic with our divisional leadership.

A small team met with our divisional Women’s Inclusion Council representatives to share the culture survey findings along with personal stories of our experiences as women in the Gore Fabrics Division. The group is discussing how to leverage our Diversity, Equity, and Inclusion initiatives along with specific actions that might address gaps, including ways GROW and the other affinity networks can provide support.

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*Danielle Azarchi has been working at Gore for four and a half years leading product development projects for both the Consumer Oriented Fabrics (COF) and Technical Oriented Fabrics (TOF) businesses and enjoys working across the supply chain with suppliers and customers.*

*She has been a GROW representative for the Gore Fabrics Division for four years. Prior to joining Gore, she studied Chemical Engineering at Drexel University where she obtained both her bachelor’s and master’s degrees.*

*Michele Leckington has been working at Gore for 24 years providing garment development support for both internal and external customers. She is passionate about Diversity, Equity, and Inclusion, and believes that the input of diverse perspectives yields better business results.*

*She has been a GROW representative for the Elk Mills plant for more than a decade. She studied apparel management and worked for a private label knitwear manufacturer before coming to Gore.*

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# Collaborating to Drive Change Towards a Sustainable Future

Sustainability is a team sport and working together is key to achieving great results. As an active member and supporter of many industry organizations, associations, and foundations, in 2021, the Gore Fabrics Division continued to contribute to many of their activities, but also expanded on its engagements in key initiatives – for example by becoming Affiliate Partner to Fashion for Good.



Fashion for Good is a global platform for innovation, made possible through collaboration and community, convening brands, retailers, suppliers, non-profit organizations, innovators, and funders to catalyze change in the broad fashion industry.

## Gore Joining Fashion for Good Initiative as Affiliate Partner

The Gore Fabrics Division officially partnered with Fashion for Good in early 2020 to support their strong commitment to sustainable, science-based innovation. As Affiliate Partner to Fashion for Good, Gore joins a roster of leading global fashion brands and manufacturers, gaining specialized scouting and screening support, as well as preferential access to market-ready innovations through Fashion for Good's extensive network.

“As an industry leader in material science, the Gore Fabrics Division is a welcome addition to the Fashion for Good Innovation Platform. Their wealth of technical expertise and knowledge are critical supporting innovators to bring their disruptive solutions to scale and to driving systemic change in the industry.”

**Katrin Ley**  
Managing Director, Fashion for Good

Currently, Gore is participating in two foundational projects that were launched by Fashion for Good in 2021: the Renewable Carbon Textiles Project and the Full Cycle Textiles Project – Polyester.

The Renewable Carbon Textiles Project brings together a pioneering consortium of key industry players to investigate, test, and validate the solutions provided by innovators trying to accelerate the development of polyhydroxyalkanoates (PHA) polymer fibers. These materials are a promising biosynthetic



alternative to fossil-based fibers with the potential to reduce carbon emissions in the fashion supply chain. As collaborative partner in this project, Gore is participating in testing and developing the output materials, as well as providing its technical expertise, financial support, and industry insights.

The Full Cycle Textile Project aims to validate the technologies and the scaling potential of chemically recycled PET; prompting further implementation and offtake agreements to drive chemical recycling in the industry, and mobilize more funding into the technology. To attain a clear idea of the innovations best positioned to address the challenges of recycling polyester textiles, Fashion for Good has enlisted promising innovators in polyester chemical recycling from around the world to participate in the project.

For more information visit [www.fashionforgood.com](http://www.fashionforgood.com)

“PHA is a promising class of polymers which have significant potential for use in textiles. This project provides an opportunity to contribute to the technical development of the fiber and is also a platform to explore possible future applications.”

**Brian Levy**  
Open Innovation Engineer, W. L. Gore & Associates, Delaware, USA

“Like most brands in the industry, PET is a key fiber for our business, and we recognize the need to understand and invest in future recycling capabilities with a view to lowering resource consumption. For us, this project represents an opportunity to answer some key questions about the future of circularity – How can chemical recycling help us increase availability of rPET, what is the true footprint of those materials and what are the key constraints? – all so that we can be sure we’re designing our products responsibly, with the total lifecycle impact in mind.”

**Craig Lindemann**  
Sustainability Technologist, Gore Fabrics Division, Delaware, USA



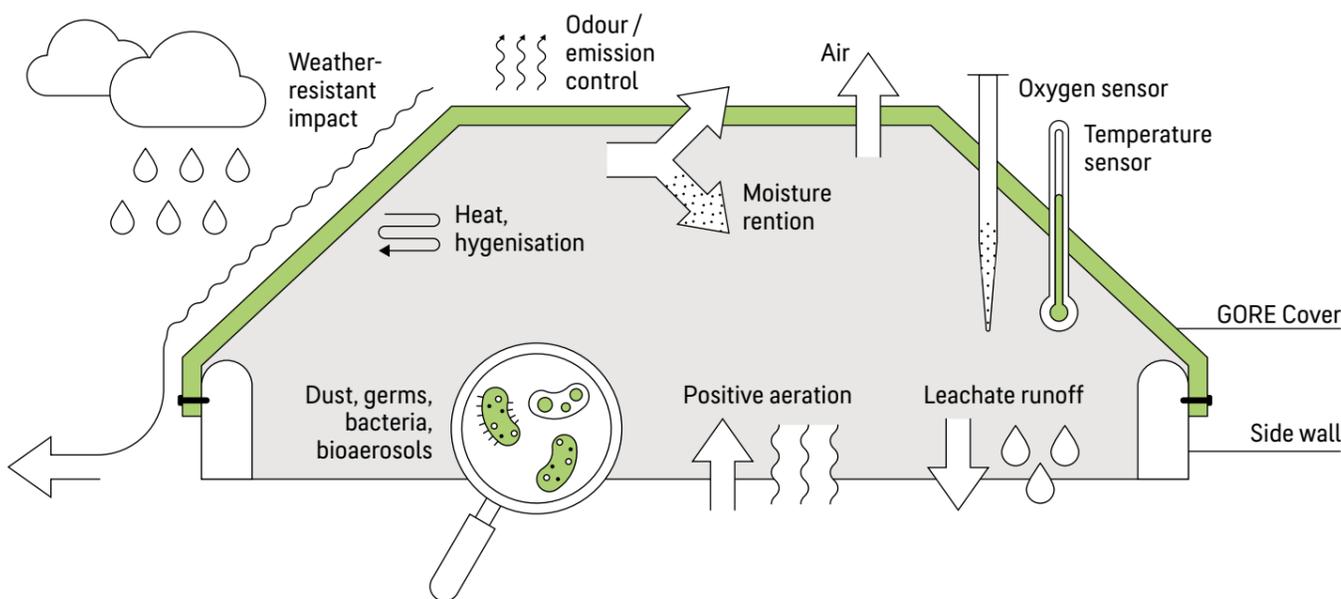
For more information visit [www.gore-tex.com/sustainability/partnerships](http://www.gore-tex.com/sustainability/partnerships)

# ECN and Gore Provide Input to EU Policy Exchange on CAP and Compost

In cooperation with the European Compost Network (ECN), in October 2021, Gore’s Fabrics Division held a policy exchange meeting with Maria Noichl, Member of the European Parliament (MEP), on the future Common Agricultural Policy (CAP) in relation to the sustainable use of compost in agriculture.



## ADDRESSING THE NEEDS FOR THE PRODUCTION OF HIGH-QUALITY COMPOST THROUGH GORE® COVER SYSTEM



Invited by Gore, the policy debate in Bad Aibling, Bavaria, was attended by representatives from the composting and agricultural sector.

After the introduction of the bio-waste and composting sector in Europe by Stefanie Siebert, Executive Director of ECN, Thomas Terpetschnig and Ulf Harig, both members of Gore’s Solid Waste Treatment Team, presented GORE® Cover System Technology to the audience.

As a major component of Covered Aerated Static Piles (CASP), GORE® Cover enables operators of more than 300 installations in 30 countries around the globe to convert more than 4,5 million tons of organic waste into high quality compost, including organic farming grades.

GORE® Cover Technology is recognized as Best Available Technique under the European Emissions Directive and through its business, Gore helps make composting a more attractive organic waste treatment option for communities and private companies.

For more information:

GORE® Cover [www.gore.com/products/gore-cover-for-organic-waste-treatment](http://www.gore.com/products/gore-cover-for-organic-waste-treatment)

European Compost Network (ECN) [www.compostnetwork.info](http://www.compostnetwork.info)

ECN’s S.O.S. SOIL Initiative [www.saveorganicsinsoil.org/](http://www.saveorganicsinsoil.org/)

EU’s Common Agricultural Policy (CAP) [ec.europa.eu/info/food-farming-fisheries/key-policies/common-agricultural-policy/new-cap-2023-27\\_en](http://ec.europa.eu/info/food-farming-fisheries/key-policies/common-agricultural-policy/new-cap-2023-27_en)

With the SOS Soil Initiative Save Organics in Soil, that Gore signed in 2020, the ECN underlines the importance of soil organic matter, and the role organic recycling can play to keep our soils healthy.

Both ECN and Gore hope that the benefits of using high-quality compost in the new legislative approaches of the EU’s Common Agricultural Policy (CAP) 2023-2027, as presented by MEP Maria Noichl, will be recognized by the policymakers and that business solutions such as GORE® Cover will increasingly be applied in order to contribute to a more sustainable and healthy life on earth.



Maria Noichl (MEP) and Stefanie Siebert (Executive Director of ECN)





## About Gore

W. L. Gore & Associates is a global materials science company dedicated to transforming industries and improving lives. Since 1958, Gore has solved complex technical challenges in demanding environments – from outer space to the world’s highest peaks to the inner workings of the human body. With more than 11,500 Associates and a strong, team-oriented culture, Gore generates annual revenues of \$3.8 billion. For more information, visit [www.gore.com](http://www.gore.com).

## Contact

[www.gore-tex.com/support/contact-us](http://www.gore-tex.com/support/contact-us)

## About the Gore Fabrics Division

Gore revolutionized the outerwear industry with waterproof, breathable GORE-TEX Fabric more than 40 years ago and remains a leading innovator of performance apparel. Gore fabrics products provide comfort and protection in challenging environments and in everyday life, enabling wearers to safely and confidently achieve and experience more. From hiking in downpours to defense operations and fighting fires, Gore’s deep understanding of consumer and industry needs drives development of products with meaningful performance advantages. For more information, visit [www.gore-tex.com](http://www.gore-tex.com) and [www.goretexprofessional.com](http://www.goretexprofessional.com).

**Together, improving life**

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