



# **SUSTAINABILITY REPORT 2024**

Hello!  
Hallo!  
Hola!  
வணக்கம்!  
Salut!  
Cześć!  
你好!

# ABOUT THE COVER

Gates sustainability strategy is organized in four pillars **G - T - E - S**. As a material science and innovation company, technology is central to our success. The GTES framework adds Technology to ESG, and demonstrates how integral ESG is to our identity by fusing our ticker symbol with our commitment to sustainability throughout our operations and governance.

For this cover, each of the four pillars of the GTES framework are represented by an icon:



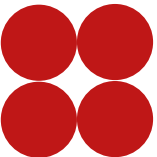
**GOVERNANCE**  
Represents the strong and stable foundations of our company.



**TECHNOLOGY**  
Represents innovation.



**ENVIRONMENT**  
Represents nature.



**STEWARDSHIP**  
Represents community.

# CAUTIONARY STATEMENT

This Sustainability Report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended and Section 21E of the Securities Exchange Act of 1934, as amended. In some cases, you can identify these forward-looking statements by the use of words such as “believe,” “expect,” “potential,” “continue,” “may,” “will,” “should,” “aim,” “goal,” “could,” “seeks,” “trend,” “plan,” “estimate,” “anticipate” or the negative version of these words or other comparable words. We base these forward-looking statements on management’s current expectations relating to our operations and business plans. These statements include, but are not limited to, statements related to our ambitions, goals, targets, plans and objectives, as well as statements about how we run our business; expectations regarding our continued progress in the areas of sustainability, corporate governance, product innovation, health and safety and community stewardship; and our plans to reduce our environmental footprint, including our commitment and efforts to decrease greenhouse gas emissions, reduce total energy consumption, reduce water withdrawal and increase waste diversion from landfills.

Actual results or outcomes may differ from

those expressed in such statements. Forward-looking statements are subject to various risks and uncertainties, including, among others, economic, political and other risks associated with international operations, risks inherent to the manufacturing industry, macroeconomic factors beyond the Company’s control (including material and logistics availability, inflation, supply chain and labor challenges and end-market recovery), risks related to catastrophic events, continued operation of our manufacturing facilities, including, as a result of cybersecurity attacks, our ability to forecast and meet demand and market acceptance of new products.

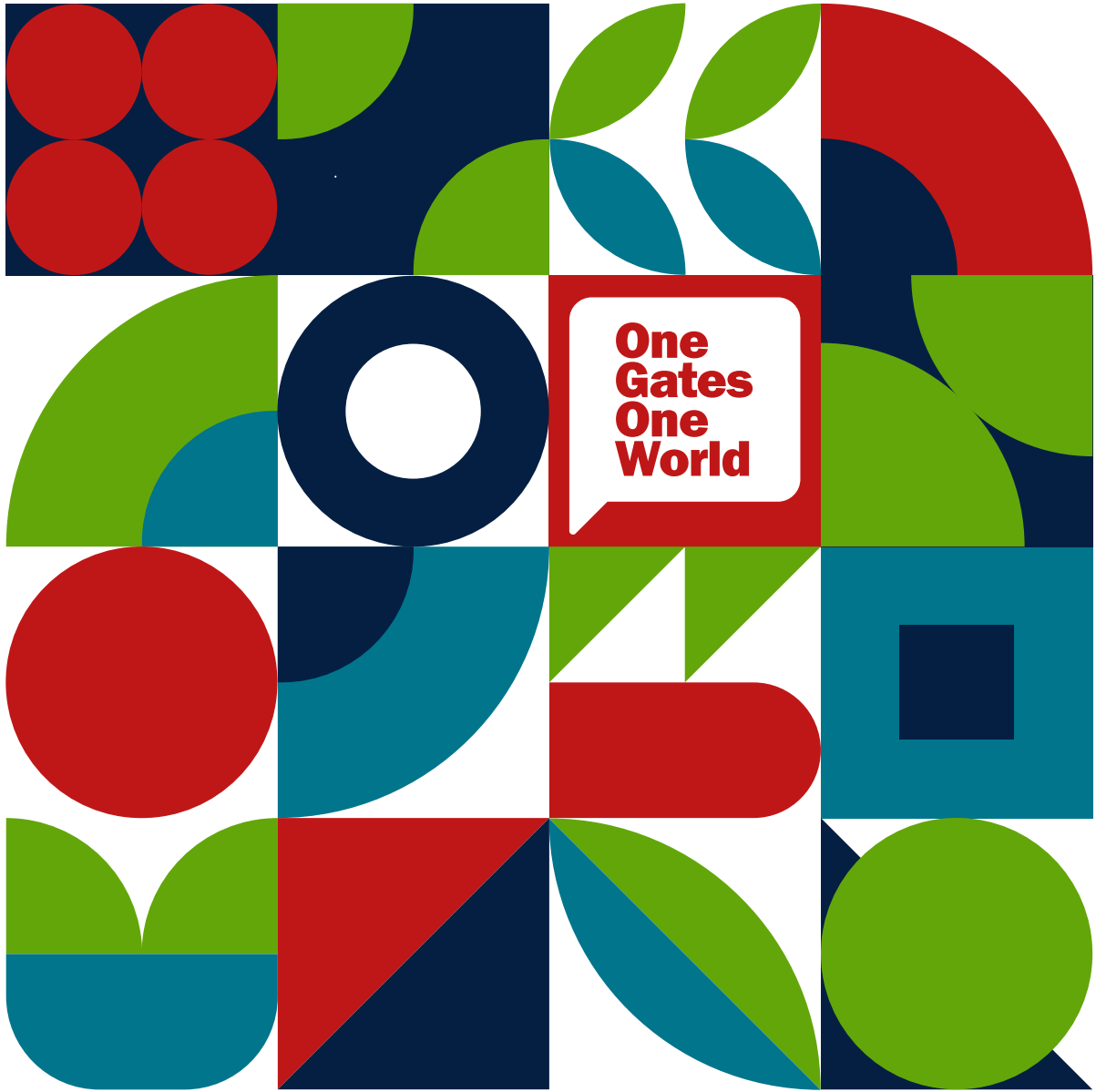
Additional factors that could cause the Company’s results to differ materially from those described in the forward-looking statements can be found under the section entitled “Risk Factors” of the Company’s Annual Report on Form 10-K for the fiscal year ended December 28, 2024, filed with the Securities and Exchange Commission (“SEC”), as such factors may be further updated from time to time in the Company’s filings with the SEC, which are accessible on the SEC’s website at [www.sec.gov](http://www.sec.gov). These factors should not be construed as exhaustive and should

be read in conjunction with the other cautionary statements that are included in the Company’s filings with the SEC. The Company undertakes no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments or otherwise, except as required by law.

All references to “materiality” or “materiality assessment” within the context of sustainability. These references are not to be used within the context of, or as a substitute for, financial materiality in Gates financial reporting and SEC filings.



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# LETTER FROM THE CEO

## INNOVATION THROUGH GTES

At Gates, sustainability is not only a responsibility, but also a driving force for innovation and long-term value creation. Our 2024 Sustainability Report reflects our continued commitment to sustainable growth through our GTES framework: Governance, Technology, Environment, and Stewardship. These pillars guide our decisions and how we deliver meaningful results for our customers, communities, shareholders, and employees.

Our **governance** model begins with integrity and ends with impact. Gates is committed to strong ethical foundations, structured oversight, and proactive compliance in every region where we operate. In today's connected and complex environment, we see data reliability and high accountability as the foundation for success. In 2024, Gates continued to build out our quality and control systems for ESG data and invested in Cybersecurity. As a core part of our governance framework, cybersecurity protects the data, infrastructure, and intellectual property that underpin our innovation efforts. These efforts ensure trust is embedded across the enterprise, and our teams can confidently adopt new technologies, streamline operations, and drive innovation forward.

Our more than 110-year-old legacy is founded on engineering excellence, and it continues to evolve through **technological innovation** that drives both performance and sustainability. We advanced our materials science leadership in 2024 by delivering energy-efficient and cost-effective solutions that support product reliability and reduce environmental impact, proactively addressing our customers' challenges. The construction of our new Global Technical Center in Lalru, India, expanded our global R&D capabilities and is designed to help accelerate sustainable innovation.

We remain committed to continually improving our footprint and investing in **environmentally sustainable manufacturing**. We made measurable gains in resource efficiency throughout 2024 and are seeing progress toward our energy and emissions reductions goals. In addition, we are focused on reducing consumption of natural resources, with more than 20 Gates sites diverting 100% of rubber waste from landfills and 32% of rubber scrap remanufactured in 2024, supporting both circularity and biodiversity.

Gates success stems from intentional **stewardship** of our global workforce, which drives innovation and progress. In 2024, we expanded our Leadership Expeditions program to ensure a pipeline of capable leaders who can deliver results in a dynamic, global environment. We also take seriously our responsibility to the communities where we live and work. Across Gates, teams engage in volunteerism and local partnerships that reflect our values, leverage our skills, and support community resilience.

We know that measurable impact requires disciplined execution and an unwavering commitment to continuous improvement. By aligning our strategy with the GTES framework, we are building not only a more sustainable Gates, but a stronger, more resilient value chain for all those who depend on us. As we look ahead, we are energized by the possibilities. The road to a sustainable future is one we are proud to help drive, with innovation as our engine.

**IVO JUREK**  
Chief Executive Officer





# OVERVIEW



Gates Industrial Corporation plc is a global manufacturer of innovative, highly engineered power transmission and fluid power solutions. We serve customers across industries, bringing relentless innovation and uncompromising quality to every product we make. Our reputation is built on over a century of experience. In 1911, Charles Gates Sr. acquired the Colorado Tire and Leather Company in Denver, Colorado. A few years later, Gates invented the V-belt, which revolutionized industrial power transmission. Since then, Gates has innovated numerous fluid power and power transmission products for original equipment manufacturers (OEMs) and replacement markets, impacting virtually every industry around the globe.

Our products are used in applications across numerous end markets, including automotive replacement, automotive original equipment manufacturer (OEM), diversified industrial, industrial off-highway, industrial on-highway, energy and resources, and personal mobility. We sell our products globally under the Gates brand, which is recognized by distributors, equipment manufacturers, installers and end users as a premium brand for quality and technological innovation.

Our portfolio represents one of the broadest ranges of power transmission and fluid power products within the diversified markets we serve, and we maintain long-standing relationships with our customers throughout the world. Through continuous investment in research and development, Gates product solutions meet or exceed industry standards, including the demanding expectations of customers regarding performance, cost, and impact in regions around the world.

**We engineer and design products that help solve today's challenges and anticipate those of tomorrow.**


Whether manufacturing original equipment or products for the aftermarket, we aim to enable our customers to meet their goals more **EFFICIENTLY, PROFITABLY, AND SUSTAINABLY** for their success into the future.

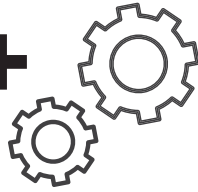





# HIGHLIGHTS

## LISTED ON THE NEW YORK STOCK EXCHANGE (NYSE)


**30**  
Countries


**750+**  
Engineers

**120+**  
Locations

**100,000+**  
Distributor locations

**More than 2,000**  
patent applications

**≈14,000**  
Employees

**3.4B**  
Sales 

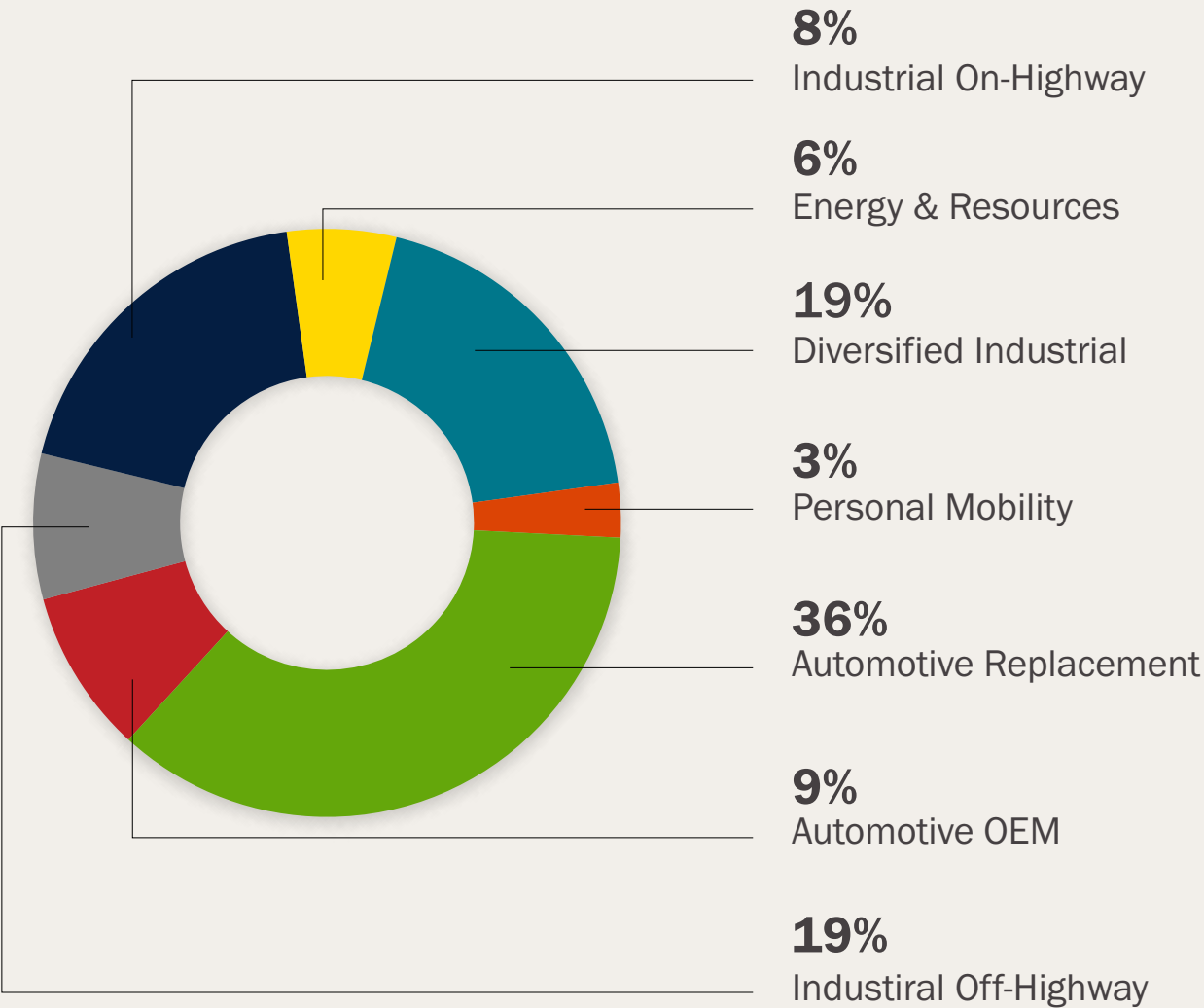
**130+**  
Countries in which  
Gates products  
are sold

NOTE: All data is as of December 28, 2024 or for Gates fiscal year 2024, as applicable

# GATES PRODUCT LINES

- Hydraulic Hose & Couplings
- Hydraulic Tubing
- Water Pumps
- Automotive Accessories
- Industrial Hose
- Engine Hose
- High Pressure Oilfield Hose
- Micro-V Belts
- Engine Synchronous Belts
- Industrial Synchronous Belts
- V-Belts
- Engine Synchronous Belts
- TPU Belts
- Tensioners & Idlers
- Sprockets & Sheaves

# GATES END MARKETS





# GEOGRAPHY



R&D



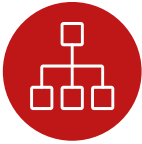
Engineering



Manufacturing



Sales



Administrative

## REVENUE BY REGION

50%

North America

26%

Europe, Middle East & Africa

10%

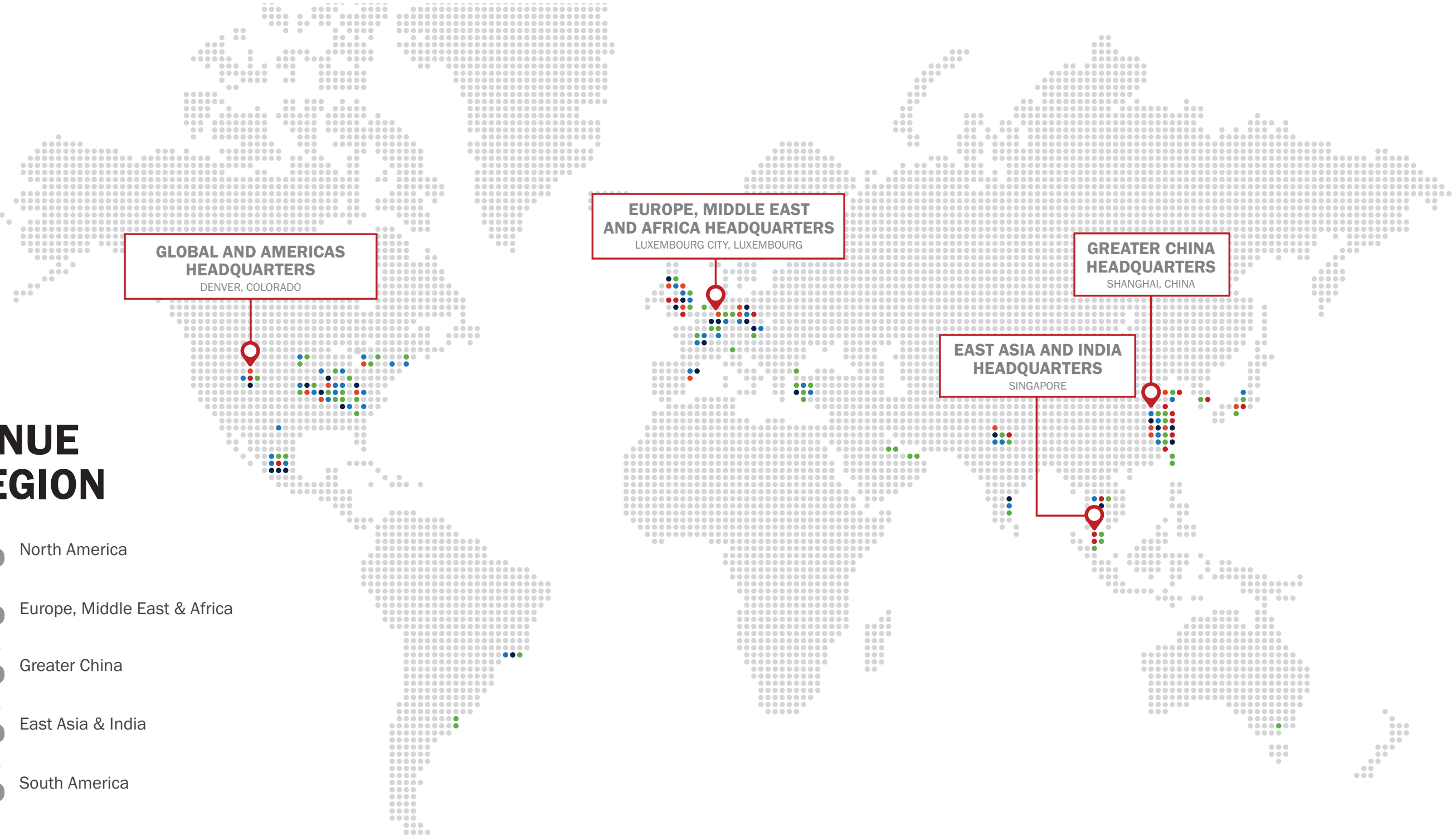
Greater China

10%

East Asia & India

4%

South America





# METHODOLOGY

This report addresses Gates business for the 2024 calendar year and encompasses all of Gates headquarters, operations, and facilities. This is our eighth report on our environmental, social, and governance (ESG) and sustainability programs. All information has been presented at the global company level unless otherwise noted. Any restatements of information from previous reporting periods are noted in this report. Unless otherwise noted, all data presented in this report are as of Dec 31, 2024.

The Scope 1 & Scope 2 greenhouse gas emissions and water withdrawal metrics in this report have achieved reasonable assurance, and select waste and safety metrics have achieved limited assurance in this Sustainability Report.

Gates calculated emissions and carbon footprint reductions from a 2019 baseline year. Unless otherwise noted, disclosed deductions in emissions are based on metered site data and equipment specifications and use Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5) emissions factors.

We produced this disclosure in alignment with the standards and guidelines published by the International Financial Reporting Standards (IFRS) Foundation and its Sustainability Accounting Standards Board (SASB).



Our reporting is also informed by the Global Reporting Initiative (GRI) and U.N. Sustainable Development Goals (SDGs). We embrace opportunities to contribute to broader global sustainability and societal goals and have identified twelve primary SDGs which our work supports.







# SUSTAINABILITY STRATEGY

Gates organizes our sustainability strategy into four pillars: G – T – E – S. This is the Gates ticker symbol on the NYSE, and as such, represents our company to the world. It also captures the interconnectedness of Environment, Social and Governance considerations within our business, together with Technology. At our core, Gates is a materials science company driven by innovation. We are committed to an approach that leverages environmental and social considerations to advance technological innovations that improve our products and the experience of our end users. GATES captures the way that this approach is embedded within the DNA of our organization. We are a company built on values, a great place to work, and a brand our people can be proud of.



## GOVERNANCE

### CONDUCT BUSINESS WITH INTEGRITY AND MAINTAIN ETHICAL AND COMPREHENSIVE CORPORATE OVERSIGHT

We serve a diverse community of stakeholders across the globe including shareholders, customers, suppliers, distributors, and industry partners. Going forward, we will continue to engage with our stakeholders to enhance our reporting process, advance our strategy, and improve the enterprise value we create.

## TECHNOLOGY

### INNOVATE PRODUCTS AND PROCESSES THAT PUSH THE BOUNDARIES OF WHAT'S POSSIBLE

We embrace opportunities to contribute to broader global sustainability goals through the materials used in our products, the functionality we intentionally engineer into them, and the markets for which we design them.

## ENVIRONMENT

### CONTINUOUSLY IMPROVE THE ENVIRONMENTAL SUSTAINABILITY, HEALTH AND SAFETY OF OUR OPERATIONS

We are working to reduce our footprint and are committed to investing in strategies that reduce energy and water use, and which further our use of renewable power.

## STEWARDSHIP

### EMPOWER AND ENHANCE THE EXPERIENCE OF OUR TEAM MEMBERS AND COMMUNITIES

Our Company's excellence is a direct result of our workforce. We believe in caring for our peoples' physical and mental health in creating an inclusive workplace that both celebrates and learns from the diversity of our team members' backgrounds, experiences, and cultures.

# OUR PRIORITIES

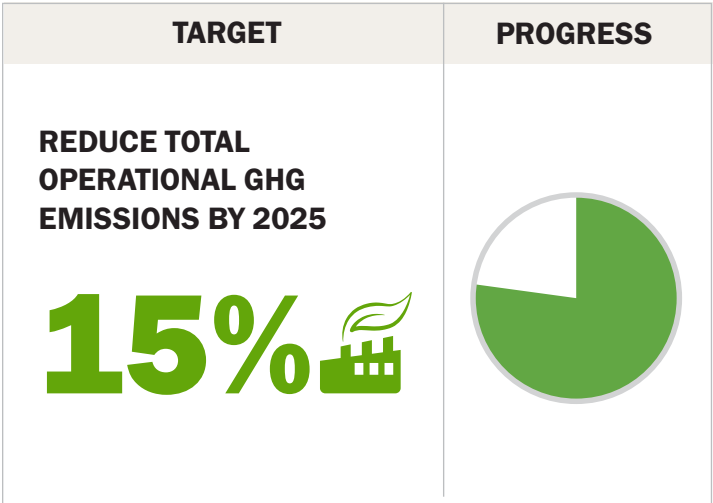
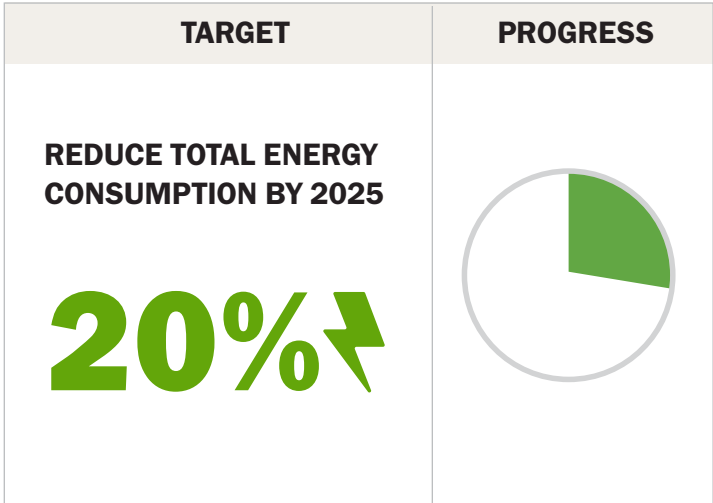
Gates leverages sustainability into our products and operations to drive core business outcomes. We are committed to integrating the GTES perspective across functions and regions to identify those areas where related impacts, risks and opportunities can inform decision-making and strengthen our results. This report highlights our commitments and goals, as well as the many initiatives in which we have already invested that advance positive environmental and social impacts.

Gates uses a 2019 baseline year for our energy consumption and operational greenhouse gas (GHG) emissions targets.

Each year, we work to drive progress against our goals by investing in the resources, systems, and technologies that support our ambition.

Since we began reporting in 2019, we have expanded our emissions data from 87% coverage of our physical locations to 97%. This has allowed us to report more comprehensively on our results.

As we continue to gain a deeper understanding of sustainability-related impacts, risks and opportunities, Gates plans to continue to assess and refine our targets, actions and policies.



Energy consumption and emissions are inclusive of all energy sources and chemicals consumed by sites under Gates operational control. Fuel sources include natural gas, petroleum, biomass, grid-purchased electricity, purchased steam and hot water, and solar photovoltaic (PV)-generated electricity. Renewable energy consumption includes onsite PV generated electricity, purchased bundled Energy Attribute Certificates (EACs), and on-site biomass. Emissions also includes refrigerants.

## ENGAGING WITH STAKEHOLDERS




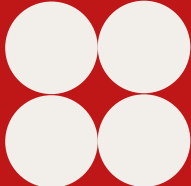
Gates serves diverse stakeholders, including investors, customers, suppliers, distributors, industry partners, and our own team members. We use a combination of benchmarking, discussions, and surveys annually to collect feedback to understand our stakeholders’ priorities and goals. These stakeholder engagements help us identify new opportunities and emerging risks, and inform our program development.

**We believe sustainability drives value for all of our stakeholders.**

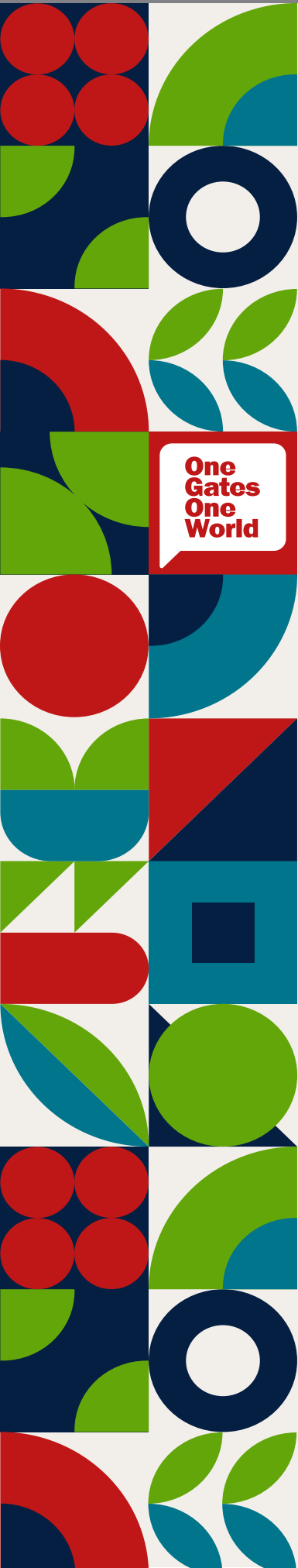


## MATERIALITY

In 2021, Gates assessed corporate and operational priorities by short- and long-term strategic importance. This assessment identified the following material topics:

 <b>GOVERNANCE</b> <ul style="list-style-type: none"><li>■ Environmental Policy and Management Systems</li><li>■ Corporate Governance and Business Ethics</li></ul>	 <b>ENVIRONMENT</b> <ul style="list-style-type: none"><li>■ Greenhouse Gasses and Air Emissions</li><li>■ Energy Efficiency and Clean Energy Utilization</li></ul>
 <b>TECHNOLOGY</b> <ul style="list-style-type: none"><li>■ Product Stewardship, Manufacturing Efficiency, and Materials Science</li></ul>	 <b>STEWARDSHIP</b> <ul style="list-style-type: none"><li>■ Workforce Health and Safety</li><li>■ Human Capital Management</li></ul>





# GOVERNANCE

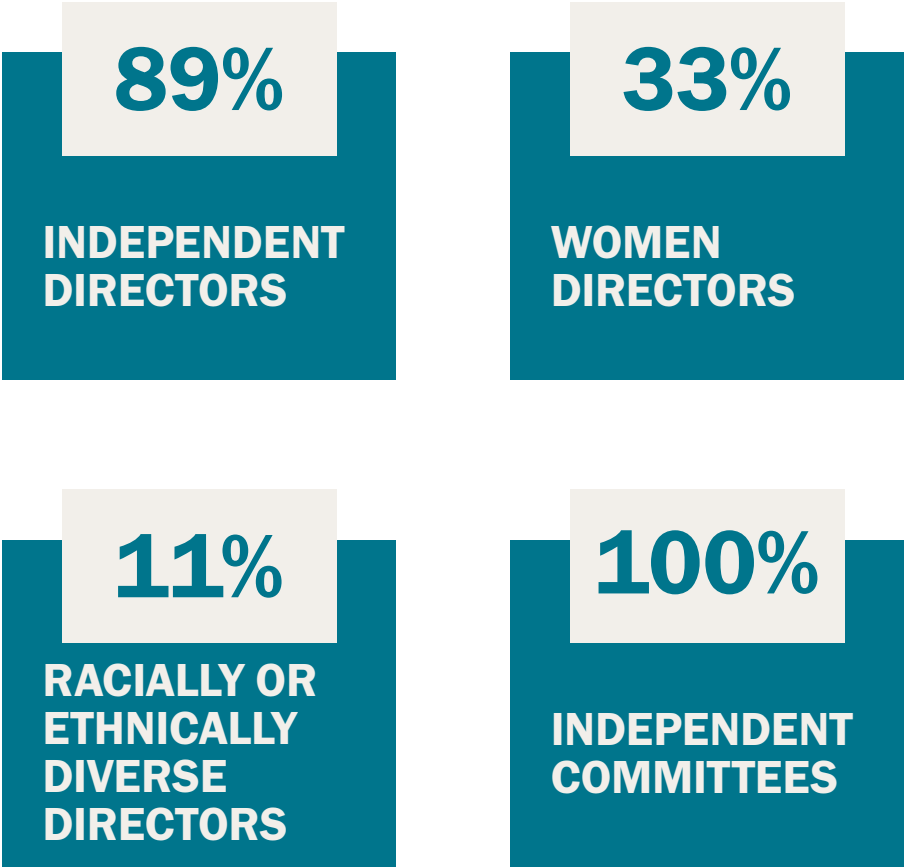




# CORPORATE GOVERNANCE

An integrity-first approach guides every level of decision-making at Gates. Our Board of Directors (Board) helps ensure our well-tested business model can continue to drive success well into the future.

Our Board is currently made up of nine directors, eight of whom are independent, and three of whom are women.



## CURRENT BOARD OF DIRECTORS



**Neil P. Simpkins**  
Chair of the Board



**Ivo Jurek**  
Chief Executive Officer



**Joseph S. Cantie**



**Fredrik Eliasson**



**James W. Ireland III**



**Stephanie K. Mains**



**Wilson S. Neely**



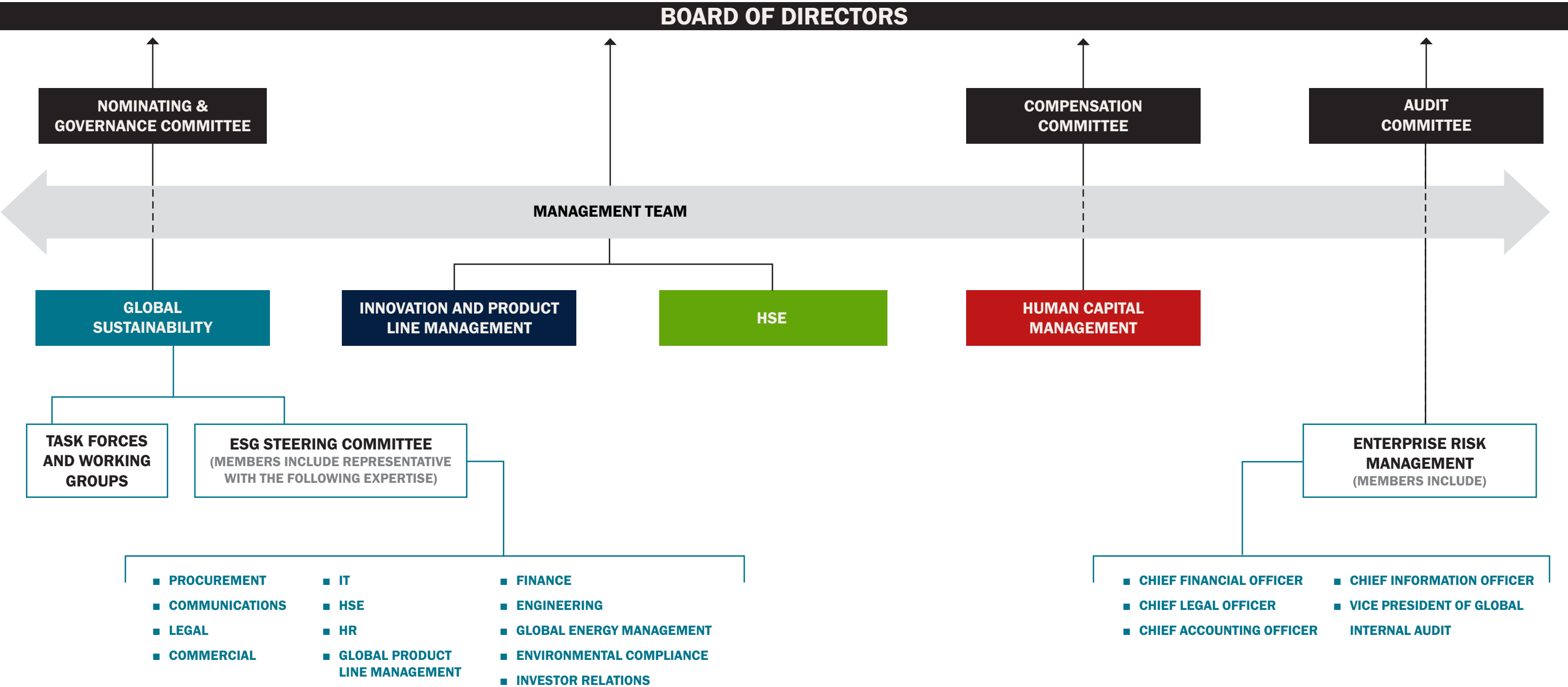
**Alicia L. Tillman**



**Molly P. Zhang**

# ESG AND THE BOARD

With the assistance of its three Committees, our Board is responsible for overseeing ESG strategies, practices, and policies, including those related to human capital management, and the Company’s reporting on such matters. Each Committee is governed by a written charter addressing its purpose and responsibilities.



# NOMINATING AND GOVERNANCE COMMITTEE

The Nominating and Governance Committee is responsible for reviewing and monitoring the development and implementation of Gates sustainability strategies and goals. During 2024, the Nominating and Governance Committee monitored policies and developments concerning global ESG and climate-related laws and regulations, including the evolving disclosure landscape in Gates operating regions.

## SUSTAINABILITY

The Nominating and Governance Committee receives quarterly updates on our ESG and sustainability strategy and priorities. The Sustainability Steering Committee convenes quarterly, chaired by our Director of Sustainability, to drive alignment and coordination with these strategies.

Our Director of Sustainability is also responsible for ensuring priorities and accomplishments have visibility across the organization. In 2024, we launched a quarterly ESG and business strategy global townhall, as well as a monthly sustainability article published on our intranet. We also established an “ESG Champions Network” which meets quarterly to share best practices and accelerate wider adoption of proven initiatives.



**Reviewing**  
developments in corporate governance practices and developing and recommending a set of corporate governance guidelines.



**Monitoring**  
the development and implementation of the strategies and goals the Company may establish with respect to ESG and sustainability matters.



**Evaluating**  
Facilitating evaluations for the Board of Directors and its Committees.



**Overseeing**  
programs and risks associated with: Board organization, membership and structure; corporate governance; and risks and responsibilities related to ESG and sustainability programs, as the committee deems appropriate or as instructed by the Board or its Audit Committee.



**Assessing**  
the qualifications of potential director candidates and recommending to the Board those candidates to be nominated for election to the Board, considering all relevant factors, including diversity of viewpoints, background and experiences.

# AUDIT COMMITTEE

The Audit Committee provides assistance to the Board through oversight of the accounting and financial reporting processes; compliance with legal and regulatory requirements applicable to accounting and financial reporting processes and disclosures; risk management practices; and the Company’s network security and data privacy programs. The Audit Committee also oversees the Company’s Code of Business Conduct and Ethics and other certain material policies, including the Company’s Whistleblower Policy, and reviews reports and investigations of potential violations under these policies.

## RISK MANAGEMENT

The Enterprise Risk Management program (ERM) is directed by the Gates Enterprise Risk Committee, and includes risk assessments to identify key enterprise risks, maintaining a risk register to monitor mitigation actions in response to key

risks, ongoing dialogue and collaboration among management to identify emerging risks, quarterly review of mitigation actions, and periodic reports to the Audit Committee and the Board.

Certain sustainability-related risks are considered in the Gates ERM program, and in 2024 we worked with a third party to further analyze climate-related risks to our Company and prepare a Climate Related Financial Disclosure (CFD).

## CYBERSECURITY

Our Board takes cybersecurity risks seriously. Our Chief Information Officer annually reports to our Board on our cybersecurity programs and strategies and reports at least quarterly to our Audit Committee on cybersecurity risks and mitigation activities.



# COMPENSATION COMMITTEE

The Compensation Committee is responsible for oversight and monitoring of human capital management policies and practices, including Gates Diversity and Inclusion (talent management, organizational design planning, employee demographics, employee engagement and communication) programs.





# CODE OF BUSINESS CONDUCT AND ETHICS

Compliance and ethics are deeply embedded in our business strategy. Gates team members are expected to follow both the spirit and letter of our Code of Business Conduct and Ethics (Code). The Code defines our approach to doing business the right way and provides resources to address compliance and ethics concerns.

Our Code covers a range of topics including:

-  **Compliance with the law**
-  **Antitrust regulations**
-  **Bribery and anti-corruption**
-  **Human rights**
-  **Reporting and anti-retaliation**
-  **Conflicts of interest**
-  **Other applicable business ethics principles**

Creating a high-integrity culture requires a consistent emphasis on ethical and lawful decision-making as a minimum condition for business success. To support our compliance commitment, our Legal Compliance Team maintains corporate policies, oversees internal investigations, trains on compliance

matters, conducts third-party due diligence, and supports Gates’ adherence to export controls and sanctions. Gates continuously monitors compliance regulations and enforcement actions to build upon our existing programs.

It is vital for all work to be conducted in alignment with our core values and with consideration for compliance with our Code. To strengthen this alignment, we engaged in a third-party audit of our corporate compliance programs in 2024. In addition, we expanded our outreach initiatives to increase awareness of our Code, focusing on the importance of conducting business with integrity. These included: live quarterly compliance trainings for company leaders; comprehensive hotline and investigations training for our Human Resources team members in all regions, including a successful in-person pilot program with tabletop exercises for the HR team in Mexico; an in-person training session with every plant manager in the Americas region; and comprehensive compliance program training with the entire staff of the Shared Services Center in Wroclaw, Poland.

The Ethics and Compliance Hotline remains an important safe space for team members and third parties to report activities that they believe are not in alignment with our core values, policies, and regulations. All incidents are taken seriously, investigated, and remediated according to our standard protocols.

Finally in 2024, Gates implemented two new global compliance policies. One addresses the ethical and lawful use of artificial intelligence tools in Gates’ business. The other formalized the process for making charitable contributions with Gates’ funds, which includes a prohibition on making political contributions.

**95%+** **OF GLOBAL TEAM MEMBERS COMPLETED THE 2024 CODE COMPLIANCE TRAINING**





# SUPPLIER CODE OF CONDUCT AND DUE DILIGENCE

Our supply chain is integral to advancing our mission and our ability to deliver products that are safe, innovative, and meet our customers’ requirements. Gates is committed to high standards of product quality and business integrity in its dealings with suppliers.

We require that working conditions within the Gates supply chain be safe, workers be treated with respect and dignity, and manufacturing processes be environmentally responsible. Our Supplier Code of Conduct, Human Rights Policy, and Modern Slavery Act Statement provide another layer of assurance that all of our co-manufacturers and independent suppliers are committed to ethical business practices meeting our expectations. Our standard purchasing agreements require suppliers to comply with applicable laws and our Supplier Code of Conduct.

Our commitment to doing business with integrity extends to how Gates sources raw materials. All suppliers are required to sign contracts that commit suppliers to adhere to our standard environmental, labor and human rights practices, and we perform on-site assessments and due diligence covering labor and human rights on suppliers prior to qualifying them.

All suppliers are required to provide their ISO and IATF certificates through the Compliance section of our Supplier Portal. We track EU EMAS, ISO 14001, ISO 45001, ISO 50001, ISO 26000, and EPA Energy Star or equivalent certifications.

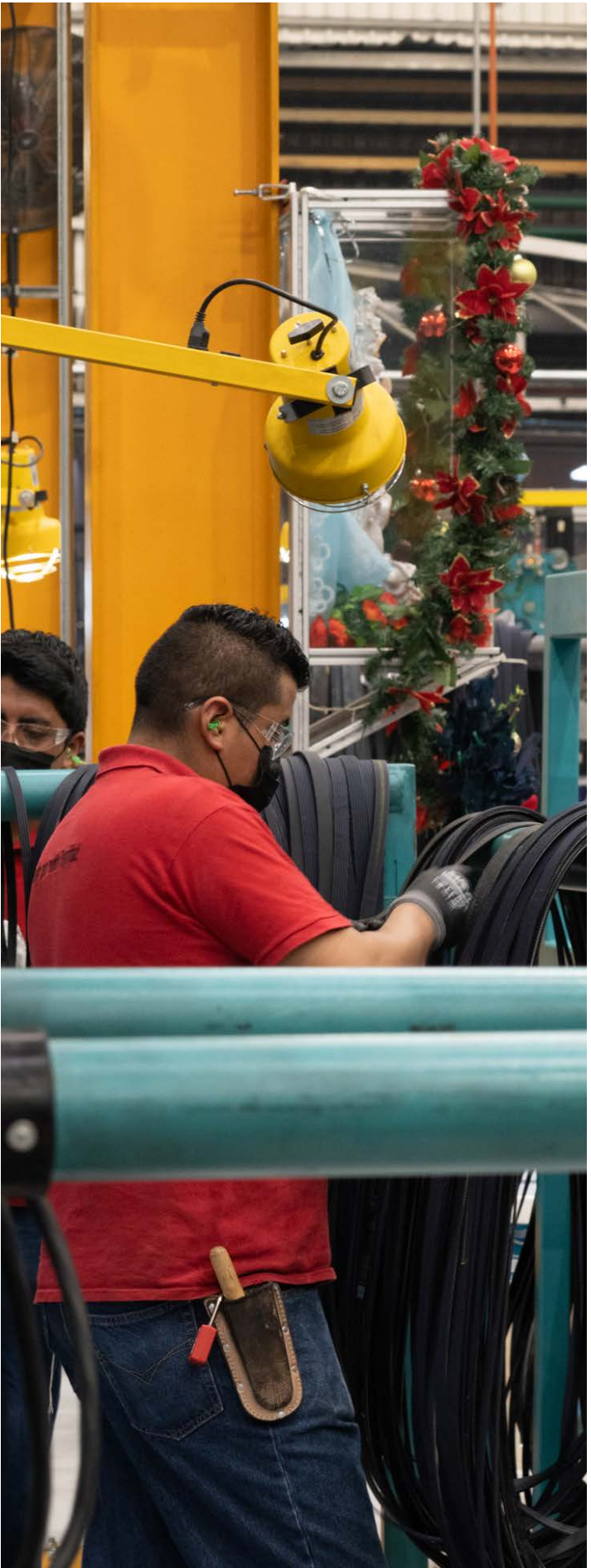
**As of year-end 2024, over 55% of Gates global suppliers have a statement or policy on environmental management or environmental sustainability, with a formal ESG program and defined metrics.**

We also declare information related to raw materials and ingredients that are regulated under the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH), the Restriction of Certain Hazardous Substances (RoHS), and the Toxic Substances Control Act (TSCA).

# HUMAN RIGHTS

Gates is committed to upholding the human rights of all people and to treating each individual with dignity and respect. Gates believes in the principles of equality and non-discrimination and strives to use its influence and business relationships throughout its value chain to promote equal opportunity and the maintenance of fundamental human rights. The Gates Human Rights Policy and Modern Slavery Act Statement are guided by the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights, and the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work.

**Gates prohibits the purchase of goods or services from any supplier found to engage in human rights violations, including human trafficking or the use of slave labor.**

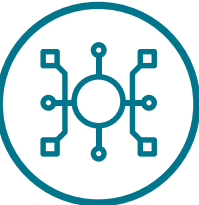




# REGULATORY COMPLIANCE

As regulatory and policy agendas on ESG and climate continue to evolve globally, Gates is working to ensure we have robust data collection, governance and reporting processes in place. In 2024, Gates responded to a number of new mandatory reporting requirements focused on climate risk, carbon, and ESG considerations across our own operations and our value chains in North America, the EU and the UK.

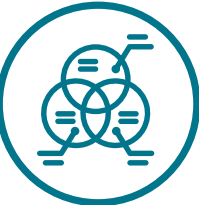
We are committed to providing reliable, transparent, and replicable disclosures for each governing authority, while remaining focused on policies, actions and targets (PATs) that support our core business objectives. Our 2024 accomplishments include:



Supply chain mapping and training for Gates suppliers captured by the Carbon Border Adjustment Mechanism (CBAM) regulation.



Over 66% of invited suppliers attended in person trainings on Gates ESG priorities and disclosure requirements.



Value chain mapping for entities captured by the Corporate Sustainability Reporting Directive (CSRD).



Established CBAM quarterly reporting for each relevant Gates European entity and maintained the associated data management systems and processes.



Due diligence and risk assessment for EU Deforestation Regulation (EUDR) impacted supply chain.

## Conflict minerals

Gates does not knowingly purchase materials or metals regulated by the EU Conflict Minerals Regulation and Dodd-Frank Act. Our policy on conflict minerals requires us to conduct supplier due diligence, risk assessment exposure, and compliance reporting. We survey suppliers annually on their purchase of regulated metals and require all relevant suppliers to complete the Responsible Minerals Initiative (RMI) Conflict Minerals Reporting Template (CMRT). We post our CMRT on our website and provide it to customers on request.



## Per- and Polyfluoroalkyl Substances (PFAS)

Regulatory agencies in Canada and the United States have introduced mandatory reporting on “intentionally added PFAS” with the first related disclosures due in 2025. Gates laid the foundations for this reporting in 2024 by examining our products and our supply chain. We believe Gates is well positioned to focus on our expertise in materials engineering and innovation in this arena.



## Climate-Related Financial Disclosure (CFD)

Gates conducted our first climate focused risk assessment in early 2024 to further understand climate risks affecting our company’s industry and footprint. We engaged a third-party consultant to conduct a quantitative scenario analysis and assist in evaluating our potential exposure to climate-related physical and transition risks. We considered two time horizons in our analysis: medium-term (2030) and long-term (2050). We reviewed three global warming scenarios for each time horizon, and evaluated potential impacts of climate-related physical and transition risks on our assets and operations for each of the possible combinations. We shared these results for consideration within our broader ERM framework, which is designed to identify and monitor mitigation actions related to our most important enterprise risks.

Gates CFD is published in alignment with the TCFD framework in our UK annual report.



# CYBERSECURITY AND IT RISK MANAGEMENT

Gates is committed to protecting our employees, customers, and suppliers against cyber threats. Utilizing the International Organization for Standardization (ISO) framework as a key component of our approach to risk management, we are focused on cybersecurity risk across the entire Company and take proactive steps to strengthen our cybersecurity program.

Along with our comprehensive process designed to ensure the technology environment is operating and maintained in accordance with best practices, our approach to identifying, assessing and managing cybersecurity risks includes:



A variety of defenses, including automatic blocking of potential cybersecurity threats



System scanning tools and cybersecurity threat intelligence reports to assist our monitoring efforts



Periodic table-top exercises and gap assessments



Annual third-party testing, the results of which are discussed with the Audit Committee

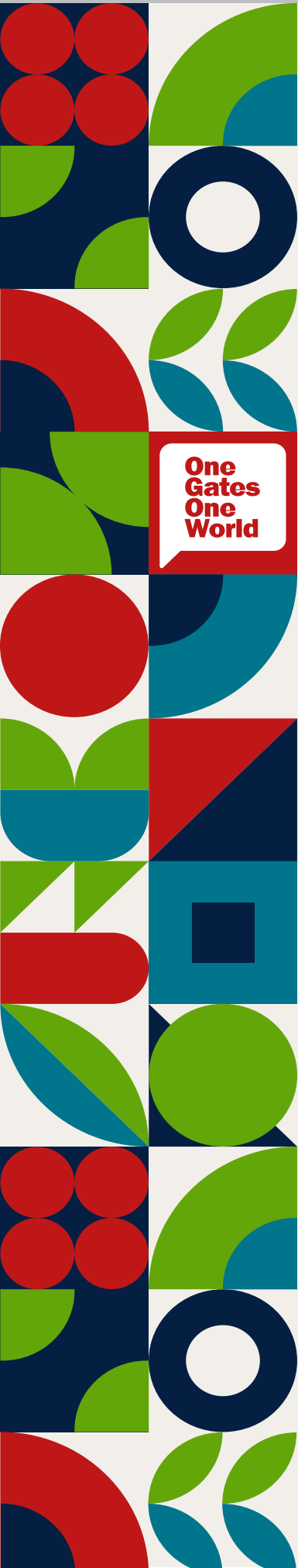


A 24-hour cybersecurity team to continuously monitor our technology systems and emerging threat types and to respond to identified vulnerabilities



We believe increasing cybersecurity awareness through our organization is important. Our team members take part in mandatory internal educational programs to ensure continual awareness of new and emerging threats, including phishing simulations. This includes required courses at the time of hire as well as microlearning courses throughout the year. In addition, we have adopted various information technology policies applicable to our employees and contractors to support this mission.





# TECHNOLOGY







GATES is committed to using technology and innovation to provide customers with solutions and drive their success at every stage of our work. This mind-set drives our research and development work into sustainable materials, our engineering work on reducing the weight and increasing the flexibility of our products, and our communication tools that make it easier for customers to identify opportunities to use and purchase our products for their applications.

We solve tough challenges across mission-critical applications in the automotive and industrial sectors. Our solutions reduce maintenance time and expense for end users whether they are building a package handling system, an off highway agricultural vehicle, a wind farm, a smart city, or a data center. To remain at the forefront of innovation at each step along the way, we aim to adopt new technologies while ensuring reliability, cost-effectiveness, and environmental performance.

Our market position demonstrates that customers continue to believe in both our legacy and in the vitality of our next-generation products.

**GATES IS THE #1 GLOBAL SUPPLIER OF POWER TRANSMISSION PRODUCTS\***

**TOP-THREE PROVIDER OF FLUID POWER PRODUCTS\***

Trusted by customers and distribution partners worldwide, we are proud to be recognized for our demanding quality control. Gates operates a global footprint for hydraulic, engine, and fluid conveyance solutions.

\*Based on management estimates of Total Addressable Market position.



# GATES ECO-INNOVATION™ SYSTEM

Gates Eco-Innovation model articulates our goal of delivering enhanced value to our customers across the globe.

**WE INNOVATE ACROSS THREE PRIMARY AREAS:**

**MATERIALS SCIENCE**

Driving enhanced product sustainability while ensuring continuity of supply

**PRODUCT  
ENGINEERING**

Positioning for market trends while capitalizing on process and materials innovation

**PROCESS  
ENGINEERING**

Increasing operational and energy efficiency while enhancing product quality and performance

THE GATES  
ECO-INNOVATION SYSTEM  
IS A HOLISTIC APPROACH

Each stage from manufacturing, transportation, customer use, and end-of-life disposition, offers opportunities to create value upstream and downstream.

This approach focuses Gates on delivering premium quality products to meet and exceed customer expectations in a wide range of critical applications and demanding operating environments.



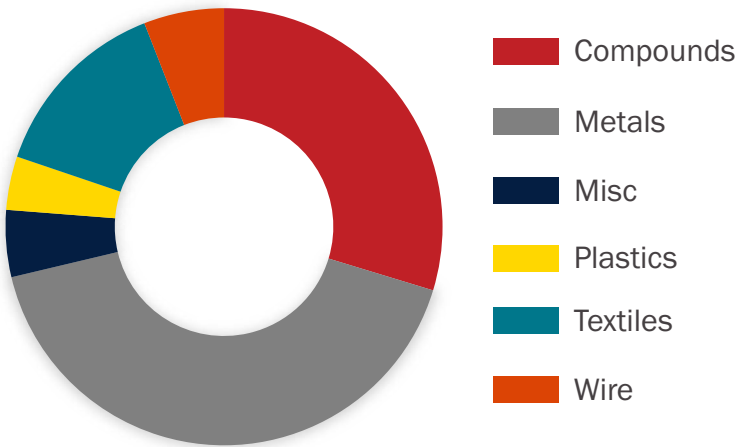




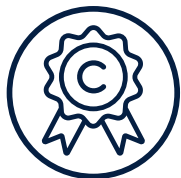
# MATERIALS SCIENCE

Our engineers focus on improvements that minimize environmental impact from cradle to grave, beginning with materials selection.

## MATERIALS SPEND



## CREATIVE BREAKTHROUGHS



**132** patents awarded in 2024



**2,200+** patents issued

## IMPROVED ENVIRONMENTAL FOOTPRINT

Gates is actively investing in next generation products made with an eye toward protecting biodiversity and end of life impact. Current product releases include:



### Developing New Compounds

In 2024, Gates continued to push our materials science innovation to reduce environmental risks through the development of new compounds, allowing us to replace chloroprene, and reduce our use of carbon black.

### Halogen Free Fluid Power Covers

Gates has developed a halogen-free cover compound for our hoses and is beginning to expand the use of this new formulation across our product line.

## ENGINEERING AND RESEARCH AND DEVELOPMENT (R&D) CENTERS

Gates houses dedicated engineering and technical teams located around the world. Our R&D teams work on materials research, product design and testing while our engineering teams focus on processes that reduce waste, improve yield, and produce the most resource efficient products. Each site has a specialty, ranging from hydraulic, industrial and thermal management hoses and fittings to belts, tensioners, and pulleys.



R&D



Engineering Research Center



In 2024, Gates launched construction for our new Gates Global Technical Center in Lalru, India. This significant investment aims to strengthen our presence in India and drive innovation to benefit our customers worldwide.





# PROCESS ENGINEERING

Operationally, Eco-Innovation focuses on product design and process engineering. We drive results through product platform consolidation, higher output-per-unit footprint, improved quality, reduced scrap and waste, and lower GHG, water, and energy consumption from a product manufacturing point of view.



## MANUFACTURING PROCESSES

Our goal of increasing efficiency and controls encourages our engineering and operations teams to look at how we manufacture our products. From the number of steps in any given process, to the physical layout of the production line, to the opportunities to return unused material to our supplies for a future run, Gates is focused on minimizing resource consumption, and maximizing efficiency and yield.

Gates uses a circular model in our hose manufacturing by recovering Polypropylene (PP) material used in the “cover and cure” step and reusing it. During cover and cure step the hose is wrapped in a protective PP layer for vulcanization. The cover is then removed from the fused hose. 100% of the PP used in this process is returned to production and mixed with new PP as needed.

**This process has reduced embedded carbon in hoses by 3KG CO<sub>2</sub>e per KG PP by reducing the amount of new PP required in the process.**





# CIRCULARITY, REUSE, AND RECYCLING

Circularity is a theme that spans the lifecycle of Gates products. From our purchasing strategies and our material choices to our manufacturing techniques and our packaging and logistics, we focus on eliminating waste, reducing the amount of virgin material we use, and reducing supply chain risk, in areas of high impact.

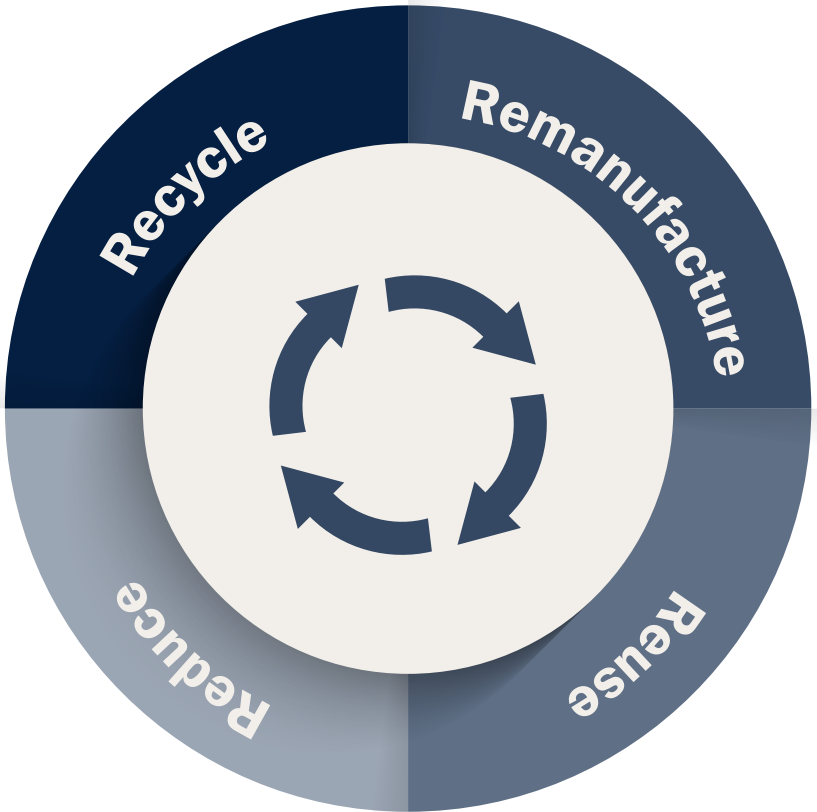
## RECYCLE

Gates plants are set up to recycle rubber scrap that is generated by our extrusion process by integrating it back into our process stream. This allows us to recycle rubber efficiently. In 2024, **21 Gates sites diverted 100% of unusable rubber waste** from landfill through either recycling or energy recovery.

## REDUCE

Through an initiative to digitalize installation instructions for the automotive replacement end market, Gates estimates it has eliminated the need to print more than **10 million sheets of paper**, and reduced our CO<sub>2</sub>e by 85 MT in 2024 in North America alone. In place of printed instructions, Gates has introduced a QR code that is placed in each product box, linking to Gates Online Catalogue containing product information, training, other resources, and additional material.

This project also unlocks the capability for Gates to generate analytics and make data driven decisions that benefit our customers. The project currently covers **Greater China, North America, Europe and Brazil.**



## REMANUFACTURE

Multiple Gates plants work with rubber products companies to repurpose uncured rubber scrap and rubber dust created by the Gates manufacturing process. These partners remanufacture our material, and turn it into speed bumps, landscaping, mud flaps, rubber shoe soles, and other recycled content products. Of the 35 Gates sites that produce rubber scrap, 12 facilities, including **Balsareny, Spain and Chennai, India, sent 100%** of their rubber scrap and rubber dust to be remanufactured in 2024. Altogether, Gates remanufactured 3,539 MT of rubber in 2024, representing **32% of all Gates rubber scrap.**

## REUSE

Gates Product Refurb Program at **Poplar Bluff, MO**, is a take-back initiative which allows over 100 Gates customers from around the world to return a portion of their unsold, new products.

Upon arrival at the Poplar Bluff facility, refurbished products undergo meticulous processing identical to newly manufactured items. They are inspected, cleaned, rebranded, and reintegrated into distribution channels through Distribution Centers (DCs) like Lithonia, GA. Refurbished products are no different than Gates products fresh off the line and meet Gates high quality and performance standards.

With coast-to-coast returns, international shipments, and internal operational optimization, Product Refurb Program transforms returned products into catalysts for interconnectedness within the Gates community. Reintroducing unused inventory back into circulation has enabled Gates to divert **210 MT** of waste from landfill to date.



# PRODUCT ENGINEERING

Since 2019, Gates has launched **over 60** innovative new product platforms driving portfolio vitality.\*

## MICRO-V BELTS

In 2024, **Gates expanded** our Micro-V belt construction into EMEA, replacing older constructions. Already available in Gates Americas Region, the Micro V belt has a number of benefits for end users.

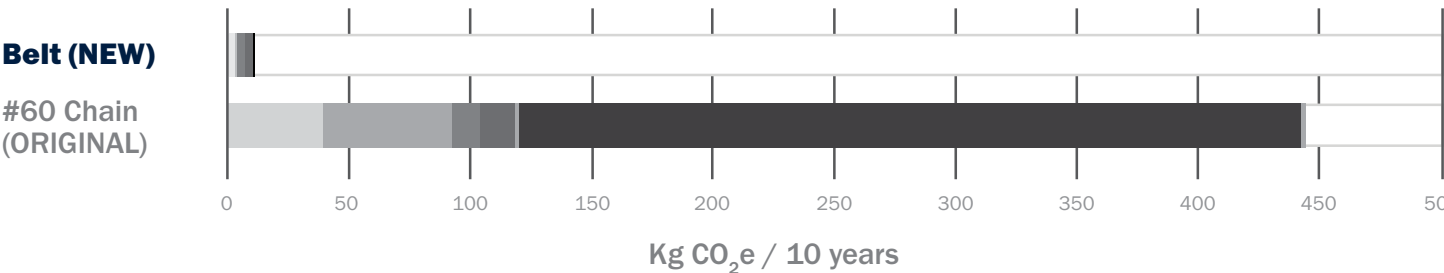
These belts are used by the automotive industry in off-road equipment like agricultural and construction machinery, and in home appliances like washers and dryers. This belt offers customers a **lighter weight**, more **efficiently produced**, and **lower embodied** energy alternative.



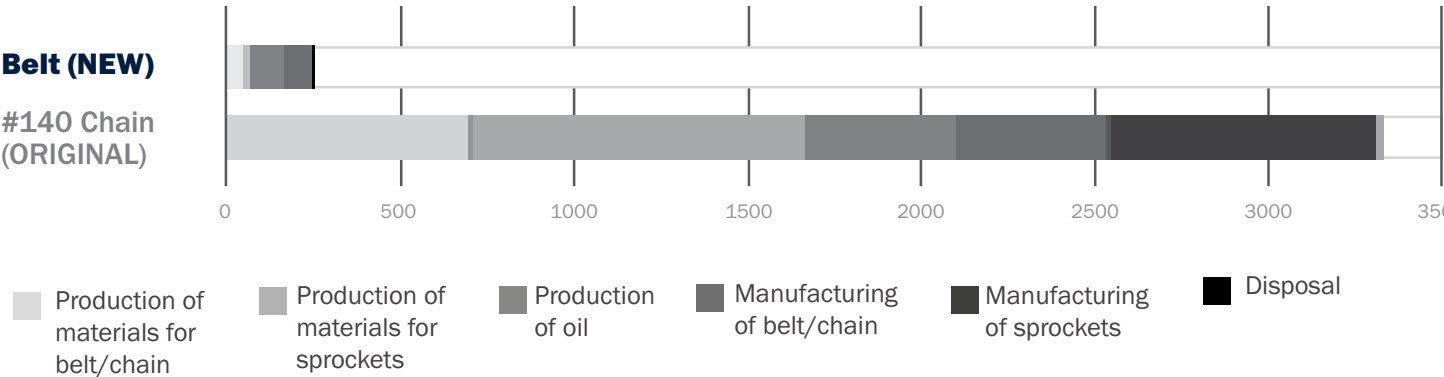
- This process produces a 10% thinner product which means we are able to reduce the amount of material used and decrease the final weight of the product.\*\*
- Gates belts use ethyl butadiene (EB) elastomers which are produced through a thermal reaction, and which produce lower emissions compared to ethyl propylene (EP) elastomers which are produced using petroleum solvents.
- Micro V belts also use an innovative construction process. This proprietary technique allows us to combine previously sequential processes into one step and reduces rubber scrap produced by the manufacturing process by 5%.\*

## CHAIN TO BELT (C2B) CARBON FOOTPRINT\*\*

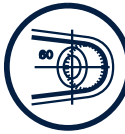
#60 Chain vs. 8mm Pitch X 21mm Wide Poly Chain GT Carbon  
CARBON FOOTPRINT REDUCTION **~97%**



#140.2 roller chain vs 14mm pitch x 90mm wide Poly Chain GT Carbon  
CARBON FOOTPRINT REDUCTION **~90%**



**97% Lighter weight** compared with traditional roller chain



**90% lower embodied energy** compared to traditional roller chain

\* Percent of total sales from new product launches.  
\*\* Based on Product Lifecycle Assessment (PLCA) conducted by Anthesis in 2022 comparing Gates MV belts to other products available on the market at that time.



# 80/20 PROGRAM

Gates is driving 80/20 deeper into our organization with three manufacturing pilots that kicked off in 2024. Our operations team is creating focused cell manufacturing, aligned with volume, to drive increased efficiency, reduction in scrap and improved consistency. Early results see up to a 2X increase in output from existing equipment, reducing resource requirements and energy needs.

80/20 efforts continue in North America, Greater China, and Europe to simplify our product structure and consolidate variety. To date our actions have consolidated or eliminated 120,000

SKUs globally. These efforts reduce space and resource requirements in our business and drive efficiency and customer service outcomes through streamlined fulfillment.

**82%** of spend on commodities sourced in-region/for-region to reduce logistics



## QUALITY



Gates is known for the quality and reliability of our products. We strive to continuously improve our results for our customers and are proud of the work we have done to ensure customer satisfaction. Our approach to customer success involves not only looking at performance against specifications, but also at what benefits we can pass along to our customers. An integral part of our design review process, this is more than a philosophy; it is an action.

**26%** Reduction in Customer Incident Rate\*

**48%** Decrease in volume of customer returns\*

**33%** Improvement in time to resolve customer questions\*

**0** Customer defect rate PPM on vitality products

\*all data based on 2023 calendar year





# STRATEGIC PARTNERSHIPS AND COLLABORATIONS

## CASE STUDIES

As a solutions provider Gates has the opportunity to help the built environment decarbonize. Together with our customers, we can develop a more innovative, sustainable, and efficient future. The following examples show how our solutions are helping drive the future for all.

### DATA MASTER™ DATA CENTER COOLING HOSE

New from Gates in 2024, the Data Master hose is changing the way we serve critical thermal management applications. With the increase in AI services, data center demand for effective cooling options is growing.

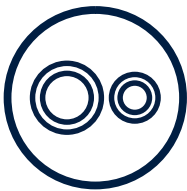
Data Master is an innovative hose that is highly compatible with a variety of coolants and meets industry flame-resistance standards. Gates tube material is up to 150% more flexible and 23% more compact than other hoses used in this application, which makes it easy for routing in tight spaces\*. The zinc-free, peroxide-cured EPDM tube material keeps coolant running cleaner and longer, and provides unmatched performance by protecting the fluid from contamination and erosion.



Flame-resistance



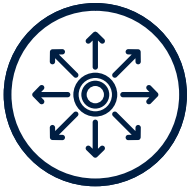
Up to 150% more flexible\*\*



Up to 23% more compact\*\*



Peroxide-cured EPDM Zinc-free tube material



Highly compatible



**Data Master hoses reliably provide a high-efficiency, clean operation that keeps data centers running without interruptions.**

## DATA CENTER COOLING SOLUTIONS

According to International Energy Agency's (IEA's) Electricity 2024 Report: Analysis and Forecast to 2026, by 2026, data centers are expected to use 10 times as much electricity as they do today. Some of that demand comes from the increase of digital services, cloud computing, big data analytics, and the proliferation of AI, all of which is contributing to an explosion in data traffic and a growing number of servers and networking equipment. As a result, data centers are getting bigger and generating more heat, and needing efficient cooling solutions now, more than ever. In fact, over \$1.5 trillion is publicly committed to data centers over the next decade, many of which have net zero and carbon free goals. We believe the world needs solutions.

Studies have shown that data center operations can save up to 40% of their energy by switching from air cooling to liquid cooling methods.\*\* Gates offers solutions from inside the server racks to feeding the coolant supply lines with a variety of products offerings.



Our high-performance Data Master Cooling Hose efficiently circulates coolant, protects against fluid contamination, and offers a narrow profile and exceptional flexibility for installation in tight areas. Data Master Cooling Hose is a zinc-free, peroxide-cured EPDM tube, which is best for compatibility with the coolant used in the application to avoid contamination. This tube material is designed to reduce the risk of metals or other materials leaching from the tube into the fluid. It is also a flexible and compact solution and is compatible with push-lock fittings. We believe all of this makes the Data Master Cooling Hose an ideal solution for data centers.



Our ThermalPro™ electric data center pumps are expertly engineered to maximize fluid flow - they dissipate heat by circulating fluid throughout the system with a higher power density efficiency than any water pump in the markets which also translates into lower electrical energy demand.\*\*\*

\* Force measured when minimum bend radius is achieved. Measurement 1/4" size.

\*\* Compared to competitor 1/4" data center hoses

\*\*\* Based on internal estimates





**CHAIN-TO-BELT (C2B)**

Dab Motors, a French-based electric motorcycle start-up, recently acquired by Peugeot Motorcycles, partnered with Gates to transform their vehicles by replacing traditional chain drives with our pioneering Moto X9 belt drive technology. Gates Carbon Drive system includes the front sprocket, rear sprocket and belt, designed to work seamlessly together. The redesign is quieter, lighter weight, and more efficient without sacrificing performance or top speeds.

**“Gates Belt Drive system [paired] with DAB’s state-of-the-art electric powertrain results in a transformative new standard in clean, quiet, and smooth riding.”**

Chris Sugai, General Manager of Gates Global Mobility Business

**INDUSTRIAL OFF-ROAD APPLICATIONS**

Landoll Company, LLC, a leader in manufacturing trailers, farm equipment, and construction equipment for over 60 years, was the first to adopt Gates MXT hydraulic hose. This advanced hose is engineered for lightweight, ergonomic installation and the high performance required by Landoll’s global customer base.





# CUSTOMER SUCCESS INITIATIVES

## CONTACT CENTER PLATFORM

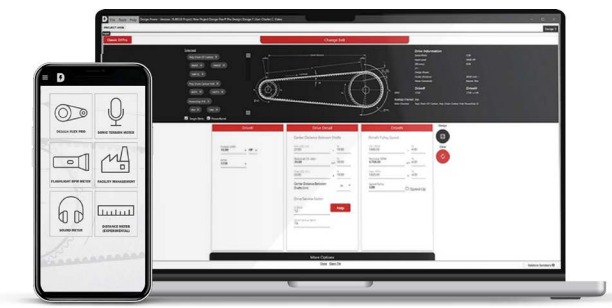
With the implementation of our Contact Center platform in Europe and North America, our Customer Experience (CX) teams can do what they do best — serve our internal and external customers, now with the help of state-of-the-art technology. This system incorporates intelligent routing designed to connect a customer inquiry with the most available and skilled agent to handle the call.

After launching in Europe, we began a Phase II expansion of this technology for North America. Overnight, we saw a swift and significant

decline in our average hold times, and the abandoned call rate dropped 66%. Phase III of the project includes a more comprehensive quality assurance assessment. It also provides the ability to connect multiple Gates systems for a 360-degree view of each customer’s profile, allowing for a more tailored customer experience.

## DESIGN POWER

A GATES SOLUTION



## DESIGN POWER™ EXPANDED FUNCTIONALITY

In 2024, Gates added new functionality to our award-winning Design Power platform with a goal of better serving our users. In the newest version of the desktop, mobile, and web applications, users are able to streamline their experience by using the Request for Quote and Buy Now buttons directly within the site.

Once a user has provided their design requirements and received their detailed product and design report, they can now select Request for Quote on the same page and know that their query has been routed to the right team, eliminating the need for additional emails or contact points.

The Buy Now functionality connects customers directly to distributors, allowing Design Power users to purchase the recommended Gates products with the click of a button. Better still, Design Power users are able make informed purchasing decisions with the ability to see which of their chosen products are in stock at their local distributor.

Using the Design Flex Pro module, customers looking at ways to optimize or change their existing v-belt or chain drive system can use the Energy Savings Calculator to choose an equivalent synchronous belt drive and determine their estimated energy and cost savings over time.

These enhancements enable our company to provide users with more information, elevated purchasing power, and more streamlined operations to take their projects from concept to creation, efficiently and effectively.

## DESIGN POWER SUPPORTS SUSTAINABLE END USE APPLICATIONS

Companies with a focus on renewable energy and sustainability use Gates Design Power application to spec belts, hoses and thermal management systems for upcoming projects. They look to Gates for help designing sustainable, lightweight, low maintenance, and high-performance solutions for their projects from the beginning.

### Applications include companies that:



Specialize in environmentally conscious new construction and building renovation.



Produce and install 3D printed buildings, specializing in affordable housing and schools in hard-to-reach regions.



Produce revolutionary technology that prints DNA, driving scientific breakthroughs.



Provide engineering and studies, procurement, construction and commissioning for nuclear power facilities.



Build high performance and low weight EV marine powertrains.



Manufacture miniature servo drives for applications such as e-bikes.



Build virtual reality “twins” of real-world environments to help governments and companies model scenarios that allow them to make decisions that drive revenue alongside sustainability and safety.



# ENHANCING GLOBAL COMMUNICATIONS

## V-BELT LABEL REFRESH PROJECT

Our customers are global, and Gates is committed to simplifying their operations, regardless of region or language. That is why we have developed a new system of icons and color-coding on our most popular Gates bandless v-belts that help users locate key features for choosing the right belt for every application.

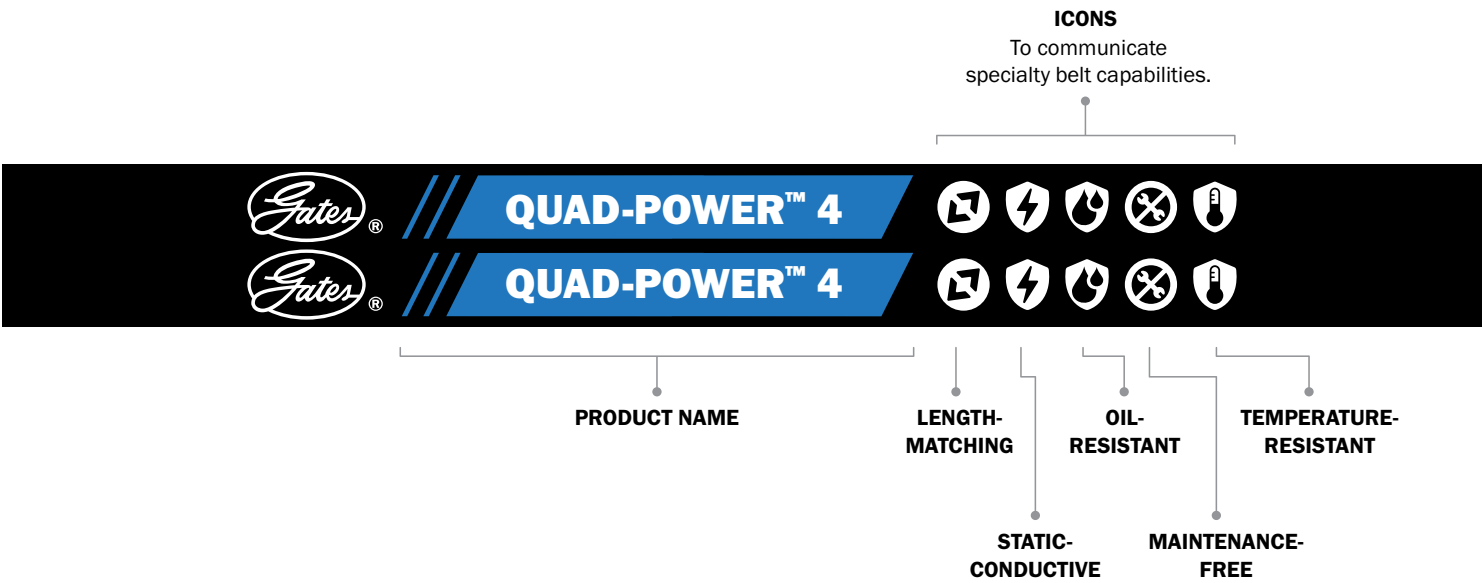
At the heart of this change was a shift from labeling products with words to using universal icons that communicate across different languages.

The new labelling strategy allows Gates to include this kind of decision-useful information right on the product. For example, our bandless v-belt label now highlights features including maintenance-free, static-conductive, and oil-resistant, using iconography to communicate with customers around the world.

Along with the introduction of icons, we added a layer of color-coding meant to convey the performance capabilities of each belt so that customers are able to easily identify the right choice for their application.



## HOW TO READ OUR NEW V-BELT LABEL



## GET TO KNOW YOUR NEW GLOBAL ICONS

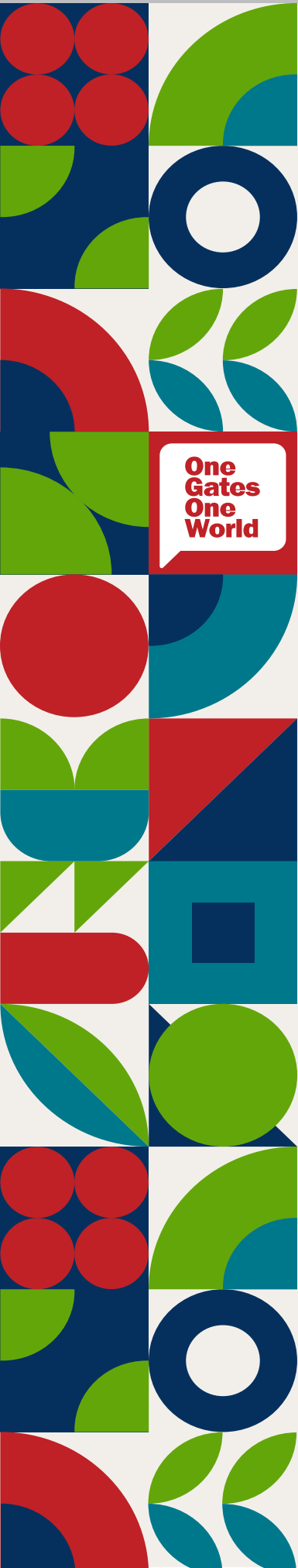


**Quad-Power 4**, a V-belt that is changing the game in the industrial and commercial HVAC industry and beyond, is popular for a reason:

-  **Long lasting – expected to last up to 200% longer compared to standard products\***
-  **High performance at high temperatures**
-  **Made with Ethelene elastomer (EE)**
-  **Maintenance free – requires no lubrication or tensioning**
-  **Functions at up to 98% energy efficiency - delivering operational energy savings to customers\***

\*Based on internal estimates





## ENVIRONMENT





# OUR PRIORITIES

Gates is committed to working in a world-class safety culture for the protection of our team members, contractors, and the environment. We pursue this goal through hazard elimination, Health, Safety and Environment (HSE) awareness, employee engagement, leadership involvement, and personal accountability.



## WE MEASURE OUR SUCCESS AGAINST:



IMPROVED SAFETY PERFORMANCE



INCREASED ENERGY EFFICIENCY



REDUCED GHG EMISSIONS



MINIMIZED WASTE

## GLOBAL 2024 ACCOMPLISHMENTS COMPARED WITH 2023

IMPROVED SAFETY PERFORMANCE	INCREASED ENERGY EFFICIENCY	REDUCED GHG EMISSIONS	MINIMIZED WASTE
2% REDUCTION IN TOTAL RECORDABLE INCIDENT RATE	7% ABSOLUTE REDUCTION IN ENERGY	9% ABSOLUTE REDUCTION IN SCOPE 1 & 2 EMISSIONS	11% HAZARDOUS WASTE REDUCTION
45% REDUCTION IN SEVERE INJURIES	11% SCOPE 1 2% SCOPE 2 ABSOLUTE REDUCTION IN ENERGY	150 ACTIVE GHG REDUCTION PROJECTS	18% LANDFILL REDUCTION
21% DECREASE IN LOST TIME INCIDENT RATE*	9% RENEWABLE ENERGY (INCLUDES BIOMASS AND SOLAR)		9% REDUCTION IN TOTAL WASTE

\* LTIR is calculated as the number of lost-time and restricted-duty injuries per year multiplied by 200,000, divided by exposure hours. It is an indicator of the number of lost-time and restricted-duty injuries per 100 employees per year.

100% OF OUR FACILITIES MEET GATES ENVIRONMENTAL MANAGEMENT SYSTEM STANDARDS

IN 2024, 13% 5+ ISO CERTIFICATIONS

98% 2+ ISO CERTIFICATIONS



93% OF FACILITIES CARRY ISO 14001 CERTIFICATION



67% OF RELEVANT FACILITIES CARRY API CERTIFICATION



96% OF FACILITIES CARRY ISO 9001 CERTIFICATION



91% FACILITIES CARRY ISO 45001 CERTIFICATION



95% OF RELEVANT FACILITIES CARRY IATF CERTIFICATION

100% OF RELEVANT FACILITIES HAVE HSE RISK ASSESSMENTS IN PLACE FOR THEIR OPERATIONS

# WORKFORCE HEALTH AND SAFETY

At the heart of our commitment to our team members and partners are the Gates HSE Global Standards and the Gates HSE Policy. All sites follow these policies and standards, which align with ISO standards, to understand and manage our safety risks and compliance obligations. Our compliance assurance process is composed of three parts:

- 1 **An annual self-assessment by each facility**
- 2 **A corporate assessment every three to five years**
- 3 **An independent ISO audit in accordance with ISO requirements**

## SAFETY IS A MINDSET AT GATES

Gates priority is the well-being of our entire workforce. We provide orientations to make sure all outside contractors and Gates workers from other locations are trained in our safety expectations.

To protect our team members, Gates is committed to a safety culture rooted in continuous elimination or control of safety hazards. All Gates team members play an active role in this process. Together we share a vision for zero injuries, cultivating an incident free workplace that contributes positively to the lives and well-being of our team members.

### GATES HSE GLOBAL STANDARDS ARE BASED ON FIVE PILLARS:

Every site develops an inventory of safety hazards and risks in alignment with ISO standards. In pursuit of our vision for zero injuries, each site maintains ongoing proactive risk reduction action plans with key and critical-to-safety controls included in our work instructions.



**LEADERSHIP INVOLVEMENT**



**EMPLOYEE ENGAGEMENT**



**PERSONAL ACCOUNTABILITY**

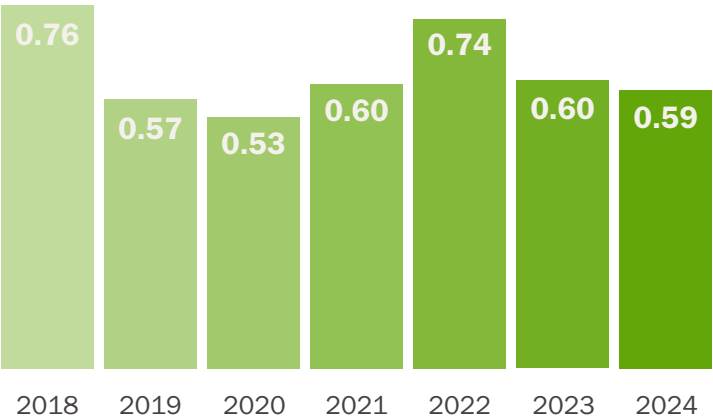


**HAZARD ELIMINATION**



**EMPLOYEE AWARENESS**

### GATES TOTAL CASE INCIDENT RATE



Gates utilizes Occupational Safety and Health Administration (OSHA) standards to not only define recordable and lost-time incidents, but also to track our progress toward zero incidents indexed to a rate of 100 employees based on hours worked.





STRATEGIES USED BY OUR SITES  
IN 2024 TO CONTINUE DRIVING  
RECORDABLE INCIDENT RATES  
DOWN INCLUDED:



MACHINE SAFETY

The main tool for injury reduction is our machine safety program. This program is based on the implementation of the global ISO and ANSI machine safety standards. We continue to upgrade existing equipment, and all new equipment goes through a rigorous Gates Acceptance Checklist review before being brought on site. In 2024, we held four machine safety workshops, which trained over 100 Gates employees to ensure that teams working with equipment understand these requirements. This program has been so successful that we are continuing it into 2025.



AUTOMATION

Facilities replaced some manual processes with automated processes using robotics, AI informed machines, conveyor belts, and cameras, thereby reducing risk for teammates while also reducing scrap rates by improving product quality.



ERGONOMICS

Projects aimed at the wellbeing of teammates included adjustments to work stations such as dynamic desks, repositioning of stations to reduce bending, turning and carrying loads, changing the heights at which boxes are stored, and adding new furniture.



ENVIRONMENTAL WORKPLACE  
DESIGN IMPROVEMENTS

Some of our facilities invested in projects integrating safety into environmental design. These sites utilize their risk assessments and Gates Global Production System tools to eliminate trip hazards, improve machine safety and improve ergonomics while also making our operations more productive.



TRAINING

We believe effective training and communications are critical to ensure our team members understand the hazards and safe-work practices at their respective facilities. These topics include ergonomics, machine safety, electrical safety, fire safety, chemical safety, and personal protection equipment.

Facilities focused on behavior-based safety observations and discussion methodologies, and implemented the use of digital tools to collect recommendations from the workforce on how to reduce potential hazards.

**In Chandigarh, India,** Gates opened a new training room, known as a DOJO, focused on skill building for both new and existing team members. The center is equipped with simulators and test machines, as well as classroom space. New hires work through a week-long curriculum while existing workers can participate in full day re-fresh and new skills workshops.

All sites have on-going safety improvement processes. Examples from 2024 include:



# CLIMATE, ENERGY, AND AIR EMISSIONS

Gates is committed to energy conservation and reducing the carbon footprint of our operations. This approach to business is aligned with our values. It also allows us to respond to regulations, customer trends, and market conditions, including the trend toward lower carbon energy and fuel sources, the procurement of clean electricity supply, the development of on-site renewable power generation, and the use of biomass for heat and steam.

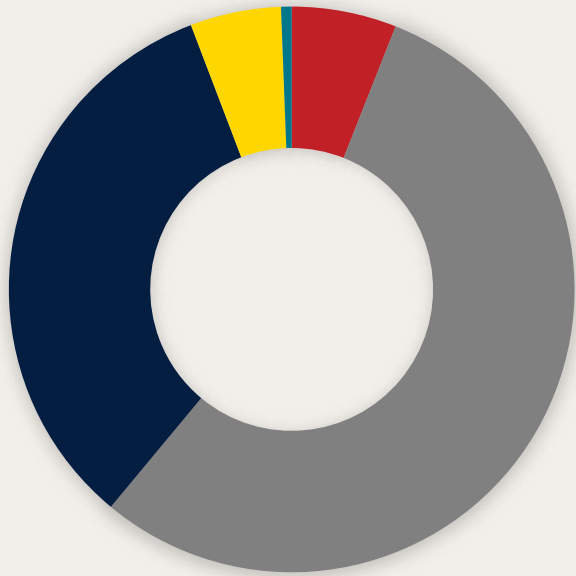
We continue to improve our data quality annually by installing meters on new equipment, and evolving our data governance processes. Projects in progress in 2024 are anticipated to increase coverage of equipment meters by 5% upon completion.

**IN 2020 WE SET A GOAL TO REDUCE TOTAL GHG EMISSIONS BY 15% BY THE END OF 2025, COMPARED TO A 2019 BASELINE YEAR.**

Scope	Change from 2023 to 2024
Scope 1+2 absolute GHG emissions	<b>6.4% reduction</b>
Scope 1+2 GHG emissions indexed to net sales	<b>1.9% reduction</b> <small>based on un-rounded emissions intensity</small>

\*Calculated using Intergovernmental Panel on Climate Change (IPCC) emissions factors

Energy use by source



- Renewable Energy
- Natural Gas
- Purchased Electricity
- Purchased Steam & Hot Water
- Petroleum

## WE DEPLOY A VARIETY OF MEASURES TO REDUCE ENERGY DEMAND

Energy efficiency and Greenhouse Gas emissions reductions are priorities for Gates, and we cascade our published corporate goals throughout our operations. Across the company we deploy equipment monitoring and technologies, such as energy harmonics and capacitor banks to maximize energy utilization and savings. In addition, each region leverages local opportunities, conditions, and partnerships to design energy efficiency initiatives. Facilities submit project plans to a shared tracker

**Iola, KS**

By installing a new micro boiler, the site reduced total plant gas usage by 9%.

**Lerma, Mexico**

Through a series of upgrades to the boiler, they reduced natural gas and water use required for vulcanization each by 10%.

**Pfungstadt, Germany**

Installed a new extruder to reduce scrap and improve process efficiencies reducing energy demand by 17% and emissions by 14%.

**Pune, India**

Upgrading to an efficient cyclone dust collector, this site cut annual power consumption for this piece of equipment in half, reducing emissions for this equipment by 14.35 MT CO<sub>2</sub>e.

**Chandigarh, India**

Achieved a 2% total GHG reduction with a multi-pronged approach that included upgrading the efficiency of motors, reducing the pressure set point of the air compression system, and installing low flow pumps. Together these initiatives reduced emissions by 313 MT CO<sub>2</sub>e annually.

and report on progress through regular updates. A global team including members of our HSE, Energy Management, Environmental Management, Sustainability, and Operations functions supports implementation and cross-regional coordination.

The projects below illustrate how we encourage local teams to identify opportunities, using their unique on-the-ground perspectives to drive continuous improvement. These projects demonstrate our core values of curiosity, collaboration, tenacity, accountability and dedication.



# RENEWABLE PROCUREMENT PROGRAM

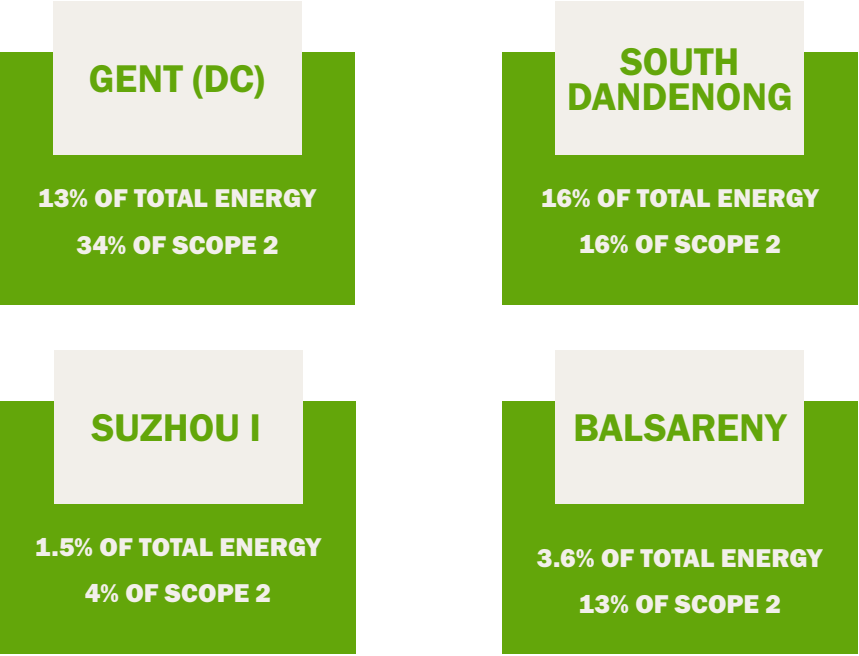
## ON-SITE SOLAR

This year, Gates doubled the number of facilities with behind-the-meter on-site solar. We see these projects as part of a comprehensive approach to improving our energy costs and facilitating the transition to a cleaner energy supply.



At the close of 2024 Gates increased on-site solar capacity by 5x from 282,687 kWh to 1,368,839 kWh.

In 2024, these plants' on-site solar production contributed:



## TWO OF THE PROJECTS COMPLETED IN 2024 INCLUDE:

### Suzhou I, China

This facility installed **1,500 m² photovoltaic boards, with a capacity of 275 KWh, on its roof in 2024**. The array is expected to contribute over 300,000 kWh of renewable energy annually and reduce the plant's emissions by 150 MT a year, which is nearly **4%** of current annual site emissions.

### Dandenong, Australia

Gates primary Australia warehouse and office expanded its footprint in 2024, **moving into a new building outfitted with a 99 kWh solar array**. This is expected to reduce GHG emissions by **21%** a year compared with the former location.

## ZERO-WASTE BIOFUELS

The East Asia and India Region sources 35% of its energy demand from renewable biomass fuels. Much of this program is located within **three major manufacturing sites in India, each of which use rice husks for more than 56% of their energy**. The husks are themselves the by-product of an agricultural process that Gates is able to repurpose. After burning, Gates sends residual rice husk ash to brick kiln operators for their use and to agriculture companies as a soil enhancement. This three-step co-processing strategy allows waste from each upstream producer to become a usable input in another process.

## ENERGY ATTRIBUTE CERTIFICATES (EACS)

Starting in October 2024, Gates began purchasing qualified bundled EACs to certify that 100% of Scope 2 electricity consumption at Gates UK manufacturing sites is derived from renewable energy sources. These EACs are applied to fiscal year 2024 consumption, and retired. Gates has already expanded the scope of our renewable energy purchasing program for 2025 to a total of four countries encompassing seven manufacturing sites.



Compared with 2023 6% increase in renewable energy through on-site solar, biomass fuel, and certified energy credits, as a share of our total energy usage



# WATER STEWARDSHIP AND CONSERVATION

Gates manages water regionally, with each facility setting its own annual improvement plans in line with corporate targets and local conditions, informed by our Climate Related Financial Disclosure. All Gates facilities monitor, report, and have site-based water initiatives aimed at achieving our goal of reducing water consumption year-over-year.

Most of our facilities are supplied with water from municipal and third-party sources, while a few are connected to groundwater or wells. Our approach emphasizes reducing freshwater withdrawals, leveraging environments with higher rainfall, and recycling or reusing water where possible.

We also closely monitor and treat wastewater. Every Gates manufacturing site has a wastewater management plan with an annual review, plus audits documenting water inputs and discharges of all water leaving the facility. Audits include an annual gap assessment, mapping process, and environmental impact evaluation.

## SUZHOU, CHINA

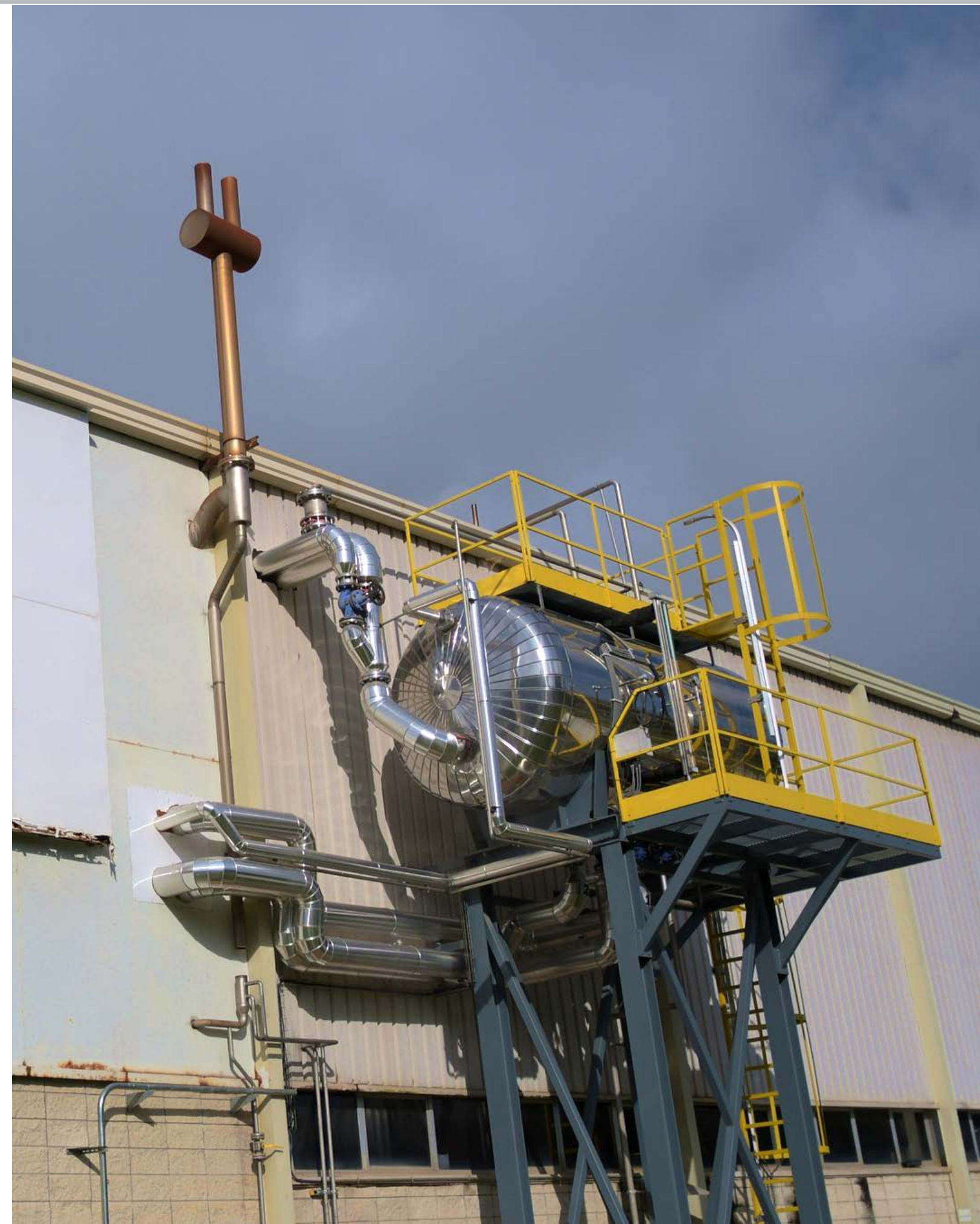
Replacing an ultrasonic mold cleaning system with a laser-based system reduced water use by 30m<sup>3</sup>, and reduces the need for steam heat by 65 m<sup>3</sup> annually. The new technology also eliminated 12 MT CO<sub>2</sub>e through reduction in electricity demand.

## TOLUCA, MEXICO

By installing a reverse osmosis system that cleans wastewater used in the manufacturing process, this plant can recirculate water reducing water withdrawals use by 1,920 m<sup>3</sup> annually.

## RAYONG, THAILAND

By installing a 15 cm pipe to connect roof drainpipes directly to their raw water tank, this site has been able to collect approximately 737 m<sup>3</sup> rainfall annually. This is equivalent to 4% of their annual water consumption.





# WASTE MANAGEMENT

As part of our waste management plan, we monitor more than 60 waste streams, including rubber, wood, paper, metals, plastics, effluent, and organic material. We work to reduce the amount of waste generated and identify the best treatment option for each type, including recycling, composting, coprocessing, energy reuse, recovery, and finally landfill when no other option is available.

In addition to the materials that combine to form our finished products, Gates uses some consumables in our production. We evaluate our processes every year to identify opportunities to reduce the

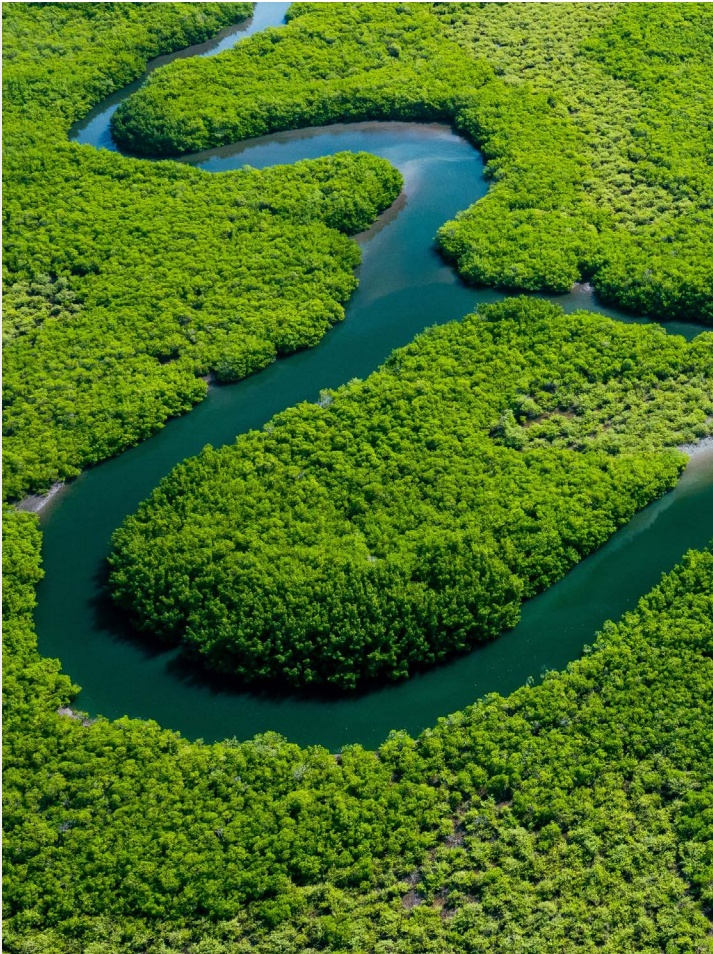
quantity of these materials, replace potential hazardous materials with low environmental impact alternatives, and increase how many times we can reuse materials before they must be replaced.

Gates has **24**  
**ZERO WASTE TO  
LANDFILL SITES  
IN 12 COUNTRIES**



## MANAGING BIODIVERSITY

Gates’ environmental and resource management initiatives are designed to minimize our ecological footprint. These efforts encompass both the resources we utilize and the management of our facilities. Our projects are diverse and responsive to local opportunities and conditions. At our facility in Euskirchen, Germany, we installed motion-sensitive exterior lighting to mitigate light pollution and planted native grasses to foster a biodiverse habitat. At our Karvina facility in Poland, we eliminated the use of leaded steel in production and are working to expand that initiative.



## GATES AMERICAS REGION

In a 2024 Six Sigma study, Gates evaluated the nylon tape used in the production of hoses to identify the product with the highest rate of reusability and best availability of supply. In the study, we identified one tape that is nearly twice as stable as competitors, leading to a 44% decrease in consumption of new tape at facilities in Iola, KS and Red Bay, AL.

**Gates will continue to expand this partnership to three additional facilities in the Americas in 2025 and is exploring EMEA implementation as well.**  
**LEGNICA, POLAND DISTRIBUTION CENTER**

By installing a printer that can produce self-adhesive labels, Gates eliminated the use of manually applied spray-on adhesives for attaching over 78,000 a4 sized pallet labels annually. This removed a potential chemical exposure for workers and eliminated empty aerosol cans from our hazardous waste stream.





# SUSTAINABLE PACKAGING INITIATIVE

Gates packaging reduction program goes beyond the standards set by extended producer responsibility (EPR) laws and other packaging regulations. We partner with our suppliers, and across regions, to identify opportunities and pilot solutions that we can expand across our operations to reduce the amount of material we use, increase the amount of recycled content in our packaging, and the amount of packaging that can either be reused or recycled.

## REDUCING SINGLE USE PLASTICS

Our Izmir, Turkey facility transitioned cardboard boxes used for its top three products to cellophane-free, fully recyclable packaging in 2024.

**This project eliminated approximately 8 tons a year of cellophane, and 68 MT per year CO2e at the packaging facility.**

Phase II of this project, slated for 2025, will expand to include all products that are shipped from Europe.

By reducing the gauge of stretch wrap used for shipping large pallets of boxes, at our facilities to a thinner material, **Gates has reduced single use plastic by over 5,000 lbs in a single year.** Gates EMEA and Americas Regions transitioned its hose reels to include 75% recycled plastic.

## ELIMINATING MATERIAL

Gates has collaborated globally on a solution to **eliminate more than 76,300 boxes per year, saving more than 22 MT CO2e annually.**



# GREEN IT INITIATIVE

Gates IT team migrated 60 Gates locations in 2024 from desktop phones to a global digital telephony strategy. This project has removed 4,000 physical handsets, and reduced Gates global CO<sup>2</sup> emissions by 6 MT.

By creating a single global platform with a centralized support model, the project improves security and reduces technical complexity.

# INDIA IT SUSTAINABILITY PROJECT 2024:

**Our work in India is an example of how this global initiative translates into regional action.**



<b>ENERGY EFFICIENCY</b>		We reduced power consumption by:  <b>Eliminating 301 physical desk phones, 5 Cisco voice routers, and 5 physical PABX servers across all India sites.</b>  Replacing 5 small desk departmental printers with a centralized printer at 3 of our sites.
	We transitioned from physical hardware to virtual machines and cloud services by:  <b>Eliminating 6 physical servers</b>  Centralizing to the Lalru Data Center	<b>VIRTUALIZATION AND CLOUD COMPUTING</b>
In line with global purchasing guidelines, we choose suppliers and products that meet Gates sustainability requirements.	<b>IT SUSTAINABLE PROCUREMENT</b>	



# HSE AWARDS

All sites are encouraged to participate in our annual HSE Award program by submitting at least one HSE related project. Participation in the program includes technical centers, manufacturing, assembly and distribution facilities.

Projects are judged by a global team on the five pillars of Gates HSE program:

- Leadership involvement
- Employee engagement
- Personal accountability
- Hazard elimination
- Safety Awareness

In addition, projects must also demonstrate at least one of Gates core values: accountability, collaboration, tenacity, curiosity, and dedication. Judges further evaluate projects on their creativity, quantitative results, scalability across the company, use of new technologies, and risk reduction.

Sites choose one of the following categories under which to submit:

- Health and Safety Improvement
- Ergonomic Improvement
- Material Use Reduction Project
- Energy Reduction Project
- Waste Reduction Project
- Other

## 2024 WINNERS

### DIAMOND AWARD

Suzhou I for using automation to improve ergonomics and reduce risks while gaining 2X in efficiencies

### AMERICAS REGION

**HSE Winner**  
Versailles, KY for safety upgrades

**Environmental Winner**  
Toluca PT, Mexico for work to reduce wastewater

### EA&I

**HSE Winner**  
Pune, India for ergonomic improvements to the manufacturing floor

**Environmental Winner**  
Chandigarh, India for energy savings and GHG reduction projects

### GREATER CHINA

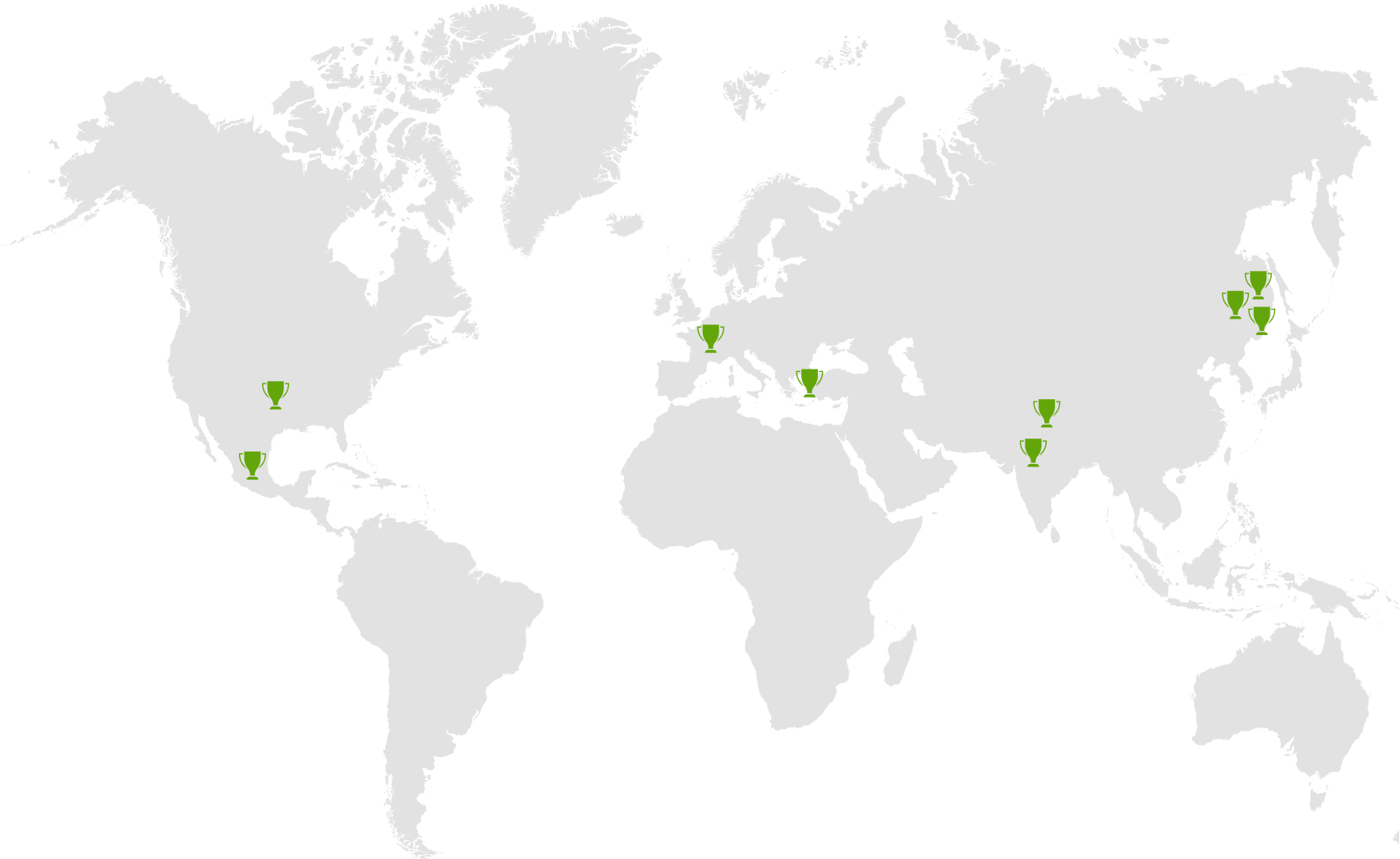
**HSE Winner**  
Suzhou I for using automation to improve ergonomics

**Environmental Winner**  
Suzhou II for implementing laser cleaning processes

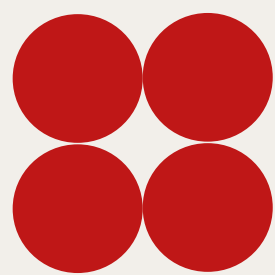
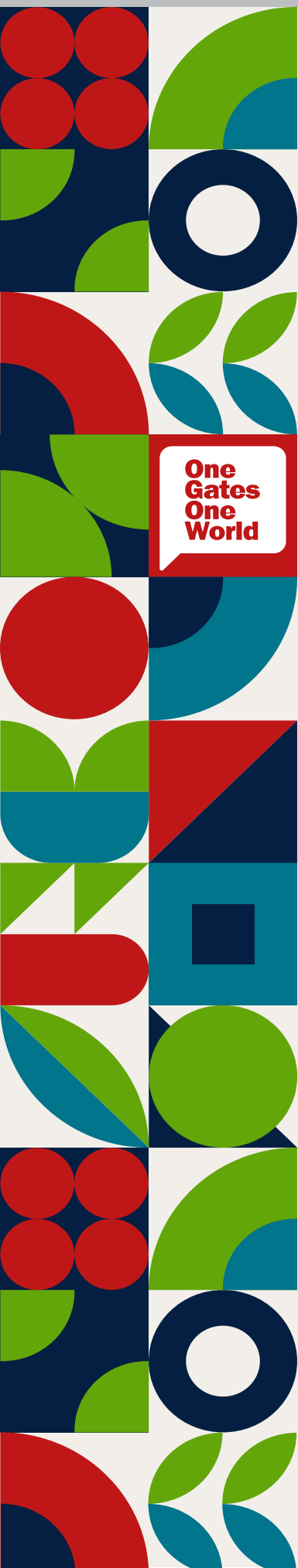
### EMEA

**HSE Winner**  
Nevers, France for implementation of EASE to capture opportunities for improvement

**Environmental Winner**  
Izmir, Turkey for replacing coolants with a lower CO2e solution and reducing potential exposure







# STEWARDSHIP







# OUR WORKFORCE

At Gates, we believe that an engaged and connected workforce is directly linked to the value we provide to customers and to the communities in which we live and operate. We champion policies, practices, and behaviors that support talent by investing in professional development and personal growth.

This approach drives retention and innovation. Highly engaged team members can result in higher productivity, improved health and safety performance, and increased company profitability.

As a global Company, we recognize and celebrate best practices from each operating region, embracing cultural differences and exploring how we can enhance each regions' contributions to our business. This approach allows colleagues to share their expertise with one another and cross-pollinate ideas that have a positive impact.

# POLICIES AND STANDARDS OF CARE

Our team members make Gates extraordinary. Our goal is to create a positive, healthy work environment in which our people come first, and everyone thrives.

## TEAM MEMBERS TO TAKE A PROACTIVE ROLE

As an Equal Opportunity and Affirmative Action Employer, Gates is committed to ensuring equal employment opportunities for all job applicants and team members. Employment decisions are based on job-related reasons regardless of gender, race, sex, color, religion, age, disability, pregnancy, citizenship, sexual orientation, gender identity, national origin, protected veteran status, marital status, or any consideration defined by law. Gates does not discriminate or retaliate against applicants who inquire about, disclose, or discuss their compensation or that of other applicants. Our policies also adhere to applicable labor laws related to the freedom of association and collective bargaining, and the prohibition of all forms of forced or compulsory labor.

In 2024, approximately **68%** of our global work force consisted of production employees. Contractors and temporary workers are a relatively small percentage of our workforce. Some of our employees are members of labor unions. The number of team members in these categories typically varies with demand on our factories and distribution centers, excluding our contingent workforce. Our global workforce was approximately **24%** female and **76%** male in 2024.



# WORKFORCE WELL-BEING

Gates recognizes the importance of helping to build, serve, empower, and better the communities in which we live and work. As a global company, Gates benefit offerings are tailored to each regional location. This ensures that we provide our teammates with meaningful benefits that are competitive and attract top talent.

Our approach is structured around the following four key factors:



**MENTAL AND EMOTIONAL WELL-BEING**



**SOCIAL SUPPORT TOOLS**



**PHYSICAL WELLNESS**



**FINANCIAL WELLNESS**

With a focus on mental and emotional well-being, social support tools, and physical and financial wellness, investing in the development of our workforce is critical to the success of our organization.



In North America, Gates offers a robust variety of wellness services, including counseling, lifestyle coaching, and financial coaching. During nationwide observances, such as Mental Health Awareness Month, we share resources that provide additional information about the importance of these events.

We also offer numerous incentives through discounts and partnerships designed to encourage our workforce to invest in their physical health. For the past three years, Gates has partnered with several bicycle brands that integrate our innovative Gates Carbon Drive™ System and offer Gates team members discounts to encourage them to be more active. Gates also provides an EcoPass for all Denver based team members to encourage use of mass transit.

# TALENT DEVELOPMENT

Gates is committed to developing and unlocking innovation and creativity at every stage of life, which is why we make it a point to invest in education, training and professional development in the community and within our workforce.

Our framework supports the advancement of leadership and professional skills in three ways:

-  **Gaining on-the-job experience**
-  **Learning from others**
-  **Participating in formal training programs**

- MASTER THEIR CRAFT**  
Gain hands-on experience and learn from seasoned professionals through targeted training and mentorship programs.
- GROW THEIR SKILLSET**  
Develop in-demand leadership and professional skills through real-world projects and challenges.
- SHAPE THEIR FUTURE**  
Collaborate with leaders to build a personalized career path that aligns with aspirations, and which includes regular performance and career development reviews.

- LEARNING**  
In 2025 Gates enhanced our new hire onboarding experiences and leadership development programs.
- Learning Library:** Our on-demand learning library allows for continuous development. Our 5,000+ connected employees can access over 80,000 training resources spanning essential business strategies, practical productivity hacks, enriching personal development, and even language learning. Available in multiple languages, ready to help them achieve their goals.
- AI Learning:** In 2024 Gates expanded our on-the-job learning through smart technology. This investment allows our teams to capture expert knowledge and convert it into short, searchable, AI-powered video content—accessible anywhere on the factory floor. According to industry research, this tool helps boost knowledge retention by 50%, accelerates onboarding, and helps standardize critical processes. Most importantly, it puts practical, expert instruction directly in the hands of those who need it most, supporting a safer and more skilled workforce. The tool includes closed captioning in over 100+. Gates is currently piloting the tool in 3 locations in the Americas region serving 1,000 employees.

**Training Dojos:** The Training Dojo is a dedicated environment for hands on learning where employees can practice core tasks safely and confidently—before stepping into real-time operations. Designed around job-specific scenarios, each Dojo station reinforces the Gates company overview, safety, product knowledge, production rules, process, quality, & maintenance. With guided instruction and a practice-first mindset, the Dojo creates a consistent and supportive pathway for new hires and experienced employees alike to build capability, reinforce standards, and grow in their roles.

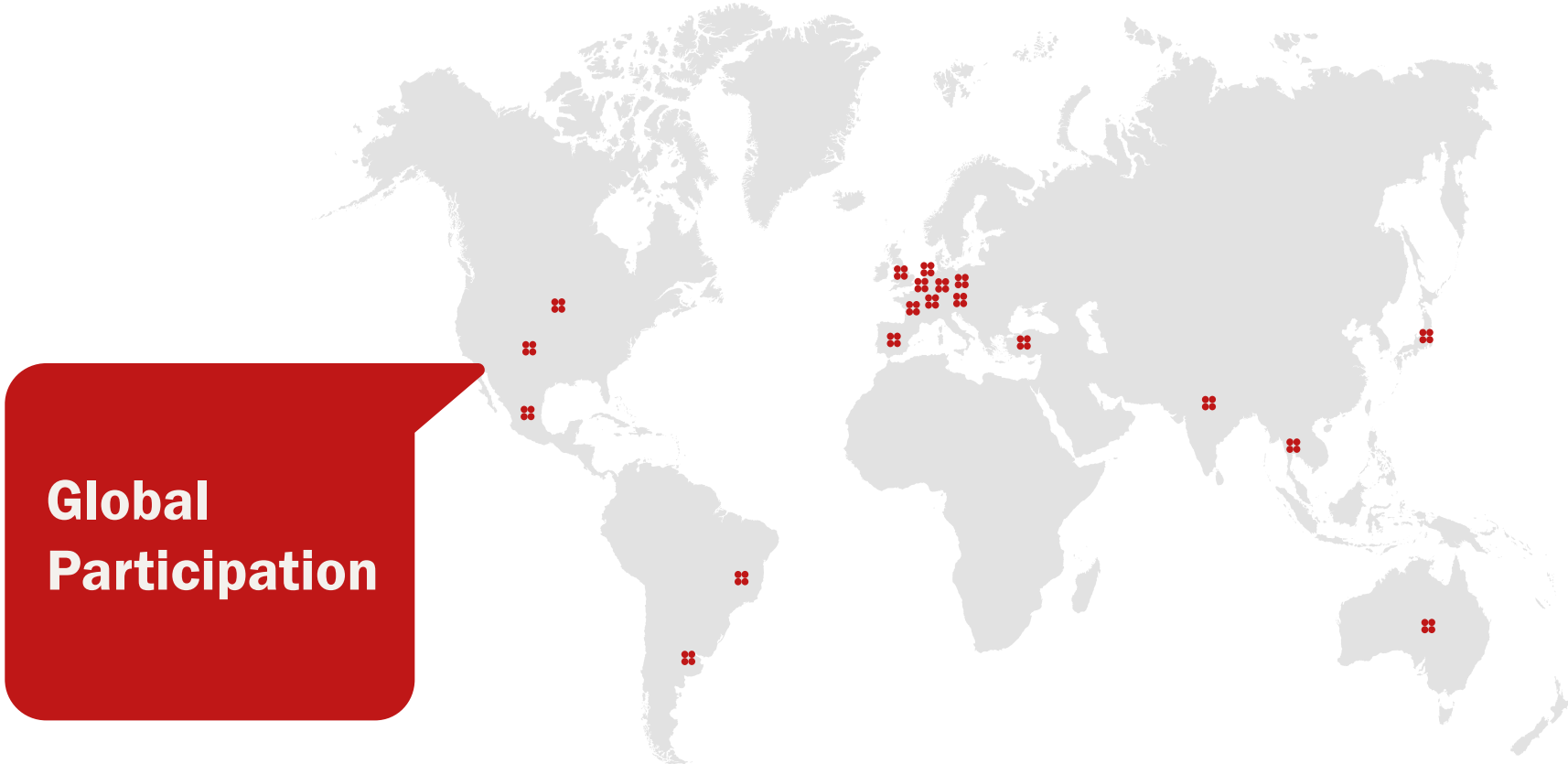




# LEADERSHIP EXPEDITIONS

Throughout 2024, our Global Talent team partnered with certified facilitators across the business to conduct multi-level leadership development programs. These programs launched globally in 2022 as part of a phased, multi-year approach that included roundtables, mentoring, and 360-degree assessments. Core elements utilized virtual, self-paced, instructor-led, and project-based learning.

In 2024, we expanded our offerings to include the Discover Program for potential leaders, and our Executive Leadership program for senior leaders.



Global Participation



As a Company founded in Colorado, one of America’s outdoor playgrounds, we felt compelled to name our programs after expeditions where participants are challenged, build camaraderie, and grow together.



## DISCOVER PROGRAM

Our Discover Program made its debut in 2023 with **51** leaders from **11** countries graduating from the program. It is for our individual contributors that aspire to become a leader at Gates. It focuses on communicating with impact, making high quality decisions, high-impact feedback and listening as well as their individual leadership journey. The five-month program allows participants to learn from each other and other business leaders.



## ASCEND PROGRAM

Our Ascend Program is a 90-day, self-paced journey that guides first-time Gates people managers through basic management skills, competencies, and tools to support them in a successful transition. This is accomplished through online content accessed at any time. During 2024, the second year of this program, we saw **171** leaders graduating.



## EXPLORE PROGRAM

Our Explore Program is designed for frontline leaders who play an invaluable role in cultivating a high-performing, highly engaging culture at Gates. Participants learn leadership, management, and critical business skills, and how to prepare for the future. This is accomplished through an interactive experiential learning process that covers six distinct modules. We are proud to have graduated **79** leaders in **16** countries during 2024.



## CLIMB PROGRAM

Our Climb Program is designed for senior managers and directors at Gates. Participants start the five-month program with a 360-degree assessment. They learn about partnerships, innovation, data-driven decisions, and more. 2024 was the second year Gates offered Climb, with **18** leaders from **seven** countries achieving new heights of success through the program.



## SOAR PROGRAM

Our Soar Program went into its second year in 2024, with 15 of Gates directors, senior directors, and vice presidents from seven countries. The Soar cohort focused on a combination of in-person, instructor-led training, individualized coaching sessions, and virtual training, and concluded with a six-month capstone project.



# GLOBAL MENTORING PROGRAM

We believe our people produce their best work when they feel most challenged. At Gates, we seek ways to develop and grow our team members through unique training and professional development programs. Above all else, Gates empowers team members to navigate their careers.

ROLE	2022	2023	2024	CHANGE
Mentees	101	147	382	+235
Mentors	115	172	202	+30



## GATES GLOBAL MENTORING PROGRAM

Is a 10-month partnership designed to help participants learn, grow, and accelerate their careers.



## COLLABORATIVE ALLIANCE

A mentor-guided, mentee-driven program, where mentees take responsibility for their part in the collaborative alliance and are leaders of the relationship.



## UNLOCK POTENTIAL

Opportunity for both parties to benefit by gaining new skills and knowledge that can help advance careers and unlock potential.



## CAREER ACCELERATION

Mentorship provides access to seasoned guidance, navigating career obstacles, refining skills, and building confidence. This equips members to reach their full potential and have career movement within Gates, showcasing diverse talent and leadership pipelines.



## INCREASED BELONGING

Matching members with mentors fosters cross-cultural understanding, breaks down silos, and strengthens the entire Gates fabric. This builds a sense of belonging for members, combating isolation, and boosting inclusivity.



## KNOWLEDGE TRANSFER

Mentorship creates a valuable channel for sharing unique experiences and perspectives. This knowledge transfer enriches Gates understanding of its diverse workforce, informing policies and practices that better serve and retain talent.



# WORKFORCE AND COMMUNITY ENGAGEMENT

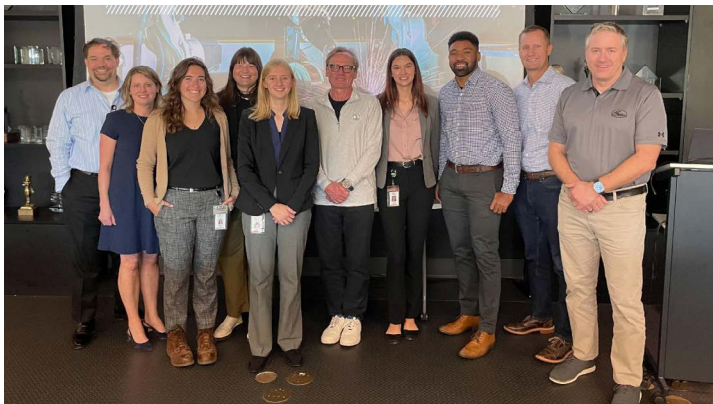
## SKILLS-BASED VOLUNTEERING

Gates aims to foster talent both our current and potential future workforces. Through partnerships, our colleagues have opportunities to grow in their careers, and hone their leadership skills, while giving back.



### ROTATIONAL ENGINEERING PROGRAM

Now in its eighth year, our rotational engineering program recruits on average five college graduates annually onto our materials science and innovation teams. We look for candidates with strong leadership skills who we can retain as full-time team members. This initiative is part of positioning Gates as the Employer of Choice for recruits interested in materials science and process engineering jobs.



### MBA STUDENTS MENTORING

MBA student consulting teams from Daniels College of Business and the Leeds School of Business work directly with strategy, marketing and sustainability leaders at Gates, creating opportunities for our team members to mentor emerging leaders through engagement with real-world challenges that identify opportunities to add value to our business.



### NATIONAL FLUID POWER ASSOCIATION

Gates sponsors a collegiate engineering team as part of the annual Fluid Power Vehicle Challenge, run by the National Fluid Power Association (NFPA). Students compete to design the best performing hydraulic bike. Their solutions have the potential to identify new applications for Gates belts.



### NORTHUMBRIA UNIVERSITY

Gates Cramlington facility partners with Northumbria University, sponsoring two Master of Science (MSc) group projects at our facility each year. This collaboration provides students with a unique opportunity to engage in real-world engineering challenges under the mentorship of experienced engineers.



### K-12 STEM EDUCATION

Through collaborations with community-based educational nonprofits including Girls Inc. Colorado and the Villanova WiredCats Next Robotics team in Windsor, ON, Gates team members teach design thinking, problem solving and systems engineering while ensuring access to STEM for the next generation of global problem solvers.





# CELEBRATING GLOBAL PERSPECTIVES


Gates celebrates the diversity of thought and experience within our global workforce and believes our programs, policies, and practices drive innovation and business success.

As a global company, Gates has a diverse and complex workforce encompassing many ethnicities, identities, and religions. Our approach is to empower regional leaders to create inclusive workplaces built on fairness and respect, and to honor colleagues’ unique experiences and ideas that enrich both the Gates community and the communities in which we operate.

We recognize the power of harnessing global perspectives to drive creative solutions and insights. This commitment ensures that our team members have access to partnerships and programs through which they can identify opportunities for meaningful connection.

Gates operates three Business Resource Groups (BRGs) in the Americas to provide opportunities for colleagues to build connections. As part of our workforce retention strategy, these affinity groups help us maintain a dedicated and engaged team


## BELOW ARE SOME OF THE WAYS OUR GLOBAL WORKFORCE CELEBRATED AND HONORED LOCAL AND INTERNATIONAL TRADITIONS IN 2024:




**PALS**  
PAN-ASIAN LEADERSHIP

**DENVER, CO, SINGAPORE, THAILAND AND CHINA**

Across Gates APAC and HQ locations, local teams organized celebrations of the Lunar New Year with traditional games, activities and food.







**OUT FRONT**  
LGBTQ+ & ALLIES

**DENVER, CO**

Out Front contributed a \$10,000 donation to The Center on Colfax, a nonprofit organization serving Colorado’s LGBTQ+ community, and also led a fundraising drive as part of the Pride 5K through which Gates team members raised \$1,200 in qualified matching corporate gifts.






**VETERANS**  
REMEMBER & HONOR


**POPLAR BLUFF, MO**

The team created a wall of fame featuring the nearly 40 US Military Veterans working at the site and thanked each veteran for their service to our country with a special gift.



**JACERAI, BRAZIL**

In celebration of Children’s Day, the team hosted a fair with activities and games for over 150 local children.




**GATES UNITTA THAILAND CO, LTD.**

The team distributed snacks and beverages to devotees and visitors at the Kathin Festival held at Wat Sri Phumkho in Rayong Province. This annual festival is based on the belief that generosity will bring success and prosperity.



**SOUTH DANDENONG, AUSTRALIA**

Australia marked the National Day of Action for “R U OK” with training on psychosocial awareness and well-being in the workplace.





# COMMUNITY PARTNERSHIPS



Gates believes in enhancing the vitality and resilience of the communities in which we operate. Each site has a local team that works to identify meaningful ways for our workforce to contribute through volunteerism, sponsorships and partnerships.

We partner with local governments, other companies, and not-for-profit organizations that serve our communities and residents. In 2024, Gates team members contributed volunteer hours across every region of the globe in which we have operations.

Gates community engagement represents the priorities of our workforce and cover a wide range of initiatives. At the same time, there are common areas of interest across regions and teams.



# EDUCATION

We are committed to investing in the next generation of innovation in STEM. Our partnerships begin in elementary school and continue through higher education and post-graduate programs.

## INDIA

The local Lalru HSE team organized awareness trainings at the village school on plastic waste management, road, and home safety. The team also planted saplings on the school grounds.

## CZECH REPUBLIC

By launching a new partnership with the Technical High School, the Karvina plant is creating an enhanced pathway for students to access internships at Gates.

## COLORADO

Denver HQ launched a job shadowing pilot program for high school students to gain insights across the diverse functions at our global headquarters.

## MEXICO

Team members participated in career fairs held at Universidad La Salle Mexico, Escuela Bancaria y Comercial CDMX, and Universidad del Valle de Mexico Coyoacan.

## CHINA

To attract and nurture first-line team leaders with professional backgrounds and development potential, the team launched a campus recruitment initiative and selected nine interns to partner with experienced trainers within the Suzhou and Changzhou sites.





## CHILDREN AND FAMILIES

We believe in helping vulnerable children and families meet their basic needs so that they are able to focus on learning, being curious, and participating in their communities.

### UK

Dumfries hosted an on-site education and fundraising event featuring Blood Bikes, Women’s AID, and Food Bank nonprofits.

### COLORADO

Now in its 7th year, Build-O-Rama is a partnership with two Denver based organizations - Wish for Wheels and Priority Bikes - through which our dedicated team members assemble belt-drive bikes, designed for low maintenance and durability, which are donated to children attending under-resourced elementary schools.

### SINGAPORE

Team members took part in a charity initiative organized by the Ronald McDonald House Charities where they prepared Happy Snack Packs for children receiving treatment at the Cancer Center and Outpatient Clinic for Children.

### EMEA REGION

In partnership with a local nonprofit, teams organized a candy drive for children in foster care. The treats were included in Santa gifts given to these youth.

### TENNESSEE

The Galesburg site donated a wide-screen TV to a fundraising auction to support the Thrive Organization, which assists individuals with learning and developmental disabilities.



## ENVIRONMENT

### UAE

The Gates E&S team held a series of discussions and craft workshops on International Women’s Day to encourage bonding and conversation about the challenges and opportunities for women in the workplace.

### INDIA

The Lalru site organized a tree planting event to celebrate India Environment Day.

### COLORADO

Planted an orchard of fruit trees to provide shade and encourage team members to use the outdoor spaces available to them. The team is dedicated to adding one new tree each year. By adding pollinator crops to their site, this project also supports the CSC’s multi-year partnership with Free Range Bees.

### UK

In collaboration with The People’s Project, the Dumfries site participated in a trash clean up event.

### THAILAND

To celebrate Earth Day, Gates Thailand team organized an event to clean up Rayong Beach, collecting over 150 kilograms of waste.

### CHINA

Team members picked up litter at a community park and provided education in waste sorting.





# GATES INDUSTRIAL CORPORATION FOUNDATION

Gates values community engagement and encourages team members to advocate for, and participate in, causes for which they are passionate. Through the Gates Industrial Corporation Foundation, we support civic, culture and arts, disaster relief, and health and welfare initiatives, as well as education programs and scholarships. The Foundation also includes a Matching Gift Program — U.S. donations to eligible not-for-profit 501(c)(3) charities are matched dollar for dollar.



In 2024, the Gates Foundation made donations of more than

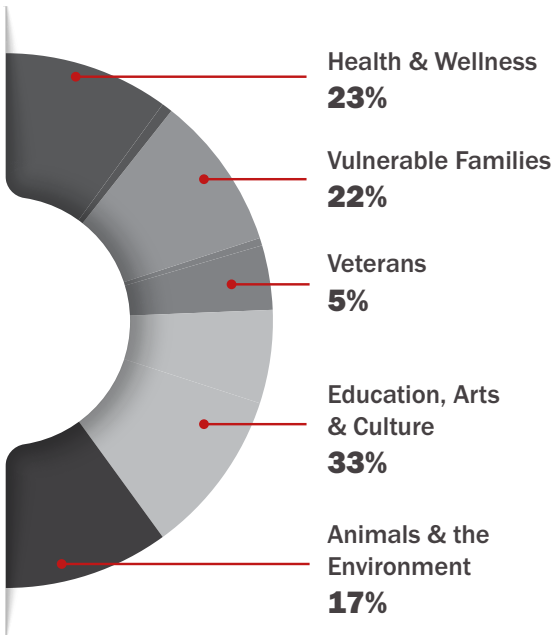
**\$667,600**  
to 120 BENEFICIARY ORGANIZATIONS.

These included charities and foundations that support healthcare, mental health and wellness, education, social services, food banks, wildlife conservation, veterans and many other impactful causes.

**\$200,000** was shared by our two Giving Partners — Ronald McDonald House Charities® Global and the Denver Scholarship Foundation

**\$20,000** donated to Wish for Wheels

**\$190,729** matching gifts to nonprofits supported by 169 Gates team member donations



## GATES GIVES BACK

We believe in living generously, sharing our success, and growing together. Gates Gives Back allocates up to \$10,000 to each plant and distribution center across the U.S. to be donated to a local charity of their choice. Gates recognizes that local communities are the backbone of our organization. Giving each facility the opportunity to select a charity is motivating for our team members and the communities in which we live and work.

**In 2024, sites contributed \$120,000 to 13 nonprofits through Gates Gives Back**



## GIVING PARTNERS

Gates believes that by selecting a few, focused, long-term partnerships we have the potential to achieve ambitious outcomes. To this end, we have extended our multi-year commitment for an additional year with these two powerful, wide-reaching nonprofits; Ronald McDonald House Charities® Global and the Denver Scholarship Foundation.

Gates expanded its giving partnerships in 2024 by supporting Food for Thought Denver with part of the Gates HQ holiday event budget. Food for Thought strives to eliminate weekend hunger for children in the Denver Metro Area by providing food (PowerSacks) for the weekend. Food for Thought believes that no child should go hungry. Over 90% of the student population in the schools they serve are eligible for free and reduced lunch programs. Which means when they are not in school, they children may not get the nutrition their bodies need to learn and grow.

Food for Thought serves over 26,000 elementary students at 75 schools, as well as offering discreet food pantries in eight high schools. Their program is 100% volunteer based 100% of all donations are used to buy food for the program.







INTERNATIONAL RELIEF

The Gates Foundation provides international emergency aid anywhere around the globe facing natural disasters or experiencing major humanitarian crises through the American Red Cross and Red Cross International.

In 2024, the Gates Foundation provided financial aid through Red Cross International for the flooding in Eastern Europe (Czech Republic and Poland) and to the American Red Cross for hurricane relief in the Southeast United States from Hurricanes Helene and Milton.



EDUCATION SCHOLARSHIPS

Each year, the Gates Foundation awards up to 10 scholarships — through a competitive application process — to qualifying dependent children of our full-time team members. Recipients receive \$4,000 annually for four years of undergraduate studies.

For 2024, 5 new scholarships were awarded to dependent children of our team members in Rochester Hills, Michigan; and Denver and Englewood, Colorado. In all, the Foundation contributed a total of \$79,000 in educational grants in 2024.

With every scholarship awarded, the Gates Foundation also donates to the National Merit Scholarship program. In 2024, an additional \$5,265 was contributed to the National Merit Scholarship Fund.

As a Gates U.S. Employee, do you have a high school junior (11th grade/third year) student who will be completing high school and entering college in the fall of 2026.

**ONLINE ENTRY SUBMISSIONS ACCEPTED THROUGH MARCH 31, 2025.**

This scholarship program was established by Gates Industrial Corporation Foundation for the children of employees of Gates Industrial Corporation and its subsidiaries.

To enter your child into the 2026 Gates Industrial Corporation Foundation Scholarship Program (for students who will complete high school and enter college in 2026), use the link below and complete the following steps of the Entry Form process:

**READ** the scholarship program brochure in its entirety (confirm that you have read and understand the program procedures by marking the check box at the bottom of the page).

**CONFIRM** that your child meets all participation requirements for the 2026 competition by marking the appropriate check boxes.

**COMPLETE** the online 2026 Gates Industrial Corporation Foundation Scholarship Program Entry Form.

**REVIEW** the Entry Form for completeness and accuracy, read the Submission Agreement, and submit your child's Entry Form for the 2026 competition.

**PRINT or SAVE** a copy of the "Submission Confirmation" for your records.

**USE THE LINK BELOW OR SCAN THE FOLLOWING QR CODE**  
<https://programentry.nationalmerit.org/gates-2026>

All phases of the competition, including the selection of winners and payment of scholarship stipends, are handled by Gates Industrial Corporation Foundation by National Merit Scholarship Corporation.



# RECOGNITION PROGRAMS

At Gates, we celebrate the passion and innovation our teams bring to improve the teammate experience and to impact the organization.

## FIRE BRIGADE AWARD

The Gates Fire Brigade began in 1917 as an initiative workforce to provide emergency services and promote safety within the company and the surrounding community. Over time the Brigade grew into a workforce volunteer organization reflecting Gates commitment to workforce safety and community involvement. The annual Fire Brigade Chiefs award recognizes a member who has made the greatest contributions to the organization’s mission.

## HR AWARDS

The **HR Excellence Awards**, started in 2022, is aimed at recognizing HR team members that make a significant impact to support Gates.

Each year, awards are presented to individuals and HR project teams that have completed a project within the calendar year, driving significant change and/or impact.

**Nominations are submitted by team members and fall under the following categories:**



**Innovation in HR**  
Focused on unique approaches to drive an innovative HR practice, project or program



**Collaboration**  
Focused on embracing partnership and collaboration when working with other teams, co-workers and/or the business

## CIO AWARDS

The Gates CIO Awards, started in 2021, recognize IT individuals and projects that have demonstrated excellence and embody our values. Annual awards are presented to individuals and IT project teams that have made a significant impact during the year. Nominations are submitted by team members and recognize those who have:

- HELPED DRIVE IT TRANSFORMATION
- COLLABORATED ACROSS TEAMS THROUGHOUT THE GLOBE
- DROVE IMPACTFUL CHANGE
- CHALLENGED THE STATUS-QUO
- INSPIRED CO-WORKERS AND DROVE TRANSFORMATION

## GLOBAL MARKETING EXCELLENCE AWARD (GMEA)

The annual Global Marketing Excellence Award (GMEA) recognizes a project team or individual on the global or regional marketing team that has demonstrated Gates values and made a significant impact in the following areas of Innovation, Marketing Campaigns, and Collaboration.

## PRODUCT DATA GOVERNANCE AND PACKAGING (PDG&P) EXCELLENCE AWARDS

The new Product Data Governance & Packaging (PDG&P) Excellence Awards honor individuals who have gone above and beyond to drive game-changing business impact—whether by delivering the most significant contributions of the year or by exemplifying Gates Values as true role models.

## PRODUCT LINE MANAGEMENT (PLM) EXCELLENCE AWARDS

The inaugural Product Line Management Excellence Award recognizes PLM team members or teams that have demonstrated Gates values and made significant business impacts in the areas of Strategic Growth Initiative, New Product Introduction, and Collaboration.

## AUSTRALIA L.E.A.D.E.R. AWARDS

Australia L.E.A.D.E.R Awards recognize employees who demonstrate our core values every day. Peer nominations within Gates Australia recognized colleagues for their contributions to the Warehouse, Office and Customer Service divisions.

## 2024 PRICING EXCELLENCE AWARDS

The global pricing team awards recognize individuals or teams that create a unique approach to pricing practices, projects or programs. A second award goes to an individual who is a role model and who represents Gates core values in their work.





# AWARDS

We recognize the importance of helping to build, serve, empower and better the communities in which we live and work. It is an honor to be a part of Colorado’s economic achievements and robust business community.

## ENTERPRISE LEVEL AWARDS



**USA Today** – America’s Climate Leaders 2024



**Time** - America’s Best Mid-Size Companies 2024



**Newsweek** - America’s Greatest Workplaces for 2024



**Brandon Hall** - Bronze HCM Excellence Award in the category of Best Leadership Development Program, for Gates Leadership Expeditions Program



**51Job** - Gates Greater China, 2024 Top Employer - Best Human Resource Management



**Changzhou, China** – Safety Management award

## PROGRAM RECOGNITION



**VideoPress** - Brazil, MPB Award for best podcasts of 2024 in Automotive, Motorsports, and Motorcycles category



**Manpower Polska** – Legnica, Poland - Friendly Workplace Award



**Aftermarket Auto Parts Alliance, Inc.** - EMEA, Manpower Award for customer service excellence



**Government of Toluca and the State of Mexico, in collaboration with the Secretariat of Environment and Natural Resources** - Toluca Belt Plant and recreation park, Environmental Distinction

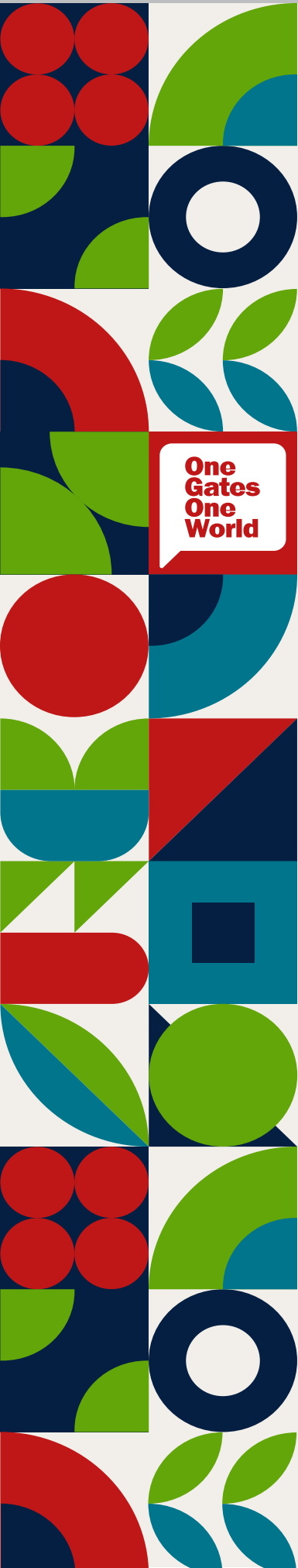


**Symposium** – 2024 SustainableIT Impact Award Winner



**Siloam Springs, USA** – Arkansas Department of Labor award for 1 million safe work hours





APPENDIX







# ANNUAL PERFORMANCE INDICATORS

GOVERNANCE									
PERFORMANCE INDICATOR		UNIT OF MEASUREMENT	2024 <sup>1</sup>	2023	2022	2021	2020	2019	SASB - IFRS METRIC CODE <sup>2</sup>
Board of Directors	Independence	% of total number Directors	89	89	89	89	89	88	
	Diversity (female)	% of total number Directors	33	33	33	44	44	38	
	Diversity (minority)	% of total number Directors	11	11	11	11	13	13	
Total Spend on Suppliers Sourced In-Region/For-Region <sup>3</sup>		% of global supplier spend (US\$)	81	82	80	83	82	84	
Fines or Monetary Resolutions Associated with Anti-competitive Regulations		US\$	0	0	0	0	0	0	TR-AP-520a.1
Materials Sourcing		Discussion and Analysis	-	-	-	-	-	-	RT-IG-440a.1

TECHNOLOGY									
PERFORMANCE INDICATOR		UNIT OF MEASUREMENT	2024	2023	2022	2021	2020	2019	SASB - IFRS METRIC CODE <sup>2</sup>
Revenues Associated with Energy Efficiency/Emissions Reductions Products (non-combustion mobility)		% of total net sales	4.0	4.8	4.8	-	-	-	TR-AP-410a.1
Revenues Associated with Gates Eco-Innovation Products		US\$, millions	135.0	171.3	172.2	-	-	-	
Capital Investment in Property, Plant and Equipment		US\$, millions	98.8	61.2	77.6	77.7	58.2	72.1	
Percentage of Input Materials from Recycled and Remanufactured Content <sup>4</sup>		% of total volume input materials	-	-	-	-	-	-	TR-AP-440b.2
Number of Patents Granted during Calendar Year		number	132	193	176	219	135	132	

In 2023 some econ-innovation revenue was based on estimates for the full life of the contract. In 2024, we only show actual 2024 revenue.

ENVIRONMENT									
PERFORMANCE INDICATOR		UNIT OF MEASUREMENT 2024	2024	2023	2022	2021	2020	2019	SASB - IFRS METRIC CODE <sup>2</sup>
Direct GHG Emissions (Scope 1) <sup>5</sup>		Thousand metric tons (Mmt) CO <sub>2</sub> e	106.2^	123.3	128.9	129.1	112.9	109.7	
Indirect GHG Emissions (Scope 2) <sup>5</sup>		Mmt CO <sub>2</sub> e	142.5^	150.6	163	179.2	170.3	172.6	
Total Operational GHG Emissions (Scope 1+2) <sup>5</sup>		Mmt CO <sub>2</sub> e	248.7	273.9	291.9	308.3	283.2	282.2	
Biogenic Emissions		Mmt CO <sub>2</sub>	18.6 ^	19.9	21.1	19.4	17	19.8	

Explanatory Notes:

\*Includes solar and biomass

^ 2024 metrics reviewed as part of ERM CVS’ reasonable assurance process for this report.

**Note:** RT-IG-410a.1-.4 does not apply to Gates business model, thus the topic and its associated metrics have been omitted based on the lack of applicability.

<sup>1</sup> Reporting period - The reporting period used for this information is January 1, 2024, to December 31, 2024.

<sup>2</sup> Gates applies the sustainability accounting metrics associated with the Industrial Machinery and Goods (RT-IG) and Auto Parts (TR-AP) sectors, as defined by the International Financial Reporting Standard (IFRS) Foundation and the Sustainability Standards Accounting Board (SASB).

<sup>3</sup> Categorized as direct spend

<sup>4</sup> Certain metals used in Gates parts and products are derived from recycled content (e.g., steel and aluminium) as are some of the fibers we use. However, Gates does not account for recycled input materials or remanufactured content, or the revenues attributable to said content. See p. 25 for more on how we approach circularity.

<sup>5</sup> Boundary summary - All manufacturing facilities Gates owns or operationally controls were included, except as noted in the exclusions below.

Data Methodology - Gates adheres to the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol: A corporate accounting and reporting standard, revised edition (WRI/WBCSD GHG Protocol), to calculate GHG emission Invoices and measurements were

collected for relevant energy and emission sources material to each site which may include electricity, natural gas, steam, hot water, diesel fuel, liquid petroleum gas, gasoline, light fuel oil, wood biomass and rice husk. Monthly data is captured in a dedicated software platform and external third-party invoice collection service and is checked for accuracy and timeliness per Gates internal standards. Where actual data was not available, estimates were used. For example, in cases where data is not available for a full 12-month period, available data is used to extrapolate and estimate the values for missing data.

Emission factors: Scope 1 emission factors used are primarily from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5). Residual emission factors for biomass combustion are sourced from the U.S. EPA's Greenhouse Gas Emissions Factors Hub and include emissions from methane (CH4) and nitrous oxide (N2O). Location based scope 2 emissions factors for the U.S. are from the US EPA's eGRID Power Profiler tool and non-US sites are primarily from the International Energy Agency (IEA (2022), GHG Emissions from Energy), adjusted where more recent country or region-specific governmental factors are published. Emissions are converted to carbon dioxide-equivalents (CO<sub>2</sub>e) using Global Warming Potentials from the United Nations Intergovernmental Panel on Climate Change Fifth Assessment (IPCC AR5) Report.

Materiality threshold - Materiality for Gates is set at 5% of total emissions with all facilities estimated to contribute >1% of total emissions included.

Exclusions:

- Most commercial and sales offices, whose impacts are anticipated to be below the materiality threshold
- Gates reports Scope 2 location-based GHG emissions
- Scope 3 indirect emissions





ENVIRONMENT								
PERFORMANCE INDICATOR	UNIT OF MEASUREMENT 2024	2024	2023	2022	2021	2020	2019	SASB - IFRS METRIC CODE <sup>2</sup>
Total Operational GHG Emissions Intensity (Scope 1+2)	Mmt CO2e/annual net sales ('000)	0.073	0.078	0.077	0.074	0.092	0.089	RT-IG-410
Total Energy Consumption (Scope 1+2) <sup>6</sup>	Gigajoules (GJ)	3,237,724	3,489,469	3,696,305	3,725,647	3,301,107	3,439,583	RT-IG-130a.1 TR-AP-130a.1
Total Energy Consumption Intensity	GWh/annual net sales ('000)	0.26	0.27	0.29	0.3	0.31	0.3	
Percentage Grid Electricity (Scope 2)	% of GJ	34.3	32.7	32.5	32	32.7	33.7	RT-IG-130a.1
Total Absolute Value of Electricity	GJ	1,110,000	1,160,000	1,200,000	1,190,000	1,070,000	1,140,000	
Renewable Energy Generated (Scope 1)*	Gigajoules (GJ)	174,030.5	184,558.4	196,288.8	181,468.9	158,020.7	183,795.1	TR-AP-150a.1
Percent Renewable Energy Generated (Scope 1)	% of total GWh	9.0%	8.5	8.6	7.9	7.9	8.9	RT-IG-130a.1
Total Waste Volume <sup>7</sup>	Thousand metric tons	37^	39^	39	39	32	33	TR-AP-150a.1
Total Hazardous Waste Volume	Thousand metric tons	1.16^	1.31	1.24	.75	NR	NR	TR-AP-150a.1
Waste Recycled	% of total waste volume	56.5^	56.3	48.1	55.9	55.9	53.6	TR-AP-150a.1
Waste to Landfill	Thousand metric tons	7.7^	9.4	12.3	9.3	8.2	9.2	
Total Water Withdrawals <sup>8</sup>	Million cubic meters	1.7	1.8^	1.9	1.9	1.7	1.8	
Total Water Withdrawals Intensity	Million cubic meters/annual net sales ('000)	0.50	0.49	0.55	0.56	0.58	0.57	
Total Wastewater Recycled <sup>9</sup>	% of total water withdrawals	-	0.2	0.21	0.08	-	-	
Total Water Consumption	Million cubic meters	-	0.64	0.70	0.78	0.61	0.68	
Number of Product Recalls Issued	number	0	0	0	0	0	0	TR-AP-250a.1
Lost Time Incident Rate (LTIR) <sup>10</sup>	rate	.26	0.33	0.33	0.26	0.23	0.25	RT-IG-130a.1
Total Case Incident Rate (TCIR) <sup>10</sup>	rate	.59	0.60	0.74	0.60	0.53	0.57	RT-IG-130a.1
Employee Fatalities <sup>10</sup>	rate	0	0	0	-	-	-	RT-IG-130a.1
Contractor Fatalities <sup>10</sup>	rate	0	0	0	-	-	-	RT-IG-130a.1

^ 2024 metrics reviewed as part of ERM CVS’ reasonable assurance process for this report.

STEWARDSHIP								
PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	2024	2023	2022	2021	2020	2019	SASB - IFRS METRIC CODE <sup>2</sup>
Total Number Employees	Number of Full Time Employees (FTE)	14,100	14,929	15,236	15,077	14,300	14,700	RT-IG-000.B
Female Employees	% of FTE	25	24	25	24	24	-	
Executive/VP/Director Level Diversity, Gender	% of FTE	21	20	19	21	21	-	
Total Corporate Income Taxes Paid	Annual US\$ (millions)	107.5	110.5	117.8	83.0	60.4	108.8	
CEO Median Pay Ratio	rate	315:1	368:1	411:1	214:1	214:1	366:1	
Median Employee Compensation	Annual US\$	31,644	26,423	35,015	35,940	35,940	28,679	
Charitable Giving, Gates Industrial Corporation Foundation	Annual US\$	667,600	699,965	677,725	612,677	1,084,981	621,690	

Explanatory Notes:

<sup>6</sup> Total energy consumption is the sum of all fuels plus purchased power, and steam.

<sup>7</sup> Gates waste includes hazardous and non-hazardous waste which are grouped and totaled by waste materials that include industrial, metals, rubber process waste, general waste, and paper/cardboard. Waste is also categorized by disposition defined as recycled, composting, landfill, and incineration with and without energy recovery.

<sup>8</sup> Gates sources of water withdrawal reported includes water from municipal supply and ground water sources.

<sup>9</sup> All wastewater recycling systems previously reported were maintained during this reporting period. However, due to changes in our data management the total amount of recycled water is not available. See p. 36 of this report for more details.

<sup>10</sup>Limited assurance of data provided by ERM CVS.





# UN SDGS TABLE

GOVERNANCE	
SDG, GATES-ALIGNED TARGETS <sup>1</sup>	
<div><div>16</div><div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div>	16.1: Significantly reduce all forms of violence and related death rates, everywhere
	16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children
	16.5: Substantially reduce corruption and bribery in all their forms
	16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels
	16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national and international agreements
	16.b: Promote and enforce non-discriminatory laws and policies for sustainable development
<div><div>17</div><div>PARTNERSHIPS FOR THE GOALS</div></div>	17.11: Significantly increase the exports of developing countries
	7.17: Encourage and promote effective public, private and civil society partnerships
TECHNOLOGY	
SDG, GATES-ALIGNED TARGETS <sup>1</sup>	
<div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div>	9.2: Promote inclusive and sustainable industrialization and significantly raise industry's share of employment and GDP
	9.4: Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency
<div><div>17</div><div>PARTNERSHIPS FOR THE GOALS</div></div>	17.8: Fully operationalize the technology and innovation capacity-building mechanisms and enhance the use of enabling technology
ENVIRONMENT	
SDG, GATES-ALIGNED TARGETS <sup>1</sup>	
<div><div>6</div><div>CLEAN WATER AND SANITATION</div></div>	6.2: Achieve access to adequate and equitable sanitation and hygiene for all
	6.3: Improve water quality by reducing pollution, eliminating dumping and minimizing the release of hazardous chemicals and materials and substantially increasing recycling and safe reuse
	6.4: Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater
	6.5: Implement integrated water resources management
	6.6: Protect and restore water-related ecosystems
<div><div>7</div><div>AFFORDABLE AND CLEAN ENERGY</div></div>	7.2: Increase substantially the share of renewable energy inval energy mix
	7.3: Double the global rate of improvement in energy efficiency
	7.b: Expand infrastructure and upgrade technology for supplying modern sustainable energy services

ENVIRONMENT	
SDG, GATES-ALIGNED TARGETS <sup>1</sup>	
<div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div>	12.2: Achieve sustainable management and efficiency use of natural resources
	12.4: Achieve the environmentally sound management of chemicals and all wastes throughout their lifecycles
	12.6: Encourage companies to adopt sustainable practices and integrate sustainability reporting
	12.8: Ensure that people have the relevant information and awareness for sustainable development
<div><div>13</div><div>CLIMATE ACTION</div></div>	13.2: Integrate climate change measures into national policies, strategies and planning
<div><div>15</div><div>LIFE ON LAND</div></div>	15.1: Ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems
	15.2: Promote the implementation of sustainable management of forests
	15.3: Combat desertification, restore degraded land and soil
	15.4: Ensure the conservation of mountain ecosystems
	15.5: Take urgent and significant action to reduce the degradation of natural habitats
STEWARDSHIP	
SDG, GATES-ALIGNED TARGETS <sup>1</sup>	
<div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div></div>	3.6: Halve the number of global deaths and injuries from road traffic accidents
	3.8: Achieve universal health coverage and access to quality essential health care services
	3.9: Substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination
<div><div>4</div><div>QUALITY EDUCATION</div></div>	4.4: Substantially increase the number of youth and adults who have relevant skills for employment
<div><div>5</div><div>GENDER EQUALITY</div></div>	5.1: End all forms of discrimination against all women and girls
	5.2: Eliminate all forms of violence against all women and girls, including trafficking and other types of exploitation
	5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making
<div><div>10</div><div>REDUCED INEQUALITIES</div></div>	10.3: Ensure equal opportunity and reduce inequalities of outcome, and promoting appropriate legislation, policies action
	10.4: Adopt policies and progressively achieve greater equality

<sup>1</sup> The United Nations Sustainable Development Goals (SDGs) is an aspirational framework enabling national governments, civil society and businesses to identify outcomes and opportunities for collective action, by 2030. This list of SDGs and targets are the most directly aligned to Gates' core business and impacts.





# GRI CONTENT INDEX

## GRI STANDARDS, 2021 UNIVERSAL STANDARD

### GRI 2: GENERAL DISCLOSURES 2021

1. ORGANIZATIONAL DETAILS				
DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORT PAGE NUMBER	EXTERNAL REFERENCE	COMMENTS
2-1	Name of the Organization	<u>Report cover</u>	<a href="https://www.gates.com/us/en/about-us.html">gates.com/us/en/about-us.html</a>	
2-1	Ownership and legal form		<a href="https://investors.gates.com/financials/annual-reports/default.aspx">investors.gates.com/financials/annual-reports/default.aspx</a>	
2-1	Location of headquarters	<u>8</u>	<a href="https://www.gates.com/us/en/about-us/company-overview.html">gates.com/us/en/about-us/company-overview.html</a>	
2-1	Location of operations	<u>8</u>	<a href="https://www.gates.com/us/en/customer-support/locations.html">gates.com/us/en/customer-support/locations.html</a>	
2-2	Boundary for inclusion	<u>9</u>		
2-2	Audited consolidated financial statements or financial information filed on public record		<a href="https://investors.gates.com/financials/annual-reports/default.aspx">investors.gates.com/financials/annual-reports/default.aspx</a>	
2-3	Specify the reporting period	<u>9</u>	<a href="https://investors.gates.com/financials/annual-reports/default.aspx">investors.gates.com/financials/annual-reports/default.aspx</a>	
2-3	Explanation of approach used for consolidating the financial information		<a href="https://investors.gates.com/financials/annual-reports/default.aspx">investors.gates.com/financials/annual-reports/default.aspx</a>	
2-3	Whether financial reporting period aligns with sustainability reporting			Yes. Sustainability reporting aligns with the period of financial reporting for fiscal year 2024, unless otherwise noted.
2-3	Date of sustainability report	<u>2</u>	<a href="https://investors.gates.com/financials/annual-reports/default.aspx">investors.gates.com/financials/annual-reports/default.aspx</a>	
2-3	Point of contact at company		<a href="https://investors.gates.com/investor-resources/investor-contacts/default.aspx">investors.gates.com/investor-resources/investor-contacts/default.aspx</a>	
2-4	Restatement of prior period results	<u>9</u>		We continue to improve our data collection efforts and methodologies. Scope 1 emission factors used are primarily from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5). In 2024, we made progress on data completeness and accuracy, which we applied to the prior year data. Accordingly, some numbers reflected above are different than those that were previously reported. These figures were subject to third-party assurance and included in our 2024 assurance statement from ERM CVS.
2-5	Describe Company policy and practice for seeking external assurance	<u>Report Appendix: Assurance Statement</u>		
2-5	Whether Company's sustainability report is externally assured	<u>Report Appendix: Assurance Statement</u>		Gates achieves external reasonable assurance for its Scope 1 and Scope 2 (location-based) GHG emissions inventory and water withdrawals data, and limited assurance for select waste and safety metrics. Gates does not obtain assurance for its entire sustainability report





2. ACTIVITIES AND WORKERS				
DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORT PAGE NUMBER	EXTERNAL REFERENCE	COMMENTS
2-6	Sector(s) business operates in	<u>7</u>	<a href="https://gates.com/us/en/industries.html">gates.com/us/en/industries.html</a>	
2-6	Describe its value chain	<u>7</u>		
2-6	Other relevant business relationships	Does not apply		
2-7	Total number of employees	<u>7</u>	<a href="https://gates.com/us/en/about-us/company-overview.html">gates.com/us/en/about-us/company-overview.html</a>	
2-7	Total number of employees, by type, gender and location	<u>Report Appendix: Annual Performance Indicators</u>	<a href="https://investors.gates.com/financials/annual-reports/default.aspx">investors.gates.com/financials/annual-reports/default.aspx</a>	
2-7	Methodologies and assumptions used to quantify employees		<a href="https://investors.gates.com/sec-filings/default.aspx">https://investors.gates.com/sec-filings/default.aspx</a>	Gates employee data is calculated based on data from our HR system of record for the population of employees as of December 31, 2024. Gates discloses human capital information in our Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission.
2-7	Describe any fluctuation in the number of employees during the reporting period			Gates discloses the number of full-time employees as of the final day of the reporting period
2-8	Total number of workers who are not employees			Gates has elected not to disclose this metric
2-8	Methodologies and assumptions used to quantify non-employees			Gates has elected not to disclose this metric

3. GOVERNANCE				
DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORT PAGE NUMBER	EXTERNAL REFERENCE	COMMENTS
2-9	Governance structure, including committees of highest governance body	<u>14-15</u>	<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-9	List the committees of highest governance bodies	<u>14-15</u>	<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-9	Describe the composition of the highest governance bodies	<u>13-15</u>	<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-10	Describe the nomination and election processes for the highest governance bodies		<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-10	Describe the criteria for nominating and selecting highest governance bodies		<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-11	Chair of the highest governance body	<u>13</u>	<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-12	Role of the highest governance body in overseeing the management of impacts	<u>14-15</u>	<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-13	Delegation of responsibility for managing impacts	<u>13-15</u>	<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-14	Role of the highest governance body in sustainability reporting	<u>14-15</u>	<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	





3. GOVERNANCE				
DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORT PAGE NUMBER	EXTERNAL REFERENCE	COMMENTS
2-15	Describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated		<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-15	Report whether conflicts of interest are disclosed to stakeholders		<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-16	Describe whether and how critical concerns are communicated to the highest governance body		<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-16	Total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period		<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-17	Describe the collective knowledge, skills and experience of the highest governance bodies		<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-18	Describe the processes for evaluating the performance of the highest governance body		<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-18	Describe independence of evaluations and any actions taken in response to the evaluations		<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-19	Describe the remuneration policies for members of the highest governance body and senior executives		<a href="https://investors.gates.com/governance/Proxy-Materials/default.aspx">investors.gates.com/governance/Proxy-Materials/default.aspx</a>	
2-20	Describe the process for designing remuneration policies		<a href="https://investors.gates.com/governance/governance-documents/default.aspx">investors.gates.com/governance/governance-documents/default.aspx</a>	
2-21	Report on the annual total compensation ratio	<b>Report Appendix: Annual Performance Indicators</b>	<a href="https://investors.gates.com/sec-filings/default.aspx">investors.gates.com/sec-filings/default.aspx</a> see <a href="#">Proxy Filings</a>	
4. STRATEGY, POLICIES, AND PRACTICES				
DISCLOSURE NUMBER	DISCLOSURE TITLE	REPORT PAGE NUMBER	EXTERNAL REFERENCE	COMMENTS
2-22	Statement on sustainable development strategy	<b><u>10</u></b>		
2-23	Describe Company's policy commitments for responsible business conduct, including human rights	<b><u>16-17</u></b>	<a href="https://gates.com/us/en/knowledge-center/resource-library/policies-and-statements.html">gates.com/us/en/knowledge-center/resource-library/policies-and-statements.html</a> see <a href="#">Gates Human Rights Policy and Modern Slavery Act Statement</a>	
2-23	Provide links to policy commitments, if publicly available		<a href="https://gates.com/us/en/knowledge-center/resource-library/policies-and-statements.html">gates.com/us/en/knowledge-center/resource-library/policies-and-statements.html</a>	





# TCFD INDEX

TCFD CORE ELEMENT	RECOMMENDED DISCLOSURE (ABBREVIATED)	REPORTING LOCATION
GOVERNANCE	Degree of board oversight	2024 Sustainability Report - ESG Governance pp. 14-15
		2024 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 13, 23
		2024 Proxy Statement – Corporate Governance
	Management’s role	2024 Sustainability Report - ESG Governance
		2024 Proxy Statement – Corporate Governance
STRATEGY	Climate-related risks and opportunities	2024 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 14, 24-28
	Impacts of risks and opportunities	2024 Sustainability Report – Governance, SASB Index
		2024 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 20, 24-28
	Resilience of the organization’s strategy	2024 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 18
RISK MANAGEMENT	Climate risk identification process	2024 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 24-28
		Global Environment Policy
	Climate risk-management process	2024 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 24
	Integration with other risk-management processes	2024 Sustainability Report - Governance
		2024 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 24
METRICS & TARGETS	Climate-related metrics	2024 Sustainability Report – Environment
		2024 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 28-29
	GHG emissions	2024 Sustainability Report – Overview, Environment, SASB Index
		2024 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 28-29
	Management of climate-related targets and metrics	2024 Sustainability Report – Environment, Assurance Statement
		2024 UK Annual Report, Non-Financial and Sustainability Information Statement pp. 28-29



# INDEPENDENT ASSURANCE REPORT TO GATES CORPORATION

ERM Certification & Verification Services Incorporated (“ERM CVS”) was engaged by Gates Corporation (“Gates”) to provide assurance in relation to the Selected Information set out below and presented in the Gates 2024 Sustainability Report (the “Report”).

ENGAGEMENT SUMMARY	
Scope of our assurance engagement	Whether the following Selected Information for 2024 are fairly presented in the Report, in all material respects, in accordance with the reporting criteria. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
Selected Information	<b>REASONABLE ASSURANCE OF GHG EMISSIONS AND WATER INDICATORS:</b> <ul style="list-style-type: none"><li>• Scope 1 GHG emissions [Mmt CO2e]</li><li>• Scope 2 GHG emissions (location-based) [Mmt CO2e]</li><li>• Biogenic emissions [Mmt CO2e]</li><li>• Water Withdrawn [million cubic meters]</li><li>• Limited Assurance of Waste and Safety Indictors:</li></ul> <b>LIMITED ASSURANCE OF WASTE AND SAFETY INDICTORS:</b> <ul style="list-style-type: none"><li>• Total Waste Volume (thousand metric tons)</li><li>• Total Hazardous Waste Volume (thousand metric tons)</li><li>• Waste Recycled % of total waste volume (percent)</li><li>• Waste to Landfill (thousand metric tons) Scope 2 Indirect GHG emissions (location-based) [million metric tons CO2e]</li><li>• Lost Time Incident Rate (LTIR) [rate]</li><li>• Total Case Incident Rate (TCIR) [rate]</li><li>• Employee Fatality Rate [rate]</li><li>• Contractor Fatality Rate [rate]</li></ul>
Reporting periods	1 January 2024 – 31 December 2024
Reporting criteria	<ul style="list-style-type: none"><li>• WBCSD/WRI GHG Protocol: A Corporate Accounting Standard (2004, as updated January 2015)</li><li>• Gates Basis of Reporting (as described in Explanatory Notes within Annual Performance Indicators section of the Report)</li></ul>
Assurance standard and level of assurance	We performed a combination reasonable and limited assurance engagement for the scope as identified above, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) ‘Assurance Engagements other than Audits or Reviews of Historical Financial Information’ issued by the International Auditing and Assurance Standards Board.  The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.
Respective responsibilities	Gates is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Report.  ERM CVS’ responsibility is to provide a conclusion to Gates on the agreed assurance scope based on our engagement terms with Gates, the assurance activities performed and exercising our professional judgement.

## OUR CONCLUSION

### Our Reasonable Assurance Opinion

In our opinion, the selected 2024 GHG Emission and Water indicators, as described under ‘Scope’ above, are prepared, in all material respects, in accordance with the reporting criteria.

### Our Limited Assurance opinion

Based on our activities, as described below, nothing has come to our attention to indicate that the 2024 Waste indicators, for the disclosures listed under ‘Scope’ above, are not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.





OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Report a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Report;
- Interviewing management representatives responsible for managing the Selected Information;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate and site level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated 2024 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Conducting visits to four Gates sites to review source data and local reporting systems and controls;
- Evaluating the conversion and emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Gates in any respect.



Malvern, PA  
May 28, 2025

ERM Certification & Verification Services Incorporated  
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