



DRIVEN BY POSSIBILITY™

# SUSTAINABILITY REPORT 2019

PUBLISHED OCTOBER 2020



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## 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 “outlook,” “believes,” “expects,” “potential,” “continues,” “may,” “will,” “should,” “could,” “seeks,” “predicts,” “intends,” “trends,” “plans,” “estimates,” “anticipates” 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; our longterm 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; and our efforts to foster a diverse and inclusive workplace. 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, the uncertainties relating to the impact of the COVID-19 pandemic, macroeconomic factors beyond the Company’s control, risks inherent to the manufacturing industry, our ability to forecast and meet demand, market acceptance of new products, and the significant influence of the Company’s majority shareholders, investment funds affiliated with The Blackstone Group Inc. 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, 2019, filed with the Securities and Exchange Commission (“SEC”), as supplemented by the risks and uncertainties set forth in the Company’s Quarterly Report on Form 10-Q for the quarter ended March 28, 2020, 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.

# LETTER FROM THE CEO



Although I am writing to introduce our 2019 Sustainability Report, I'd be remiss not to acknowledge the worldwide events that have impacted our global economy and, more importantly, our way of life. We are experiencing a pandemic not seen since the early 20th century when the Spanish flu ravaged the world and, simultaneously, a foundational movement for social change that began in North America and has been echoed on nearly every continent. Whereas

most of us have never been through such turbulence in our lifetimes, that can't be said for Gates. Since our founding in 1911, we have persevered through a number of turbulent periods and economic crises over the past 109 years. Our well-tested business model, which is built around the critical nature of our products, strong customer relationships and dedicated associates around the world, is once again carrying us through a difficult time. We believe the challenges of the current environment have made us stronger as a company and will provide additional building blocks for our collective success over the next 100 years.

In 2019, we continued our focus on the wellness of our employees, the sustainability of our environment and the vitality of our global communities. This report reflects those efforts and provides tangible measures of our continued progress in the areas of sustainability, corporate governance, product innovation, health and safety, community stewardship, and diversity and inclusion. We acknowledge there is more work to be done and commit to continue focusing on these very important initiatives, holding steadfast to our Gates' Core Values of accountability, collaboration, tenacity, curiosity and dedication.

At Gates, we innovate and engineer power transmission and fluid power solutions to drive the machines that make our world work,



**SILIAM SPRINGS, ARKANSAS:**  
Gates employee working while following COVID-19 health and safety protocols

move and thrive. We remain dedicated to our vision of continually pushing the boundaries of materials science to responsibly advance the way the world moves. Simply put, we are Driven by Possibility and optimistic that we are having a positive impact – not only on our industry – but also on the numerous industries we serve. I invite you to read through this report to learn how we are doing business with our employees' well-being at heart and the environment in mind, striving to improve the communities around us.

Be safe and stay well,

**Ivo Jurek**  
CEO  
Gates

In light of the unpredictable and ever-evolving impact of the global COVID-19 pandemic, we've been working harder than ever to ensure the sustainability of our business, products and services to continue our support of essential industries needed by our customers and global communities.

We recognize the need to operate with fluidity in the face of changing economic conditions and we remain steadfast in our commitment to the goals outlined in this report. As always, we will continue to monitor and adjust our targets as we strive to meet and exceed our customers' expectations, and deliver value for our stakeholders.



**SUSTAINABILITY AT GATES**

# SUSTAINABILITY AT GATES

At Gates, an integrated approach to sustainability guides our decision making and how we do business. Our global sustainability efforts are rooted in our ongoing commitment to the communities and environments in which we work, while maintaining ethical business standards that align with our five corporate core values.



This report was prepared in accordance with GRI\* Standards which manage our sustainability efforts in alignment with the United Nations Sustainable Development Goals. The intent of this report is to provide information and insight for Gates Industrial Corporation plc and its subsidiaries (collectively, "Gates") from January 1, 2019 through December 31, 2019, unless otherwise stated.

\*The Global Reporting Initiative (known as GRI) is an international independent standards organization that helps businesses, governments and other organizations understand and communicate their impacts on issues such as climate change, human rights and corruption.



## ACCOUNTABILITY

Reputations aren't made overnight. Over the last 100+ years, we've built ours with integrity, a strong sense of personal responsibility and dedication to working safely.



## COLLABORATION

Partnership with our customers, suppliers, distributors and fellow employees is key to our success. We embrace inclusion and the diversity of our people, while working to ensure that every voice within our organization is heard.



## TENACITY

Excellent performance requires optimism, focus and determination.



## CURIOSITY

We are continually observing the world and asking, "What's next?" We pursue the answers that improve our world. We are driven by possibility.



## DEDICATION

Every product and decision we make reflects our unwavering commitment to safety, environmental sustainability and quality.



## GATES IS...

Dedicated to the health, safety and well-being of our employees and the communities in which we operate.

Focused on maintaining ethical and comprehensive corporate governance structures.

Engineering innovative solutions that improve lives and communities around the world.

Committed to continuous improvement in environmental stewardship.

# GATES' ALIGNMENT TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



## Goal 3: GOOD HEALTH AND WELL-BEING

Global Health, Safety and the Environment (HSE) Standards help protect the health, safety and well-being of our employees and the communities in which we operate.



## Goal 7: AFFORDABLE AND CLEAN ENERGY

Gates holds high standards in environmental stewardship, and has implemented a number of energy conservation programs to enhance the efficiency of our product applications and operations.



## Goal 11: SUSTAINABLE CITIES AND COMMUNITIES

As a global business, we recognize the importance of helping to build, serve, empower and improve the communities in which we do business and seek ways to have an impact outside of our four walls.



## Goal 14: LIFE BELOW WATER

Gates recognizes that water is a precious natural resource and will continue to identify processes across our organization to help reduce water withdrawal and improve water recycling.



## Goal 5: GENDER EQUALITY

We stand committed to providing a diverse and inclusive work environment in which all of our employees are valued and able to contribute their best every day.



## Goal 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

We are focused on process improvements and innovations to minimize environmental impact throughout product life-cycle.



## Goal 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

We work to improve the energy efficiency of our own operations through initiatives to curb energy consumption and reduce costs, and utilize innovative product design to minimize our footprint.



## Goal 15: LIFE ON LAND

We track the generation, disposal methods and locations of waste in all of our facilities worldwide, with an ongoing goal to increase our waste diversion from landfills year-over-year.



## Goal 6: CLEAN WATER AND SANITATION

We adhere to important regulations and standards for water conservation, and monitor water withdrawal in an effort to better use water in an efficient manner and help conserve this valuable resource.



## Goal 10: REDUCED INEQUALITIES

We believe that celebrating Gates' diverse population helps us to better understand and appreciate our unique differences and our overwhelming similarities.



## Goal 13: CLIMATE ACTION

We are committed to responsible business practices and global energy efficiency program actions to help combat climate change and align to science-based targets.



**CORPORATE GOVERNANCE**

# CORPORATE GOVERNANCE

While Gates' business success is important, we believe in doing business the right way. As a part of its duty to oversee Gates' corporate strategy, our Board of Directors recognizes the many environmental and social factors that may impact the long-term interests of our shareholders and stakeholders. They believe governing Gates' business responsibly is intrinsically tied to achieving operational excellence. To ensure that Gates' corporate strategy aligns with its values, our Board is focused on the company's commitment to ethics, integrity and corporate responsibility.

## FRESH PERSPECTIVES FOR A 109-YEAR-OLD COMPANY

Gates is a "controlled company" within the meaning of the New York Stock Exchange (NYSE) corporate governance standards because affiliates of the Blackstone Group Inc. own more than a majority of the voting power of our ordinary shares.

Under the NYSE standards, we are exempt from certain independence requirements, including the requirement to have a majority of independent directors. However, given the importance of independent viewpoints, Gates' Board of Directors, beginning in 2020, has consisted of a majority of directors who have affirmatively been determined to meet NYSE independence standards.

Gates' Board of Directors is currently comprised of eight members. As a newly public company, the average tenure on the board is less than three years. We've added four new members since our initial public offering in January 2018. Our directors – three of whom are women – have diverse skill sets and backgrounds. As a company with a broad geographic presence, we prioritize global knowledge and experience, and have directors who have lived and worked all over the world, including in Asia, Africa, North America and Europe.

## CURRENT BOARD OF DIRECTORS

**NEIL P. SIMPKINS**  
Chairman of the Board  
Senior Managing Director,  
Corporate Private Equity Group  
The Blackstone Group Inc.

**IVO JUREK**  
Chief Executive Officer  
Gates Industrial Corporation plc

**JULIA C. KAHR**  
Senior Managing Director,  
Corporate Private Equity Group  
The Blackstone Group Inc.

**TERRY KLEBE**  
Retired Senior Vice President &  
Chief Financial Officer  
Cooper Industries

**JAMES IRELAND, III**  
Retired President & Chief  
Executive Officer  
General Electric Africa

**STEPHANIE MAINS**  
Former President & Chief  
Executive Officer  
ABB Electrification Products  
Industrial Solutions

**WILSON NEELY**  
Retired Partner  
Simpson Thacher & Bartlett LLP

**MOLLY P. ZHANG**  
Retired Vice President  
Orica Ltd.

**38%** WOMEN DIRECTORS

**57** AVERAGE DIRECTOR AGE

**18** COMMITTEE MEETINGS

**7** BOARD MEETINGS

**99%** MEETING ATTENDANCE

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE OVERSIGHT

Gates' Board oversees and has responsibility for environmental, social and governance issues, and is committed to integrating these principles into the Company's long-term strategic vision. Gates' Board has a formal schedule for consideration of environmental, social and governance matters, including review of related metrics, and is briefed regularly on emerging issues and trends as they arise.



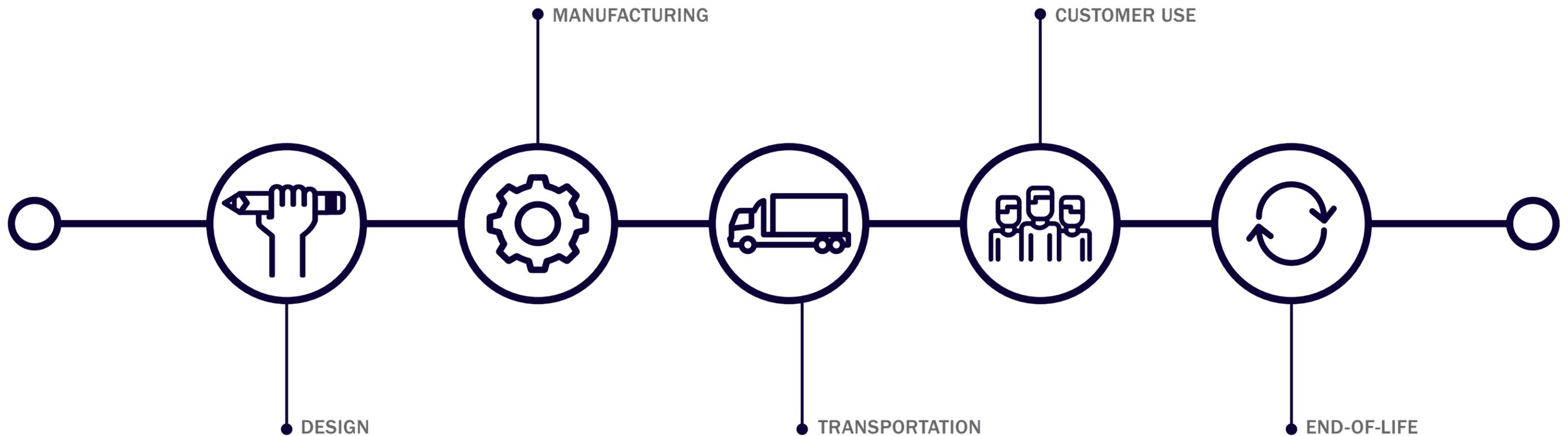
## **ECO-INNOVATION:**

### **ENVIRONMENTAL INSPIRATION, PRODUCT INNOVATION**

At Gates, we are driven to push the boundaries of materials science to engineer products that not only exceed our customer's demanding expectations, but also serve both people and planet.

# GATES PRODUCT LIFECYCLE

Consideration of people and planet plays an important role in the Gates product lifecycle. Our engineers are focused on process improvements and innovations to minimize environmental impact from cradle-to-grave, beginning with material selection in the design process, through product manufacturing, customer use and end-of-life.



# ECO-INNOVATION:

ENVIRONMENTAL INSPIRATION, PRODUCT INNOVATION



**ENVIRONMENTAL CONSIDERATIONS PLAY A KEY ROLE IN OUR PRODUCT INNOVATION PROCESS, RESULTING IN PRODUCTS THAT:**

**1**

## REDUCE ENERGY CONSUMPTION

Many of our products reduce energy losses during use, lowering the overall carbon footprint.

**2**

## OPTIMIZE MATERIAL EFFICIENCY

By reducing material consumption and weight, we actively contribute to our customers' desire to meet tightening environmental and fuel economy regulations; reduced material consumption also equates to reduced waste-to-landfill at end-of-life.

**3**

## UTILIZE RENEWABLE MATERIALS

Where possible, Gates engineers utilize renewable materials during design and manufacturing.

**4**

## REDUCE OR ELIMINATE HARMFUL MATERIALS AND CHEMICALS

By reducing or eliminating hazardous chemicals from our product lineup, we help minimize negative impacts to human health and the environment wherever possible, facilitating recycling and the circular economy.

**5**

## MAXIMIZE LOGISTICS AND DISTRIBUTION EFFICIENCY

Lighter products that require less material allow for increased packing and shipping density.



## CASE STUDY: MEGASys™ MXT™ HOSE

Gates MEGASys™ MXT™ hydraulic hose is designed to support customer expectations and meet more stringent environmental regulations.



### DESIGN

- Increased material efficiency with new one-wire design, while delivering superior performance
- Reduced material usage when compared to prior generation
- Meets leak-free standard SAE J1754 Class B when combined with Gates Megacrimp® couplings
- Validated to exceed three times normal industry standards for cycle time by impulse testing

### MANUFACTURING AND TRANSPORTATION

- Reduced product weight means reduced energy and shipping costs
- Improved throughput due to more efficient processes and utilization of manufacturing equipment

### CUSTOMER USE AND END-OF-LIFE

- Improved weight and flexibility provide ergonomic benefits when handling and installing MXT™ assemblies
- Improved application fuel economy
- Product design supports environmentally friendly fluid power standards, decreasing environmental impact at end-of-life
- Leak-free design eliminates potential impacts to the environment



## CASE STUDY: MICRO-V BELTS



Gates Micro-V® belts are designed with both customers and the environment in mind.

### DESIGN

- Utilized environmentally preferable materials in initial concept and design
- Eliminated chlorinated compounds
- Reduced material usage by 25% when compared to prior generations

### MANUFACTURING AND TRANSPORTATION

- Reduced raw material consumption by decreasing grinding requirements, allowing for the switch to a molded finish, less material use and less energy to produce
- Reduced safety hazards and flammable materials with decreased grind waste

### CUSTOMER USE AND END-OF-LIFE

- Decreased bending energy losses by 30% from thinner belt design and advanced materials
- Extended product life, avoiding premature replacement
- Reduced emissions due to overall increases in engine efficiency
- Reduced volume of waste



**HEALTH, SAFETY AND  
THE ENVIRONMENT**

# HEALTH, SAFETY AND THE ENVIRONMENT

We are committed to responsible business practices through the establishment, implementation and maintenance of the *Gates Global Health, Safety and Environment (HSE) Standards Manual*, which requires all operations<sup>1</sup> to conform with both ISO<sup>2</sup> 14001 and ISO 45001 or equivalent management systems.

Additionally, 15% of Gates' manufacturing sites are also certified to ISO 50001 for energy management.

<sup>1</sup> Includes all Gates manufacturing sites. Excludes distribution centers, recent acquisitions, assembly centers and oil and gas operations.

<sup>2</sup> ISO: International Organization for Standardization

**TO SEE OUR FULL HSE POLICY, VISIT:**  
[WWW.GATES.COM/POLICIES](http://WWW.GATES.COM/POLICIES)



**HEALTH AND SAFETY**



**GREENHOUSE GAS EMISSIONS**



**ENERGY CONSERVATION AND CONSUMPTION**



**WATER CONSERVATION AND CONSUMPTION**



**WASTE MINIMIZATION AND RECYCLING**

# GATES INTERNAL HSE AWARDS PROGRAM

The Gates Internal HSE Awards program recognizes those facilities with exceptional HSE performance. The program spans facilities around the globe, promoting innovation, collaboration, sustainability, risk reduction, continuous improvement and employee engagement.

This proactive approach helps to ensure best practices are shared across all operations, while also creating an opportunity for the Gates HSE team to gain company-wide recognition. The program nurtures Gates' objectives to standardize methods of regulatory compliance and implement environmental and safety initiatives, and ultimately results in solid employee health, safety and well-being.

## SITES STRIVE TO EXCEED AND BUILD UPON GATES' STRINGENT HSE STANDARDS IN PURSUIT OF THE HSE EXCELLENCE AWARD



### CHANGZHOU, CHINA: HSE SPOTLIGHT

In 2019, the Gates China site was recognized for achieving high HSE standards of excellence, such as:

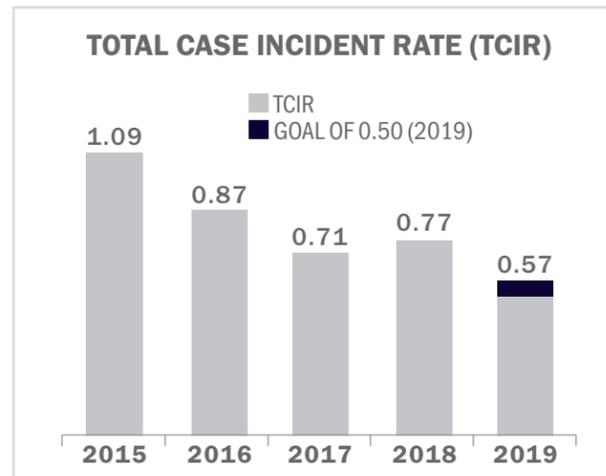
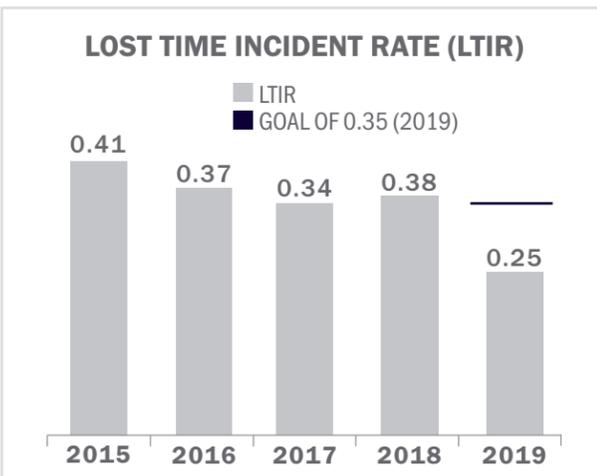
- Zero recordable injuries
- 5.3 million work hours without a lost-time injury
- 22% waste reduction
- Reduced energy consumption by 33% with finishing testers by optimizing compressed air usage
- Multiple safety improvement projects related to Ergonomics, Material Handling, Working at Heights, Machine Guarding, and Powered Industrial Vehicle (PIV) safety.

# HEALTH, SAFETY AND THE ENVIRONMENT

## HEALTH AND SAFETY

Gates strives for zero injuries and an incident-free workplace. Over the past five years, Gates has decreased recordable injuries by 40% across our global operations. This improvement has been

the result of targeted risk reduction activities, improved case management, increased accountability to corrective action identification and closure, and more effective safety observation programs.



## ENVIRONMENTAL SUSTAINABILITY

Gates holds high standards in environmental stewardship, and has implemented a number of sustainability programs that span the lifecycle of our products. We manage key materiality concerns such as greenhouse gas emissions, energy consumption, waste generation and water consumption.



Our global materials database tracks the use of chemicals across all operations. It allows us to identify the use of specific materials of concern and make substitutions wherever feasible. Since 2017, this process has helped us use more sustainable materials in our products and operations.

## GREENHOUSE GAS EMISSIONS

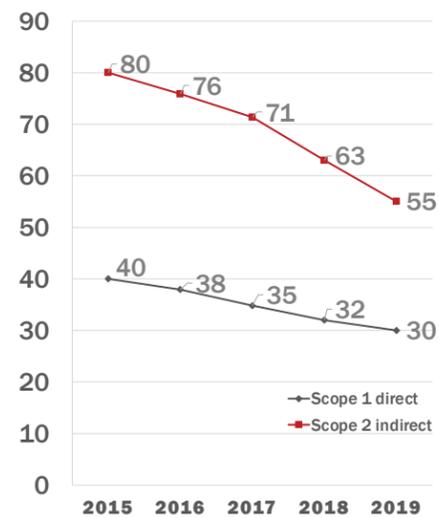
Greenhouse Gas (GHG) emissions continue to be a focus for Gates and our stakeholders.

We strive to decrease GHG emissions year-over-year and continue to align with science-based targets within our operations.

**2025 GOAL**  
 REDUCE TOTAL GHG EMISSIONS BY 15%  
 RELATIVE TO A 2019 BASELINE

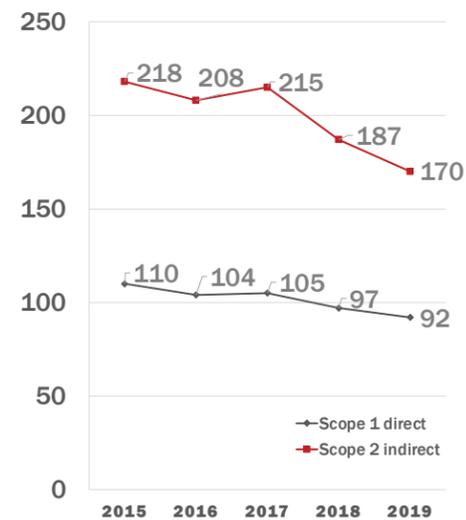
### GREENHOUSE GAS EMISSIONS-INDEXED

Metric tons of CO2 equivalent indexed per \$1,000,000 USD net sales



### GREENHOUSE GAS EMISSIONS

Thousands of metric tons of CO2 equivalent



## ENERGY CONSERVATION

Gates continues to establish partnerships with energy providers and local governments that make use of renewable energy sources.

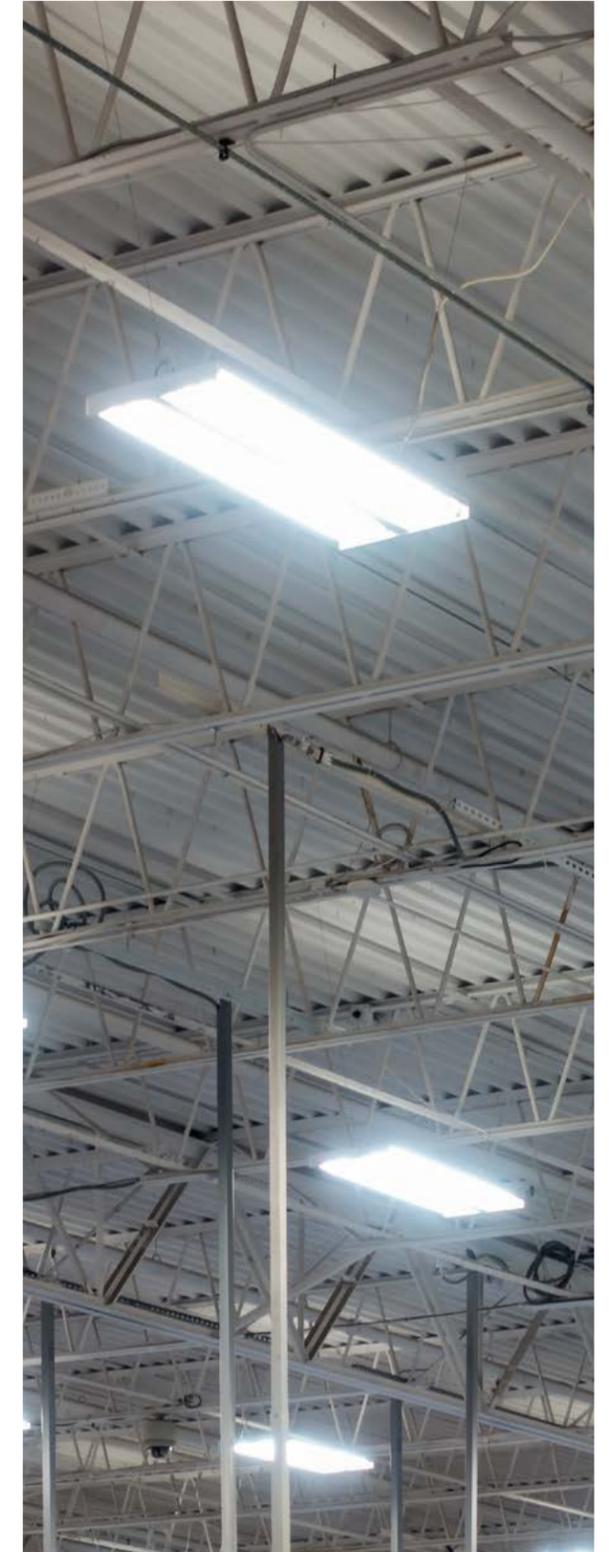
15% of our manufacturing sites are certified to ISO 50001 for energy management, with additional facilities currently in the process of pursuing certification.

Many other site-based projects, such as the installation of energy-efficient equipment, allow our capital investments to better facilitate reaching our site-based targets. Additional initiatives include an efficiency motor replacement program, LED lighting projects and use of biomass boilers and solar panels.

Gates also implements ingenuity in our procedural and monitoring programs to curb energy uses and GHG emission.

### EXAMPLES INCLUDE:

- Continuous monitoring of energy use to meet site-specific demand targets to identify inefficiencies for improvement
- Compressed air efficiency initiatives
- Shutdown programs to conserve electricity when operations or machinery are not in use

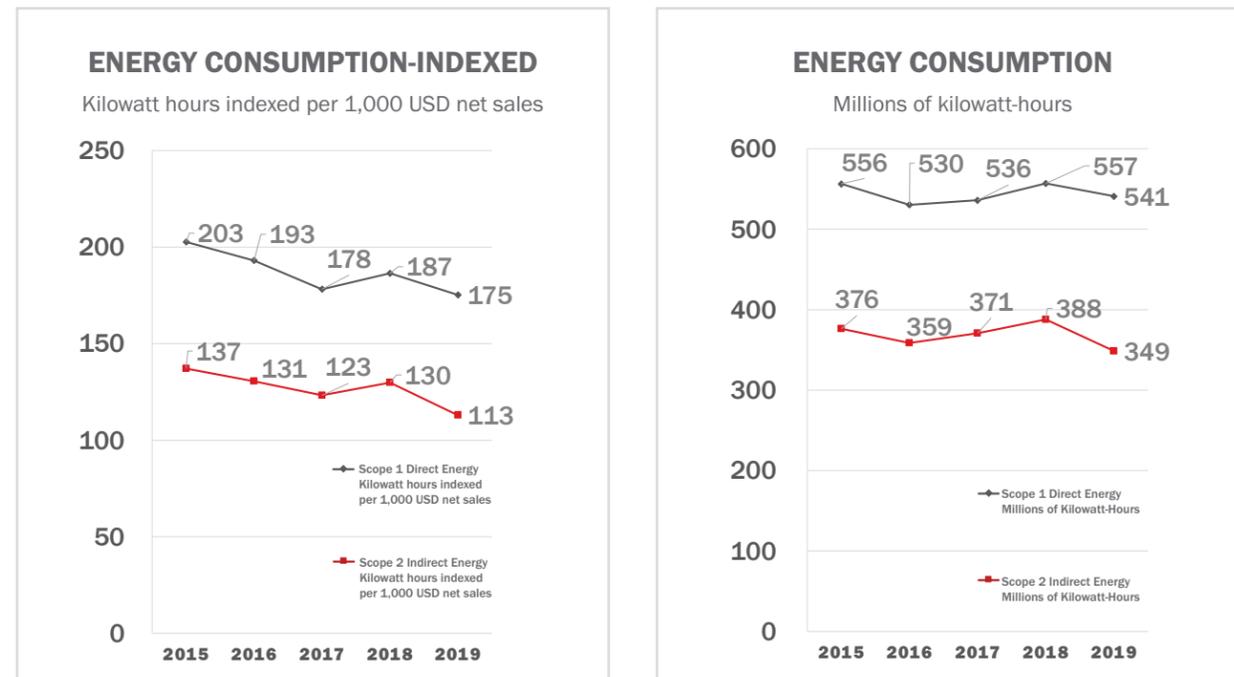


Data for all manufacturing facilities either owned or under our operational control. Data includes recent acquisitions as of 2018. Where actual data was not available, estimates were used. For example, in cases where data is not available for a full 12-month period, available data is used to extrapolate and estimate the values for missing data. Emissions factors for greenhouse gas calculations are primarily from the U.K. Department for Environment, Food & Rural Affairs (DEFRA), the International Energy Agency, the United Nations Intergovernmental Panel on Climate Change (IPCC AR4) and the U.S. EPA's Greenhouse Gas Emissions Factors Hub, and are adjusted where more recent country or region specific governmental factors are published.

## ENERGY CONSUMPTION

Gates recognizes energy consumption is a key aspect of our environmental sustainability program, driving GHG emissions and, ultimately, climate change. We work to improve the energy efficiency of our own operations through initiatives to curb energy consumption and reduce costs.

**2025 GOAL**  
REDUCE TOTAL ENERGY CONSUMPTION BY 20%  
RELATIVE TO A 2019 BASELINE



Data for all manufacturing facilities either owned or under our operational control. Data includes recent acquisitions as of 2018.

## WATER CONSERVATION

Gates operates in some water-stressed regions around the world; thus, we adhere to important regulations and standards for water conservation and strive to anticipate the needs of the communities in which we operate. Gates' facilities monitor water withdrawal in an effort to better use water in an efficient manner and help conserve this valuable resource. In drought-prone or arid regions in which we operate, we incorporate water conservation measures into everyday processes. Some examples are as follows:

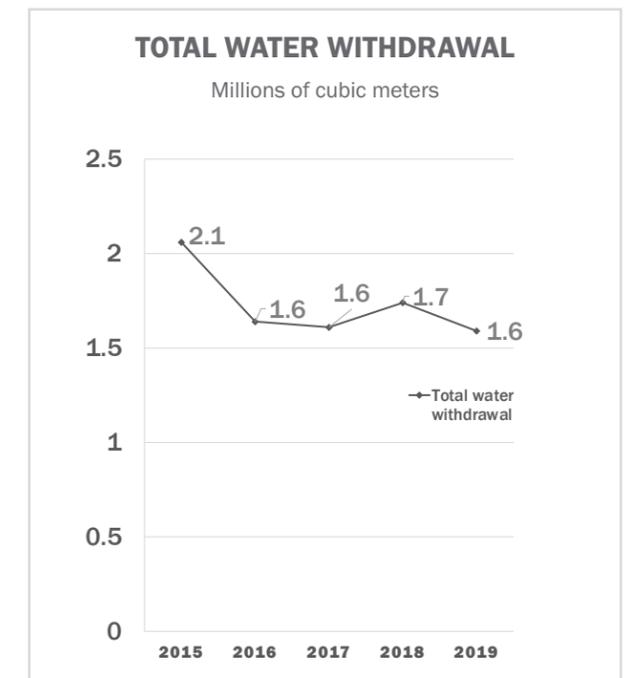
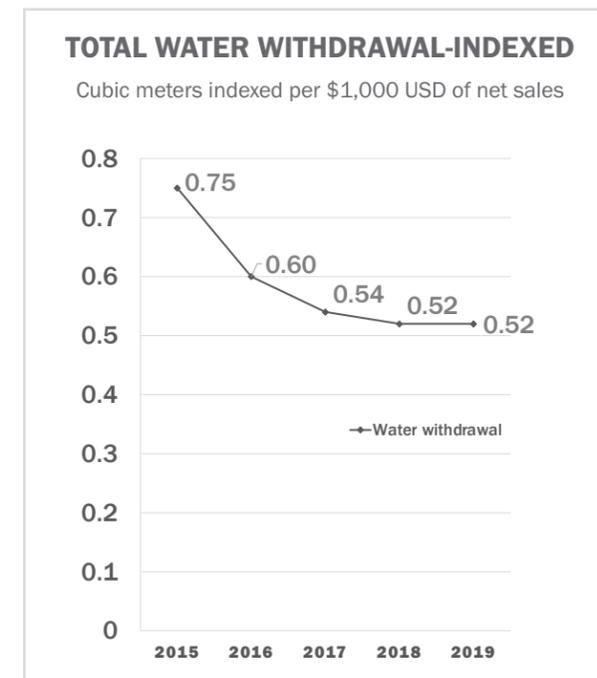
- Recycling water at Gates' facilities averaging 7% water return, conserving 107,000 cubic meters of water each year, the equivalent of 43 Olympic-size swimming pools
- Monitoring water consumption programs help to identify waste and improve efficiencies to reduce water and usage
- Updated closed-loop cooling systems are operational in the majority of our manufacturing facilities, reducing water consumption by 63%, on average, over older systems
- Installed low-flow bathroom and kitchen fixtures in 11 sites in 2019
- Implemented upgrades and investments were made throughout the year, including the installation of new boilers, cooling towers and water conservation processes across multiple sites

**AS A RESULT OF 2019 CONSERVATION EFFORTS, GATES SAVED ENOUGH WATER TO FILL 43 OLYMPIC-SIZE SWIMMING POOLS.**



## WATER CONSUMPTION

Gates recognizes that water is a precious natural resource and will continue to identify processes across our organization to help reduce water withdrawal and improve water recycling.



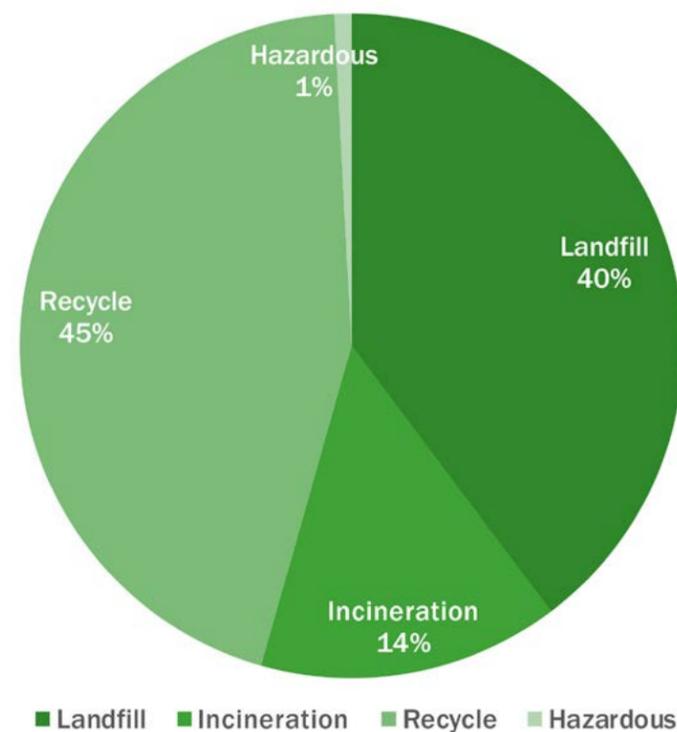
Data for all manufacturing facilities either owned or under our operational control. Data includes recent acquisitions as of 2018.

## WASTE AND RECYCLING

Gates tracks the waste generation, as well as disposal methods, of all of our manufacturing and distribution facilities worldwide. Currently, 60% of our waste is directed to recycling and incineration facilities, with an ongoing goal to increase our waste diversion from landfills year-over-year. Additionally, by reducing scrap and improving the efficiency of our manufacturing processes, we maintain a strong focus on waste reduction overall.

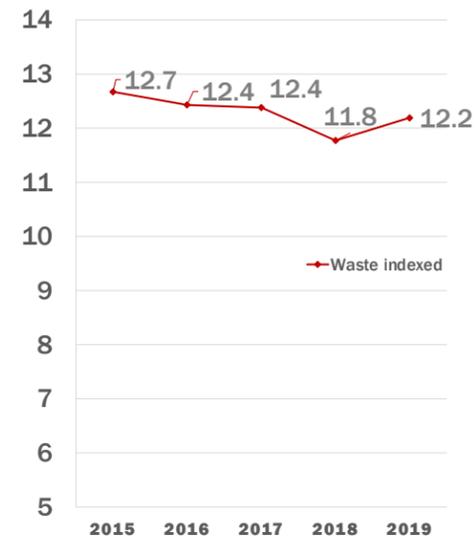
### 2019 WASTE DISPOSITION

By weight / metric tons



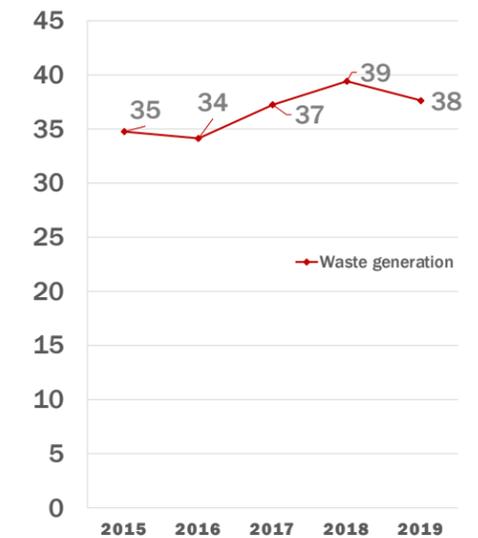
### WASTE GENERATION-INDEXED

Metric tons indexed per \$1,000,000 USD of net sales



### WASTE GENERATION

Thousands of metric tons



JACAREÍ, BRAZIL: RECYCLING COLLECTION

Data for all manufacturing facilities either owned or under our operational control. Data includes recent acquisitions as of 2018.

# HEALTH, SAFETY AND THE ENVIRONMENT: METRICS AT A GLANCE

		2015	2016	2017	2018	2019
<b>GREENHOUSE GAS EMISSIONS</b>	GHG DIRECT SCOPE 1 (THOUSANDS OF METRIC TONS OF CO2 EQUIVALENT)	109.60	104.17	104.75	97.08	91.95
	GHG INDIRECT SCOPE 2 (THOUSANDS OF METRIC TONS OF CO2 EQUIVALENT)	218.34	208.37	214.64	187.48	169.71
	GHG DIRECT SCOPE 1 INDEXED (METRIC TONS OF CO2 EQUIVALENT PER MILLION USD NET SALES)	39.93	37.92	34.84	32.50	29.79
	GHG INDIRECT SCOPE 2 INDEXED (METRIC TONS OF CO2 EQUIVALENT PER MILLION USD NET SALES )	79.54	75.85	71.35	62.76	54.97
<b>ENERGY</b>	DIRECT ENERGY SCOPE 1 (MILLIONS OF KWH)	556.40	530.24	536.11	556.90	540.93
	INDIRECT ENERGY SCOPE 2 (MILLIONS OF KWH)	376.36	358.70	370.74	387.85	348.63
	DIRECT ENERGY SCOPE 1 INDEXED (PER THOUSAND USD NET SALES)	202.69	193.03	178.21	186.43	175.22
	INDIRECT ENERGY SCOPE 2 INDEXED (PER THOUSAND USD NET SALES)	137.10	130.58	123.24	129.84	112.93
<b>WASTE</b>	TOTAL WASTE (THOUSANDS OF METRIC TONS)	34.77	34.13	37.24	39.41	37.63
	TOTAL WASTE INDEXED (PER MILLION USD NET SALES)	12.67	12.43	12.38	11.77	12.19
<b>WATER</b>	TOTAL WATER WITHDRAWAL (MILLIONS OF CUBIC METERS)	2.06	1.64	1.61	1.74	1.59
	WATER WITHDRAWAL INDEXED (PER THOUSAND USD NET SALES)	0.75	0.60	0.54	0.52	0.52
<b>HSE</b>	TOTAL CASE INCIDENT RATE (TCIR)	1.09	0.87	0.71	0.77	0.57
	LOST TIME INCIDENT RATE (LTIR)	0.41	0.37	0.34	0.38	0.25
<b>NET SALES</b>	MILLION USD NET SALES USED IN INDEXING ABOVE METRICS	2745.10	2747.00	3008.30	3347.61	3087.11



**EMPLOYEE AND  
COMMUNITY WELL-BEING**

# EMPLOYEE AND COMMUNITY WELL-BEING

## IMPACTING OUR LOCAL COMMUNITIES

As a global business, Gates recognizes the importance of helping to build, serve, empower and better the communities in which we live and work. We work together as an organization, and through a variety of local initiatives, to support community stewardship.

We are also committed to employee well-being, and offer an environment that is both collaborative and inclusive. With a focus on mental and emotional well-being, social support tools, and physical and financial wellness, we understand the importance of investing in the development of our workforce and recognize social impacts and employee well-being are critical to the success of our organization.

Gates employs a number of employee resource groups to support this focus. We utilize an internal intranet platform to facilitate global participation and centralized communication. Some examples of these global resources groups include:

- Communication and Collaboration Hub: Inside the GATES Community
- Diversity and Inclusion: We Are GATES
- Global Engagement and Resource Sustainability: GEARS



## EMPLOYEE WELL-BEING:

Gates is committed to investing in the development of its employees and recognizes how those skills are critical to the success of the organization. We monitor and base our initiatives on four key factors:

- Mental & Emotional Well-being
- Social Support Tools
- Physical Wellness
- Financial Wellness

## EMPLOYEE WELL-BEING: WORLD MENTAL HEALTH DAY

A meaningful extension of Gates' efforts to promote workforce well-being, the company also recognized World Mental Health Day globally. With a message from Gates leadership addressing the importance of mental fitness, Gates also engaged employees in participatory mental health events, including trainings and certifications, cooking classes and meditation sessions.



# COMMUNITY STEWARDSHIP AND ENGAGEMENT

## GATES INDUSTRIAL CORPORATION FOUNDATION

The Gates Industrial Corporation Foundation (the Gates Foundation) plays an important role in our philanthropy program and actively supports civic, community, arts, cultural, health and welfare initiatives, as well as education programs and scholarships.

In 2019, the Gates Foundation matched U.S. employee donations dollar-for-dollar, with donations spanning more than 150 different non-profit organizations, impacting a variety of important causes about which our employees are passionate.

In addition to the employee matching donations, another 12 charitable organizations received money in the way of grants and 6 dependent children of Gates employees were awarded college scholarships via the National Merit Scholarship Corporation.

# COMMUNITY STEWARDSHIP AND ENGAGEMENT



## DENVER, COLORADO: BIKE BUILD EVENT

More than 200 employees participated in the third annual BuildORama bike build event, in partnership with Wish for Wheels, to provide bicycles to second graders at a local low-income school.

Denver



## ST NEOTS, UK: SAMUEL PEPYS SCHOOL

Gates St. Neots sponsors the Samuel Pepys School, an organization that provides specialized education for special needs students, raising funds for school projects.

St. Neots

Gent



## GENT, BELGIUM: BEEHIVES PROMOTE BIODIVERSITY

The Gates facility in Gent, Belgium became home to two working beehives, helping to promote biodiversity and produce honey.

## AL-KHOBAR, SAUDI ARABIA: CHARITY WALK AND CANCER AWARENESS

Women from the Gates UAE facility took part in the city's charity walk to help raise money for a variety of local charities. 2019 marked a special year as it was the first time women were allowed to participate in the walk. The team also took part in breast cancer awareness events too.



Suzhou and Shanghai



## DENVER, COLORADO: EMPOWERING CREATORS

Gates HQ hosted a day-long field trip for eighth-grade students to help raise interest and awareness in STEM-related careers, exposing them to a variety of critical roles in a professional, manufacturing environment.



## JACAREÍ, BRAZIL: CHRISTMAS SOLIDARITY CAMPAIGN

Gates Brazil organized food, toy and clothing drives for the less fortunate at Christmastime.

Jacareí



## CHENNAI, INDIA: SINGLE-USE PLASTIC RESTRICTION AWARENESS GROUP

In response to proposed legislation to ban single-use plastics, Gates led an educational campaign around the elimination of these products in their community.

Chennai



## SUZHOU AND SHANGHAI, CHINA: MIFAN MAMA SHINING STAR PROJECT

Gates China is involved with the Mifan Mama organization that supports and funds local orphanages throughout the country and, specifically, the Mifan Mama Shining Star Program that provides additional support to disabled orphans.



**DIVERSITY AND  
INCLUSION**



# DIVERSITY AND INCLUSION

## WE ARE DRIVEN BY A GLOBAL CULTURE OF DIVERSITY AND INCLUSION

Gates proudly supported many events on the Diversity and Inclusion calendar during the course of 2019, as part of our continued efforts to raise awareness of the importance of a diverse and inclusive workforce and to promote a culture in which our employees can thrive. We believe that celebrating Gates' diverse population helps us to better understand and appreciate our unique differences and our overwhelming similarities.

Inside and outside of Gates, there are many ways in which we celebrate diversity and foster a vibrant and inclusive culture.

	GLOBAL			US ONLY		
AS OF 31-DEC-19	TOTAL	WOMEN	% WOMEN	TOTAL	MINORITIES	% MINORITIES
BOARD OF DIRECTORS	7	2	28.6%	7	0	0
CEO AND DIRECT REPORTS	9	1	11.1%	7	1	14.3%
DIRECTORS, VPS AND ABOVE (EXCLUDING GLOBAL LEADERSHIP)	257	50	19.5%	146	18	12.3%
MANAGERS	1,203	243	20.2%	403	53	13.2%
MANAGEMENT TOTAL	1,469	294	20.0%	558	72	12.9%
TOTAL (INCLUDES BOARD MEMBERS AND ALL TYPES OF EMPLOYEES)	14,711	3,630	24.7%	3,887	923	23.7%



## INTERNATIONAL WOMEN'S DAY

Gates participated in International Women's Day, with celebrations from Australia to India, Saudi Arabia and the Americas, to help recognize the social, economic, cultural and political achievements of women across the organization, and across the world. Gates leadership kicked off celebrations with a video message highlighting the company's commitment to gender parity and continued efforts to increase overall gender diversity worldwide.



## LGBTQ+ PRIDE MONTH

Gates actively engaged employees, and the local community, in conversation and activism through its participation and sponsorship of Denver Pride activities. A participant and significant sponsor of the 2019 Denver Pride 5K, the Gates D&I team raised more money than any other corporate team for race organizer, The Center on Colfax, an organization that ensures every member of the LGBTQ+ community has access to vital programs and resources. Gates also provided a Gates Carbon Drive bicycle to the race winner.

The company also celebrated Pride Month with a number of internal events.



## GLOBAL USE OF PRONOUNS

Gates implemented a corporate policy encouraging the voluntary identification of pronouns in email correspondence signature blocks for employees globally. Although a small gesture, the use of pronouns enables greater freedom of expression and self-identification for all.



THINK.GROW.PROSPER

GROWTH MINDSET	FIXED MINDSET
Embraces challenges	Avoids challenges
Persists in the face of setbacks	Gets frustrated or gives up easily
Sees effort as the path to mastery	Thinks intelligence is innate
Learns from criticism	Takes criticism personally
Finds lessons & inspiration in the success of others	Feels threatened by the success of others

**DOING BUSINESS RIGHT**

# DOING BUSINESS RIGHT

## HIGH STANDARDS FOR DOING BUSINESS RIGHT

Gates strives to comply with both the letter and spirit of the many laws and regulations that govern our business globally, and to avoid actions that could give rise to even the appearance of impropriety. Our core values of integrity and accountability always guide us in our day-to-day business activities.

## CORE VALUES

### ACCOUNTABILITY

Reputations aren't made overnight. Over the last 100+ years, we've built ours with integrity, a strong sense of personal responsibility and dedication to working safely.

### COLLABORATION

Partnership with our customers, suppliers, distributors and fellow employees is key to our success. We embrace inclusion and the diversity of our people, while work to ensure that every voice within our organization is heard.

### TENACITY

Excellent performance requires optimism, focus and determination.

### CURIOSITY

We are continually observing the world and asking, "What's next?" We pursue the answers that improve our world. We are driven by possibility.

### DEDICATION

Every product and decision we make reflects our unwavering commitment to safety, environmental sustainability and quality.

# CODE OF BUSINESS CONDUCT AND ETHICS

## A GUIDE FOR LIVING OUR CORE VALUES

PRINCIPLES OF BUSINESS CONDUCT AND ETHICS

COMPLIANCE WITH LAWS

CONFLICT OF INTEREST

COMPANY BUSINESS OPPORTUNITIES

CONFIDENTIALITY

QUALITY

FAIR DEALING

PROTECTION AND USE OF COMPANY ASSETS

GOVERNMENT INVESTIGATION AND INFORMATION REQUESTS

COMPLIANCE AND REPORTING

Complete Code available at [WWW.GATES.COM/POLICIES](http://WWW.GATES.COM/POLICIES)

Complete Code available at [WWW.GATES.COM/POLICIES](http://WWW.GATES.COM/POLICIES)

# DOING BUSINESS RIGHT

Gates is committed to having a strong corporate governance structure and has a number of corporate policies that provide the foundation for this commitment. Our employees are trained regularly on these topics.

## THESE POLICIES INCLUDE:

- Corporate Governance Guidelines
- Code of Business Conduct and Ethics
- Human Rights Policy
- Modern Slavery Act Statement
- Whistleblower Policy
- Anti-Corruption Policy
- Health, Safety, and the Environment (HSE) Policy
- Conflict Minerals Policy

Our Code of Business Conduct and Ethics meets the requirements of a “code of ethics” as defined by the SEC and also meets the requirements of a “code of conduct” under the New York Stock Exchange listing standards. Our Human Rights Policy sets forth Gates’ commitment to upholding the human rights of all people and treating them with dignity and respect as understood by the international community. The policies listed above can be found at [www.Gates.com/Policies](http://www.Gates.com/Policies).

## REPORTING CONCERNS

Gates encourages employees to speak up when they have concerns, and provides resources to do so through internal channels or on an anonymous and confidential basis through a hotline and website managed by an outside, independent service provider.

For more information on our governance practices and to review our governance documents, please visit [www.investors.gates.com](http://www.investors.gates.com)



DRIVEN BY POSSIBILITY™

### Report Online

Report your concern through this webpage

### Call

Report your concern by calling toll free

### Follow-Up

Check the status of your report

### Questions?

Submit your question here

**Reputations aren't made overnight. Over the last 100 years, we've built ours with integrity, a strong sense of personal responsibility, and a dedication to working safely.**



# DOING BUSINESS RIGHT: SUPPLIER CODE OF CONDUCT

Gates expects co-manufacturers and independent suppliers to share our commitment to a high ethical resolve by ensuring similar standards and policies are in place, and that our core values are practiced in their business operations. Where possible, we work directly with our partners to help develop and implement the right way to do business in their operations.

Gates follows and requires its suppliers to follow a strict supplier code of conduct, further reinforcing and clarifying this commitment.





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