



SECURING A  
**HEALTHIER,  
SAFER FUTURE**

2021 ESG REPORT

# WELCOME TO OUR 2021 ESG REPORT

At Varex, we're in the business of keeping people healthy and safe—innovating cutting-edge X-ray imaging components that support medical, industrial, and security scanning.

The landscape we operate in is constantly evolving; to meet the needs of our customers, we must evolve with it, proactively addressing market changes. To ensure we do so in a responsible and sustainable way, we maintain a constant focus on environmental, social and governance (ESG) issues and developing our operations in line with our Sustainability Strategy.

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## ABOUT THIS REPORT

Our fifth ESG Report describes our Sustainability Strategy and targets, summarizing key achievements for the period January 1, 2021 to December 31, 2021 except where Fiscal Year 2021 is noted. Varex's Fiscal Year 2021 was September 28, 2020 to October 2, 2021.

This report has been prepared with input from various Varex senior managers, our Board of Directors, and external experts.

## REPORTING BOUNDARIES

All our business activities are in scope regardless of their function, unless stated otherwise.

You can read more about our overall governance and risk management approach in our [2021 Annual Report on Form 10-K](#), as filed with the U.S. Securities and Exchange Commission.

## STANDARDS

This report has been produced in accordance with the [Global Reporting Initiative \(GRI\) Standards: Core option](#).

During 2022, we also completed our first [Sustainability Accounting Standards Board \(SASB\) report](#).

While aligning with external frameworks we also look to third-party rankers to review our disclosures. In 2022, we received a C in the ISS ESG Corporate Rating and a decile ranking of 2 for high performance compared to industry peers. We were particularly proud to be recognized as displaying very high transparency across sustainability disclosures.

## FORWARD-LOOKING STATEMENTS

Certain statements in this report constitute "forward-looking statements." These statements are based on management's current opinions, expectations, beliefs, plans, objectives, assumptions, or projections regarding future events or future results—including, but not limited to, our ESG and diversity, equity, and inclusion strategies and initiatives; our business plans and strategy; our opportunities for growth; and our stakeholder engagement efforts.

These forward-looking statements are only predictions, not historical fact, and involve certain risks and uncertainties, as well as assumptions. Actual results, levels of activity, performance, achievements, and events could differ materially from those stated, anticipated, or implied by such forward-looking statements. While Varex believes that its assumptions are reasonable, it is very difficult to predict the impact of known factors, and, of course, it is impossible to anticipate all factors that could affect actual results.

There are many risks and uncertainties that could cause actual results to differ materially from forward-looking statements made herein—including, most prominently, the risks discussed under the heading "Risk Factors" in the Company's Annual Report on Form 10-K for the year ended October 1, 2021 filed with the U.S. Securities and Exchange Commission (SEC) on November 19, 2021, as well as other factors described from time to time in Varex's filings with the SEC. Such forward-looking statements are made only as of the date of this release.

Varex undertakes no obligation to publicly update or revise any forward-looking statement because of new information, future events, or otherwise, except as otherwise required by law. If we do update one or more forward-looking statements, no inference should be made that we will make additional updates with respect to those or other forward-looking statements.

# A LETTER FROM VAREX'S CEO, SUNNY SANYAL

As a producer of cutting-edge X-ray technologies that support novel medical applications, Varex exists to enable our customers' success and to help save lives. In 2021, as the world navigated the ongoing COVID-19 pandemic, our role remained as important as ever. We maintained the heightened levels of production activated in 2020, further expanding our capabilities to deliver vital screening components to customers globally.

Wherever we operate, we want to do so in ways that are sustainable, responsible, and meaningful. This means, in part, taking steps to reduce the impact we have on the planet, and I am proud that during 2021 we remained dedicated to evolving our operations for environmental sustainability. Through our Local for Local strategy, we are ensuring a physical Varex presence in each geography we serve. Doing so not only better positions us to serve our customers quickly and efficiently, but also helps eliminate the need for long-distance product distribution, thereby reducing associated emissions.

As we consider sustainability, we also think about the impacts of our products on the end user. For Varex, a product that increases patient safety is just as sustainable as one that uses fewer materials or has a lower emissions footprint. In the past year, we have maintained open dialogues with customers and invested in research and development (R&D) to produce solutions—such as our new Z Platform X-ray detectors—that deliver high-quality images at lower radiation doses to the patient. And we're expanding this care beyond the medical sphere too, with products that enable real-time scanning of food items for contaminants during production.

Just as we prioritize the end user experience, we want to make the Varex experience for our own people as positive as it can be. Throughout 2021, we have continued to address the complexities of creating COVID-safe environments and transitioning to more hybrid working systems. It has meant finding ways to balance employee health priorities with the need to maintain engagement and a sense of camaraderie among our workforce. We realize there is still progress to be made—including investing in upgraded systems and

technologies that enable meaningful connections—but it's progress we are committed to realizing for our people.

Today, we are focused on the actions Varex can take to achieve our own ESG goals. Looking to the future, I envision a business whose positive impact expands beyond our direct sphere of influence. A company whose activities contribute to the sustainability ambitions of our customers, amplifying the progress we collectively bring about for patients, our industry, and the planet on a wider scale.

It's a vision that can only be achieved with a clear plan and robust leadership. It's why we have overhauled our ESG governance structure to provide increased oversight, and why Varex will continue finding new and better ways to deliver on our strategy to sustainably impact lives.



“Looking to the future, I envision a business whose positive impact expands beyond our direct sphere of influence.”

A handwritten signature in dark ink, reading 'Sunny Sanyal'.

SUNNY SANYAL,  
CEO



# ABOUT VAREX

For over 70 years, we have been innovation pioneers for X-ray imaging components. Today, our components—designed to enhance detection, diagnosis and protection—are used in various medical, industrial and security imaging applications.

## OUR VISION

To be the preferred global partner for innovative X-ray imaging solutions.

## OUR MISSION

Through the talent of our people and vision of customers, we help improve and save lives around the world by making the invisible visible.

## WHAT WE DO

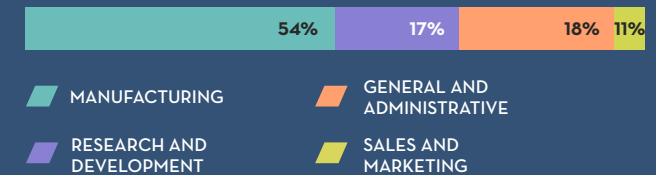
Varex is a leading independent supplier of X-ray imaging components: tubes, linear accelerators, digital detectors, high voltage connectors, accessory components, and software.

Our imaging solutions are designed to meet the needs of customers and are used in medical imaging systems for both people and animals; in industrial non-destructive testing and manufacturing inspection; and in security imaging applications such as cargo inspections for border protection, and carry-on and checked baggage screening at airports.

## AT A GLANCE

### Our employees

As of September 30, 2021, we had approximately 2,000 employees worldwide, working across:



### Our industries



## WHERE WE WORK

Our global headquarters are in Salt Lake City, Utah. The majority of our revenue is generated from customers outside of the United States. We currently manufacture our products in five countries (the United States, the Netherlands, Germany, the Philippines, and China) and have sales and service operations in 13 countries.



### MANUFACTURE

5

WE CURRENTLY  
MANUFACTURE OUR  
PRODUCTS IN FIVE  
COUNTRIES

### SERVICES

13

SALES AND SERVICE  
OPERATIONS IN 13  
COUNTRIES

## HOW WE CREATE SHARED VALUE

To help drive long-term shared value, we are guided by a strong corporate governance structure, detailed Code of Conduct, and our robust Sustainability Strategy.



### SUPPLY CHAIN

Together with our suppliers, we endeavor to create a responsible supply chain that drives quality and efficiency while addressing human rights and environmental impacts.



### MANUFACTURING

We strive to uphold high standards of product quality and safety while addressing our impact on local communities.



### CUSTOMERS

We harness the power of collaboration, creating cost-effective X-ray imaging solutions in response to the changing needs of our customers.



### SOCIETY

By creating products that meet high quality, safety, and environmental standards, we aim to deliver health and security benefits for all our end users—our patients, consumers, and broader societies—in a sustainable manner.

### CIRCULAR ECONOMY

We believe that, by transitioning toward a circular, lower-carbon economy, we can maximize value for customers while reducing our environmental impact.

# CREATING SHARED VALUE

Creating sustainable value for our stakeholders is critical to Varex's success. We do this by delivering high-performing components that enable a range of imaging processes.

By producing components that deliver low-dose, high-resolution medical images, we contribute to keeping people around the world safe and healthy. And by supporting the digital imaging transition across industrial, non-destructive testing, and inspection processes, we are adding the value of security for our customers, protecting ports, borders, and airports with enhanced imaging technology.

## CAPITAL

Several inputs enable creation of our products:



## NATURAL

Natural resources such as energy, water, and virgin and recycled metals form our products.



## HUMAN

We seek to build a diverse, inclusive workforce of creative, innovative employees.



## SOCIAL

We aim to build trusting relationships with employees, customers, business partners, suppliers, and communities.



## MANUFACTURED

Machine technology is key to developing our solutions.



## FINANCIAL

Financial investments enable us to operate and grow sustainably.



## INTELLECTUAL

Our trade secrets, patents, trademarks, intellectual property, processes, and standards give us a competitive edge.



## TECHNICAL FACILITIES

Global manufacturing facilities help us deliver solutions to customers around the world.

## RESPONSIBLE AND RESPONSIVE

We are agile and responsive to market trends.

## MEDICAL

Growing, aging populations put increased pressure on healthcare systems. We are advancing innovation to improve image quality and speed while reducing costs and X-ray dosage as well as promoting access to our components in emerging markets.

## INDUSTRIAL

Technological developments continue to advance the scope of our solutions, from inline manufacturing inspections and non-destructive testing to inspection of complex machined parts, cargo scanning, and inspection of infrastructures such as oil and gas pipelines.

## WINNING TOGETHER IN 2021

## CUSTOMERS

**40+**

YEAR RELATIONSHIPS  
WITH THREE OF OUR  
LARGEST CUSTOMERS

INSTALLED BASE: 800,400  
PRODUCTS GLOBALLY

## ENVIRONMENT

**6,574**

X-RAY TUBES ACCEPTED  
FOR RECYCLING IN 2021



# 2021 IN REVIEW

While 2021 was a year of recalibration—when we adjusted to new circumstances, working processes, and ways of connecting—it has also been a period for progress. We have continued to deliver increasingly sophisticated imaging solutions while enhancing our facilities for lower impact.

## DELIVERING ENHANCED SOLUTIONS

Throughout the year, our engineers have remained laser-focused on finding ways to evolve our X-ray offerings to deliver solutions that meet the changing needs of our customers.



Invested in **developing prototype panels for our Z Platform**, which enhances imaging, reduces dosage, and increases efficiency.



**Launched Veolity LungRead software**, which uses artificial intelligence to improve lung-screening readings.



Worked with customers to **develop and update components** that comply with new guidelines for baggage-screening systems.

READ MORE IN  
INSPIRING INNOVATION



## ADVANCING OUR ECO-CREDENTIALS

We look to develop more efficient ways to do things. From retrofitting our facilities to moving toward a circular economy for materials, during 2021, we took several steps to reduce our environmental footprint.



**Reduced transport requirements** by bringing each step of X-ray tube production under one roof in China.



Engaged with customers to encourage the **return of packaging to be recycled** by Varex.



**Qualified certain components for reuse** to help divert materials from landfill.

READ MORE IN  
PROTECTING THE ENVIRONMENT



Throughout 2021, we remained committed to being there for our people and to realizing a business that stands for what we believe in.

## BEING THERE FOR PEOPLE

As the world began to reopen following COVID-19 restrictions, Varex developed resources to ensure employees felt confident returning to work. At the same time, we continued engaging with, and delivering support to, our local communities.



Continued finding ways to improve the employee experience, resulting in a **26-point increase in Employee Net Promoter Score.**



Supported employees to get the COVID-19 vaccination—reaching **75% vaccination among US employees and 100% in the Philippines.**



Donated **\$3,000 to the Utah MESA/STEP Program** to advance STEM education among underserved students.

**READ MORE IN EMPOWERING PEOPLE AND COMMUNITIES**



## BEING A RESPONSIBLE BUSINESS

To achieve our vision and mission, everything we do must be guided by robust governance and underpinned by a commitment to ethics and integrity. Throughout 2021, we made various updates to support an increasingly responsible approach to business.



Performed a significant **overhaul of our ESG governance structure** to further develop ESG oversight.



Performed a **global culture and climate survey** to understand employee perceptions of Varex, including how we can improve ethical compliance training.



**Restarted our supplier auditing program** to ensure compliance with our Third Party Code of Conduct.

**READ MORE IN ACTING WITH INTEGRITY**



# OUR SUSTAINABILITY STRATEGY

## SECURING A HEALTHIER, SAFER FUTURE

Our mission is to improve and save lives around the world. Operating sustainably is a key part of this. From innovating leading X-ray solutions to building relationships with our customers and local communities, our Sustainability Strategy guides our efforts to be a responsible, resilient business. And, by addressing four key areas—each with ambitious 2030 goals—our strategy helps us target progress in the areas that matter most for Varex.



### DELIVERING THE SUSTAINABLE DEVELOPMENT GOALS

Our strategy is informed by the [UN Sustainable Development Goals](#) for 2030.

## OUR GOALS

### INSPIRING INNOVATION

**Collaborate with our customers** to create products that have a positive impact on the lives of millions of people, guided by our Sustainable Innovation Guidelines.



### PROTECTING THE ENVIRONMENT

**Strive to minimize our impact on the environment** by working toward zero manufacturing waste and carbon neutrality.

**Reduce the need for raw materials** by designing our products for recycling and reuse.



### EMPOWERING PEOPLE AND COMMUNITIES

**Develop our strategy** to invest a percentage of our profits in:

- > Helping people to develop their potential
- > Empowering youth, women, and minorities to develop the skills they need to excel
- > Supporting health in communities where we operate



### ACTING WITH INTEGRITY

**Work with our suppliers** to promote a responsible supply chain.

**Work with the UN Global Compact (UNGC)** and other international players to help protect and respect human rights across our value chain—from sourcing to customer.




## ESG ASSESSMENT

To create an effective Sustainability Strategy, we must first understand the most important issues for our stakeholders and our business.

In 2020, we refreshed our ESG assessment process to understand if business developments had impacted our ESG priorities. We used the results of this assessment to refine our strategy, helping maximize our potential for positive impact on the environment, society, and the economy.

MATERIAL ISSUES	Inspiring innovation	Protecting the environment	Empowering people and communities	Acting with integrity
Better health	●		●	
Safer, more secure world	●		●	
Product safety and quality	●		●	●
Customer care	●			●
Being an employer of choice			●	●
Being a good neighbor		●	●	●
Sourcing responsibly		●		
Climate change, energy, and air quality		●		●
Resource stewardship		●		
Responsible growth				●
Ethical business				●



We're driving improvements from the inside out with a robust, holistic, and integrated approach to ESG.

# INSPIRING INNOVATION

Innovation is at the heart of our aspiration to improve lives by creating a healthier and safer future. Our products allow customers to deliver high-quality services to those who need them most, from pioneering illness detection to powerful security screening.

We are continuously investing in R&D processes to offer our customers affordable, high-quality diagnostics and state-of-the-art imaging technologies. So that we can proactively deliver solutions that address customer requirements around efficiency and environmental sustainability, we maintain close partnerships with our customers, collaboratively identifying opportunities to meet future needs.

Over 300 Varex engineers are dedicated to research and innovation. In 2021, they helped us bring 37 new or updated products to market.

## SUSTAINABLE INNOVATION GUIDELINES

Four Sustainable Innovation Guidelines guide our product development processes, embedding sustainability in every design decision:

- > Better user experience (faster and more reliable scanning and improved portability)
- > Clearer images and improved differentiation
- > Reduced environmental impact through responsible sourcing, and reduced power and raw materials consumption

## OUR 2030 AMBITION

Collaborate with our customers to create products that have a positive impact on the lives of millions of people, guided by our Sustainable Innovation Guidelines.

## OUR FOCUS AREAS

### BETTER HEALTH

### A SAFER, MORE SECURE WORLD

### PRODUCT SAFETY AND QUALITY

### CARING FOR OUR CUSTOMERS



## OUR 2021 KEY HIGHLIGHTS

# 37

NEW OR UPDATED  
PRODUCTS  
LAUNCHED IN 2021



# BETTER HEALTH

Driving better health is a core tenet of our company purpose. To achieve this, we must always be innovating, developing the next generation of detection and diagnosis products and solutions for use in medical systems around the globe.



## ENABLING MORE EFFICIENT DIAGNOSES

We are constantly on the lookout for ways we can work with our customers to develop more affordable X-ray imaging components that deliver better medical screening at a lower dosage. In 2021, we drew on these collaborations to continue improving the reliability of many of our existing products.

For example, we have been working to broaden the family of products across our indium gallium zinc oxide (IGZO) platform—also known as our Z Platform. During the year, we invested in research to enhance this line of flat panel detectors. Through various innovation projects we have been working to increase detector frame rate and spatial resolution, allowing customers to generate high-quality images more quickly while reducing radiation dosage to the patient and increasing energy efficiency.

To ensure the platform delivers real-world benefits, we trialed prototype devices with select customers throughout 2021. These insights, plus the other learnings we have collected throughout the R&D stage, will inform a wider rollout of the IGZO platform in 2022.

## OUR 2021 KEY HIGHLIGHTS

**\$71.9**

MILLION INVESTED IN R&D

**15**

NEW PATENTS GRANTED

## OUR PROGRESS

TARGET	KPI	PROGRESS IN 2021
Partner with our customers to develop products that enable a more effective and efficient user experience	Increase the number of scans that can be conducted per day/year of newly installed tubes/systems	Ongoing
	Percentage of new products that meet our Sustainable Innovation Guidelines	100%
Invest 8-10% of annual revenue in product research, development, and innovation	R&D expenditure	\$71.9 million
	The number of new patents	15

## IMPROVING ACCESSIBILITY AND AFFORDABILITY

Delivering solutions for better health means ensuring accessibility and affordability so as many as possible can benefit. It's why we focus on developing more cost-effective solutions, optimizing our portfolio and phasing out complex models that are expensive to build.

In July 2021, we introduced a digital radiography detector—LUMEN 4336W—designed for increased durability, reliability, and user convenience. It is robust and displays advanced water resistance—an increasingly important feature amid today's stringent disinfection requirements. With a more hardwearing system we are also reducing costs to customers, minimizing dead-on-arrival (DOA) rates and ensuring lower failure rates once operational.

## SOLUTIONS FOR LUNG DIAGNOSTICS

While continuously evolving our X-ray components, we look to enhance diagnoses through more effective software solutions. Our MeVis team has introduced a new package, Veolity LungRead, which harnesses artificial intelligence (AI) to deliver improved lung-screening readings.

The software represents an all-in-one solution for reading chest computed tomography (CT) scans and optimizing lung cancer diagnoses. AI capabilities help detect and measure incidental lung nodules and automatically assess growths, informing tailored management plans.

# A SAFER, MORE SECURE WORLD

As security and industrial challenges evolve globally, technologies must keep pace to ensure the highest levels of safety are maintained. From tackling global terrorism threats to preempting energy pipeline issues, we are collaborating with customers to develop sophisticated components that meet stringent requirements.

## INNOVATING FOR A SAFER WORLD

Our X-ray components play a vital role in the industrial sector where they are used in non-destructive testing and manufacturing inspections. In addition, the security products we develop are used extensively at global border controls to scan for contraband and radioactive objects.

Throughout 2021, we have maintained focus on innovation in our industrial segment and remain a market leader in the space of X-ray tubes for security and safety systems. We are increasingly focused on introducing technologies that protect people outside of a medical context. For example, we have developed solutions for scanning food items at the speed of production to ensure they are safe for human consumption. Our high-speed detectors can create images at thousands of frames a second during in-line inspections so that our customers are able to confirm that food products, such as baby food and animal-derived goods, do not contain contaminants, bones, or other materials that should not be there.

## ADVANCING DETECTION TECHNOLOGIES

To keep people as safe as possible when traveling, the United States Transportation Security Administration (TSA) is updating their guidelines for baggage-screening systems. Specifically, they are installing CT technology at security checkpoints to enhance detection of dangerous or harmful items in carry-on baggage. The new systems enable officers to view 3D images of items in 360 degrees for total analysis.

In response to these guidelines, several Varex customers are in the process of updating their security scanning systems. We are supporting them in this transformation, delivering new components and updating existing ones so they can contribute to more sophisticated systems that meet the new guidelines.

## OUR PROGRESS

TARGET	KPI	PROGRESS IN 2021
Partner with our customers to develop products that enable a more effective and efficient user experience	Percentage of new products that meet our Sustainable Innovation Guidelines	<b>100%</b> of new products meet the Sustainable Innovation Guidelines
Consistently invest in product innovation	R&D expenditure	<b>\$71.9 million</b> in R&D expenditure

## OUR 2021 KEY HIGHLIGHTS

APPROXIMATELY  
**1,400**

X-RAY SECURITY TUBES  
PRODUCED FOR USE  
WORLDWIDE IN 2021

# PRODUCT SAFETY AND QUALITY

We are committed to promoting better health and a safer, more secure world. To do this, we must develop products not only for effectiveness but with safety and long-term quality in mind too.



## MANAGING RADIATION

Many of the products we develop rely on X-ray energy to deliver high-quality images. We are subject to strict regulations regarding the manufacturing, handling, storage, transport, and disposal of radioactive substances.

We know our customers want to help their patients feel as safe and comfortable as possible during medical scans. To support this, we continue to develop solutions that deliver superior imaging quality at a lower radiation dose. Different regions globally maintain different safety standards, and so, when customers provide us with their requirements, we work to ensure our products comply and are safe for use and operation. To drive consistency in our approach, we test all our products against the International Electrotechnical Commission's (IEC) globally recognized safety standards. Additionally, any product we create for imaging humans or other biological subjects must comply with regulations set by the U.S. Food and Drug Administration (FDA).

As well as reducing dosages for end users, we work to keep our employees safe when they work around sources of radiation too. Each site has a designated safety responsibility person who ensures compliance with protocols regarding working with radiation. Additionally, those who work around X-ray energy are trained on relevant safety measures.

## OUR 2021 KEY HIGHLIGHTS

# 37

NEW OR UPDATED PRODUCTS LAUNCHED IN 2021

## OUR PROGRESS

TARGET	KPI	PROGRESS IN 2021
Unify global operations to a single quality management system	Product acceptance rate	<b>99.2%</b>

## DESIGNING FOR QUALITY AND RELIABILITY

Quality, reliability, and durability are key considerations for everything we design, and we perform hundreds of tests to ensure our products satisfy our expectations. When customers return a faulty product, we carry out a full risk assessment to determine root causes. This information then informs updates to ensure we prevent a similar occurrence in the future.

Throughout 2021, we were proud that our DOA rate for products remained at less than 0.3%. This means there were very few incidences of products arriving to our customers as defective or broken. It is a testament to our constant commitment to delivering quality and longevity. The rate of customers returning faulty products was similarly low.

## REVOLUTIONIZING IMAGING WITH DIRECT CONVERSION

In 2019, we acquired Direct Conversion—the first company to deliver affordable photon counting detection technologies. Today, we are growing our shared capabilities to bring this revolutionary X-ray solution to more customers, enabling increasingly detailed images at lower radiation dosages.

Photon counting detectors work by measuring the energy of photons after they have passed through a patient's body. This energy is then converted to electric signals that are analyzed and translated into a final image. The result is enhanced spatial resolution and better contrast without the need for additional radiation doses. Plus, with speeds of up to 5,000 frames per second, photon-counting detectors can scan an entire body in just eight seconds.



# CARING FOR OUR CUSTOMERS: A PARTNER FOR SUCCESS

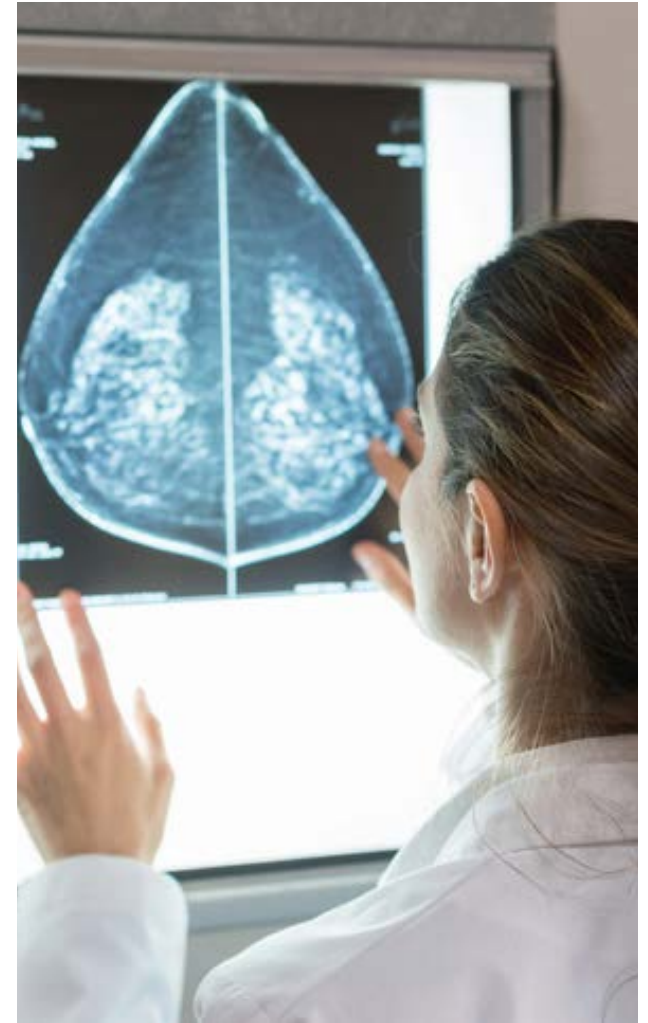
When our customers succeed, Varex succeeds. It's why prioritizing their requirements when we develop our solutions is key and why we continually engage with them to understand how our components can best support their businesses.

## MAINTAINING CUSTOMER ENGAGEMENT

Throughout 2021, we continued developing how we operate against the ongoing backdrop of the pandemic, finding ways to provide uninterrupted support to our customers. Our remote installment calls remained a valuable route for helping customers set up their new products. However, as things began to reopen globally, we were also pleased to make a return to more in-person events. For example, in November 2021, several Varex experts attended The American Society for Nondestructive Testing's (ASNT) 2021 Annual Conference, creating an opportunity to engage with others in the industrial testing industry.

## ENGAGING CUSTOMERS ON PRODUCT MANAGEMENT

In addition to working with customers on developing quality, safe, and effective products, we want to engage them in responsibly managing those products at their end of life. We encourage them to return retired products, such as X-ray tubes, to us. Where possible, we then recycle and reuse them or responsibly dispose of any potentially hazardous waste materials. In return for sending in old products, we reward customers with credits to put toward new components.



## OUR 2021 KEY HIGHLIGHTS

# 52

NET PROMOTER SCORE

# 31%

CUSTOMER RESPONSE RATE

## PRODUCTS THAT ENABLE CUSTOMER SUCCESS

For Varex to be successful, we must create components that enable our customers' success. During 2021, we released two new mobile radiographic products, with two key features that enhance X-ray efficiency during surgical mobile c-arm imaging for our customers. Firstly, the products incorporate an X-ray tube and cooling unit that enables higher-power imaging and more continuous data processing. Secondly, we have incorporated fast X-ray pulsing to enable high frame rates and a higher-resolution final image.

## CYBERSECURITY AND SAFETY OF CUSTOMER DATA

We value and respect our customers' privacy, and are committed to complying with relevant data protection laws in the areas where we operate. Throughout 2021, we heavily invested in cybersecurity by supporting employee development in this area, with our IT team working to advance customer and company data security measures. Read more about how we protect sensitive information on [page 31](#).

## OUR PROGRESS

TARGET	KPI	PROGRESS IN 2021
Keep our Net Promoter Score (NPS) at 50 or above	Net Promoter Score	<b>52</b>
Improve our customer survey response rate	Customer survey response rate	<b>31%</b>



# PROTECTING THE ENVIRONMENT

In recent years, people globally have experienced the increasing impacts of climate change. At Varex, we are working across the business to promote a transition to a circular economy and a low-carbon future. We recognize that by reducing our carbon footprint we can help protect both the future of our business, and the wider global community.

Building a culture of environmental stewardship must be a collective endeavor. That is why we regularly engage with our employees, customers, and suppliers on topics of environmental sustainability, encouraging a shared responsibility for collective progress.

## OUR 2021 KEY HIGHLIGHTS

# 730

TONS OF WASTE  
RECYCLED

# 6,574

TUBES RETURNED  
FOR RECYCLING

# 72%

CURRENT  
DIVERSION RATE

## OUR 2030 AMBITION

Strive to minimize our impact on the environment by working toward zero manufacturing waste and carbon neutrality.

Reduce the need for raw materials by designing our products for recycling and reuse.

## OUR FOCUS AREAS

### RESOURCE STEWARDSHIP

CLIMATE CHANGE, ENERGY,  
AND AIR QUALITY



# RESOURCE STEWARDSHIP

We rely on a range of raw materials for producing our components and are committed to using them as responsibly and efficiently as possible. We work hard to develop more efficient waste management systems, placing a growing emphasis on reusing and recycling materials wherever possible.

## PROMOTING A CIRCULAR ECONOMY

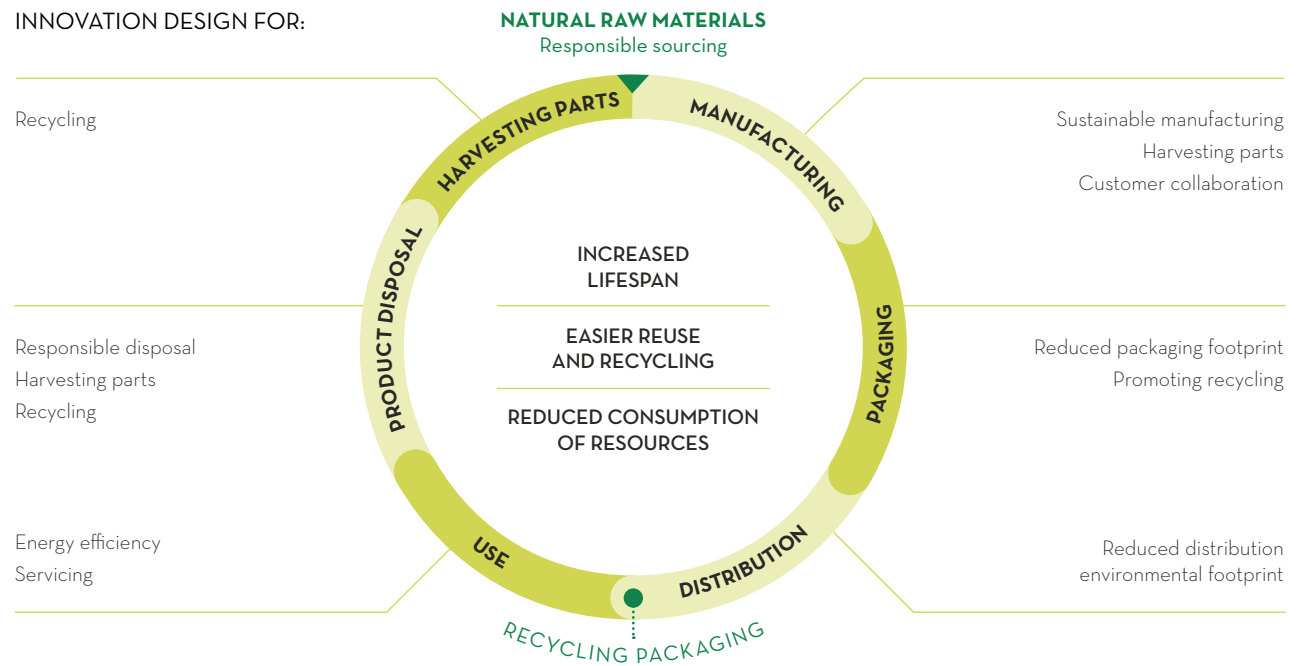
Where possible, we want to close the loop on material use, harnessing the full value of what we source. We are working to ensure all our packaging is made from recyclable, recycled, or reusable materials. Additionally, we are making the move away from single-use packaging and injection foam and finding ways to ship multiple items together to reduce packaging requirements.

Throughout 2021, we worked closely with our customers to encourage them to return packaging so we can recycle, refurbish, or repurpose it. For example, foam inserts that are used to protect our products in transit are either repurposed into carpet padding, or sent to our packaging supplier for recycling and repurposing into new packaging that we can use again.

We continue to explore alternative ways to recycle additional materials to further close the loop on our production. During the year we purchased grinder machinery and obtained the correct qualifications to use it, so that we can process and reuse certain materials that would otherwise go to landfill. And, when supply chain disruptions made sourcing particular products difficult, we worked to qualify some of our existing components for reuse. Not only did this reduce the impact of supply interruptions, it also created a new path for certain products that historically have been sent out as waste.



## INNOVATION DESIGN FOR:





## OUR 2021 KEY HIGHLIGHTS

# 730

TONS OF WASTE RECYCLED

# 132,146

MTR<sup>3</sup> WATER DIVERTED

## DEVELOPING MORE EFFICIENT WASTE MANAGEMENT

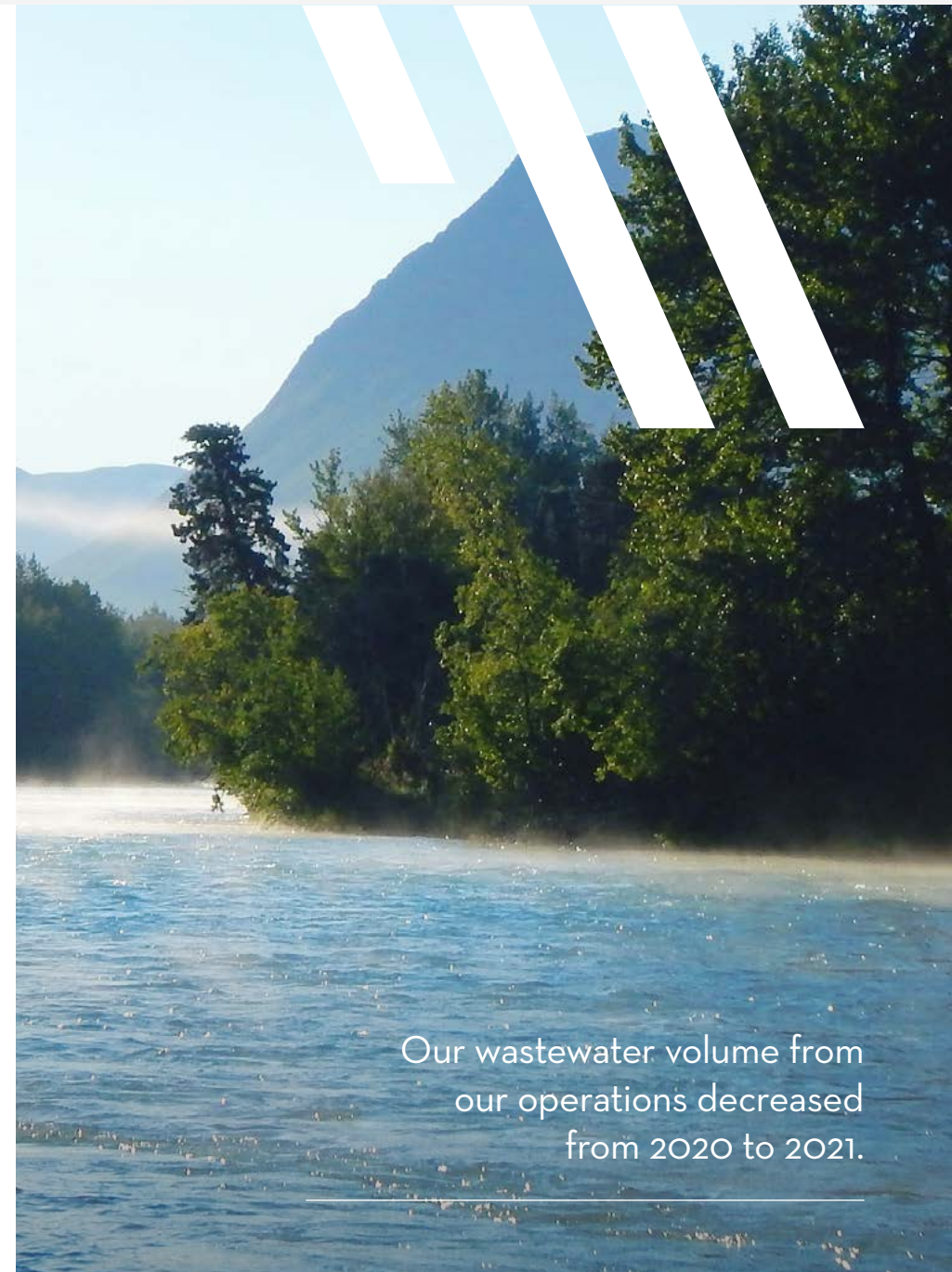
We are continually working to reduce waste, but we are also exploring innovative ways to effectively manage the waste we do produce. Water is one of the earth's most precious resources, and we are committed to eliminating its waste in our production systems. In 2021, we used well water only for outdoor landscaping and gardening needs at our Salt Lake City facility and were pleased to see the volume of wastewater from our operations decrease versus 2020.

With a focus on reducing the impacts of various waste streams, we are currently looking to improve electronic waste management, seeking new ways to reduce and repurpose old electronics. We also recently launched an aerosol can puncture program to track our can waste, ensuring used aerosols are disposed of responsibly and, where possible, recycled.

## OUR PROGRESS

TARGET	KPI	PROGRESS IN 2021
Zero waste: work toward the circular economy	Tons of waste recycled	<b>730</b> tons of waste recycled a 36% decrease*
	Tons of waste to landfill	<b>273</b> tons of waste to landfill a 59% decrease*
	Waste diversion rate	<b>72%</b> waste diversion rate a 10% increase*
	Number of tubes/panels taken back each year	<b>6,574</b> tubes taken back
Continue to reduce our water use across our global manufacturing operations	Water use	<b>132,146</b> mtr <sup>3</sup> water a 50% decrease
Innovate with respect to our products in partnership with customers, guided by our Sustainable Innovation Guidelines	Percentage of new products that meet our Sustainable Innovation Guidelines	<b>100%</b> of new products meet the Sustainable Innovation Guideline

\* Over 2019 baseline year



Our wastewater volume from our operations decreased from 2020 to 2021.

# CLIMATE CHANGE, ENERGY, AND AIR QUALITY

The effects of climate change will be felt by everyone, globally. As such, we believe everyone has a role to play in limiting those impacts. At Varex, we continue to invest in process updates to ensure we are minimizing our climate footprint and operating as sustainably as possible.



## REDUCING GREENHOUSE GAS (GHG) EMISSIONS

The nature of our operations means that we produce emissions across all stages of production—from our supply chain activities, through manufacturing and up to how our products are distributed globally.

One area where we have seen tangible emissions reductions is transportation associated with our supply chain and product distribution. Due to pandemic-related travel restrictions and ongoing supply chain disruptions, throughout 2020 and into 2021, we relied more on air freight to transport our products.

As we move into 2022, we will continue finding solutions to avoid emissions related to our direct operations and wider value chain. Notably, work has started to increase capture and reuse of sulfur hexafluoride (SF<sub>6</sub>) gas in testing processes at our site in Las Vegas, preventing release of it into the atmosphere.

## CLOSING THE GAP BETWEEN PRODUCTION AND CUSTOMER

Historically, we have developed components in one facility before shipping them globally to meet customer needs. Now, we are shifting toward regionalization, bringing our manufacturing operations closer to customers so we can better meet their needs while reducing our environmental impacts. It's what we call our Local for Local strategy.

Throughout 2021, we focused on bringing the production of X-ray tubes and their various components under one roof in Wuxi, China. Rather than creating tubes in China before shipping them to our Salt Lake City site to add the tube housings, we are now assembling the entire product in Wuxi. These tubes can then be sent straight to our Chinese customers, reducing fulfillment times, cutting transport-related emissions, and creating a more efficient production process.

Similarly, we are transporting much of our regional heat exchanger product recovery operations to the Philippines. Traditionally, old heat exchangers in Japan have been shipped back to Salt Lake City to recover valuable components. By moving our recovery operations to our Philippines site, we're cutting travel distances and achieving increased levels of efficiency—both from an emissions perspective and a cost standpoint.





## DEVELOPING MORE SUSTAINABLE BUILDINGS

We are a global business with over 30 facilities in 13 countries. At each of these sites, we strive to have as little impact on the surrounding natural environments as possible.

To achieve this, we ensure that our buildings are regularly upgraded and maintained to drive continuous improvements in energy efficiency. We have invested heavily in innovative solutions to support our goals and continue to explore opportunities to further reduce energy consumption.

In the Philippines, a significant overhaul was completed in June 2021 to convert to LED lighting. The switch, which took seven months to complete, will significantly reduce electricity requirements while also achieving predicted financial savings of just under \$9,250 annually. Solar panel lights are used in external spaces, such as parking lots, to further reduce energy use, and we are now exploring the potential to install rooftop solar panels to cut both energy requirements and CO<sub>2</sub> emissions.

## OUR PROGRESS

TARGET	KPI	PROGRESS IN 2021
Reduce direct energy use across our global operations	Direct energy use (MJ)	<b>63,083,336</b> MJ total energy use, an 11% reduction***
	Energy intensity by revenue in (\$M/MJ)	<b>0.25</b> MJ/\$ sales
Improve indirect energy use across our global operations	Indirect energy use (MJ)	<b>138,577,023</b> MJ a 17% reduction
Reduce Scope 1 and 2 GHG emissions across our global operations	Metric tons CO <sub>2</sub> e broken down by Scope	Scope 1 – <b>5,969*</b> metric tons CO <sub>2</sub> e an 11% reduction** Scope 2 – <b>22,835</b> market-based metric tons CO <sub>2</sub> e an 11% reduction
Decrease emissions across our global operations	Metric tons NO <sub>x</sub> , SO <sub>x</sub> , VOCs	NO <sub>x</sub> <b>0.52</b> metric tons SO <sub>x</sub> <b>0.08</b> metric tons Total VOCs <b>11.96</b> metric tons/year No organic pollutants

\* In 2022, we updated our calculation methodology for our carbon footprint

\*\* Based on 2019 baseline

\*\*\* Based on 2019 baseline





# EMPOWERING PEOPLE AND COMMUNITIES

At Varex, we know our success is due to the hard work of our people. By creating safe, welcoming workspaces, we support everyone to bring their best selves to work. And, to ensure we are creating value for each person our business touches, we extend our efforts to our local communities so we can play a role in uplifting our neighbors.

## OUR 2021 KEY HIGHLIGHTS

# 28%

OF THE  
COMPANY'S  
BOARD MEMBERS  
ARE WOMEN

As the world continues to navigate the impacts of the COVID-19 pandemic, it's never been more important for us to support our employees and our communities. It's why we volunteer time and resources to supporting local causes that matter to us and our neighbors.

## OUR 2030 AMBITION

Support development programs in the communities where we operate. We focus on supporting youth, minorities, and women, helping them advance their careers by developing the skills they need.

Support health research in communities where we operate.

## OUR FOCUS AREAS

BEING AN EMPLOYER OF  
CHOICE

SUPPORTING OUR NEIGHBORS



# BEING AN EMPLOYER OF CHOICE

Being an employer of choice means valuing each individual and the unique, diverse perspectives they bring. We're committed to creating a space where inclusion is central to our culture and where everyone feels safe, healthy, supported, and valued.

## PROMOTING DIVERSITY AND INCLUSION

We maintain a strategic focus on embedding diversity and inclusion within our company, encouraging team leaders to be champions for making Varex a more equitable and inclusive place. It's a focus that is led from the top down, with specific communications helping carry the conversation throughout our workforce so everyone is engaged in our efforts. To enhance this process, in 2021 we hired an internal communications professional to guide, among other things, how we discuss matters of diversity and inclusion.

Throughout 2021, as we recovered following the initial impacts of COVID-19, we experienced significant business growth. In response, we accelerated our hiring processes, placing DEI considerations at the forefront of our recruitment decisions.

## ENGAGING OUR EMPLOYEES

In 2020, we introduced an internal, global Employee Net Promoter Score (ENPS) to better understand whether our employees would recommend Varex as a place to work. Since then, our score has increased by 26 points, a clear indication that our ongoing dedication to providing valuable employee experience is recognized. Notably, in the Philippines, our score rose significantly—from 15.92 in 2020 to 77.03 in 2021—a result of recent steps taken to ensure employees feel their opinions are valued. We encourage frank discussions between leaders and employees, using them, and follow-on surveys, as key opportunities for learning how Varex can further develop our employee experience.

During 2021, we undertook a process to review wages across our organization to advance toward pay equity and ensure everyone at Varex is earning a fair living wage. As a result of this, we actioned a significant increase in starting salaries. Additionally, to help our people reach their full potential, we continue to focus on providing education and development resources. To support these efforts, we recently created a Director of Talent Management role to focus our efforts.

## OUR EPIC VALUES



### Execution

We hold ourselves accountable

E



### People

We embrace equality

P



### Integrity

We do the right thing

I



### Collaboration

We innovate together

C

## ENSURING EMPLOYEE HEALTH, SAFETY, AND WELLBEING

We want to create workspaces where employees feel safe and supported, and where championing health and wellbeing is a collective effort. This has remained just as important throughout 2021, as we navigated returning to more on-site working. Our dedicated Executive Response Team, which played a vital role in developing our early COVID-19 response, continues to meet regularly to ensure ongoing compliance with changing regulations and recommendations.

To keep our employees safe and healthy as they returned to our facilities, we encouraged vaccinations with a \$200 incentive for U.S. employees. As a result, we were pleased to see around 75% of U.S. employees get the vaccination. Throughout the year, we also sponsored an on-site flu vaccination program. In the Philippines, 100% of employees are vaccinated

against COVID-19, and is the first team in CPIP<sup>4</sup> to complete inoculation for all employees within six months.

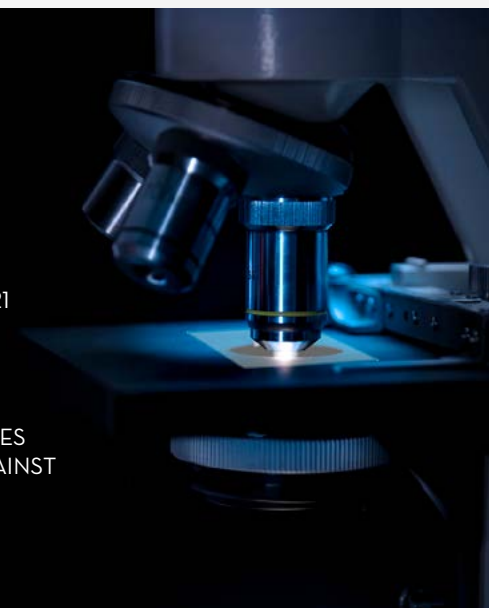
We want to help our employees work in ways that keep them feeling safe, healthy, and happy and so now offer a hybrid work schedule, promoting a healthier work-life balance. Eligible employees—primarily those whose role can be effectively performed off-site—can apply for the Hybrid Office program, which entitles them to work from a home office up to two days a week. Also, throughout 2021 we set plans in place for a new wellness program—something we aim to launch during 2022.

Alongside measures to adapt to new circumstances, we are committed to upholding our long-standing safety standards. In the Philippines, employee safety is the number one priority and management strives for continuous improvement in this area. As a result, since July 2019, the site has reached over a million safe work-hours without recordable or lost-time injury.

## OUR 2021 KEY HIGHLIGHTS

0  
WORK-RELATED  
FATALITIES IN 2021

75%  
OF U.S. EMPLOYEES  
VACCINATED AGAINST  
COVID-19



## UNDERSTANDING WHAT'S IMPORTANT TO VAREX

When Varex's International HR Manager was collecting information to help complete her master's degree, one of the things she did was reach out to our top managers to find out what leadership competencies mattered most to Varex. From the survey, four key areas emerged as being important—execution, people, integrity, and collaboration.

Seeing these results, we decided to take the feedback and translate it into a series of hot topic roundtable discussions where managers and employees could engage in discussions on the competencies. Toolkits were prepared to facilitate sessions and resources were provided to support ongoing conversations and to continue building an environment of trust and shared growth.

The outcome has been that these four areas now form our values—foundational principles that help define how Varex should operate. They represent a refreshed version of our previous values, clarified to make it easier for people to action them in their everyday roles.

## OUR PROGRESS

TARGET	KPI	PROGRESS IN 2021
Reduce our recordable incident rate	Recordable accident rate	1.6 TRIR <sup>3</sup> and 1.16 DART rate, target is 1.25 or lower
Establish a baseline for global safety	DART <sup>2</sup> target rate	
Zero work-related fatalities	Number of fatalities of direct employees	0
	Number of fatalities of contractors	0
Invest in developing talent by supporting the continuous learning of our employees through the Education Stipend program	Continue to invest in the Education Stipend program	48 participants – \$149,701 spent
Create a better workplace for parents by establishing a Maternity and Paternity Leave Policy	Percent of women return and stay after maternity leave	6 participants – 5 returned

<sup>1</sup> Excludes MeVis employees.

<sup>2</sup> DART = days away, restricted, or transferred.

<sup>3</sup> TRIR = Total recordable incident rate.

<sup>4</sup> Calamba Premier Industrial Park.



# SUPPORTING OUR NEIGHBORS

Part of creating a healthier, safer future is collaborating with our local communities to uplift the people we consider our neighbors.

## COMMUNITY ENGAGEMENT

We want to be an exceptional corporate citizen, showing up for people in locally relevant ways. To deliver effective support, we focus our philanthropic efforts in three areas—health and health research, STEM (science, technology, engineering, and math) education, and diversity and inclusion. And, to maximize our impact, we encourage everyone at Varex to engage in our efforts, volunteering their time and expertise to causes close to their hearts.

## SOCIAL INVESTMENT AND PROGRAMS

During 2021, we continued to offer various routes for our employees to support their local communities, including a clothing and food drive at our Salt Lake City facility. We maintained our partnership with an orphanage in the Philippines—a relationship we started well over a decade ago—delivering aid in the form of donations, presents for the children, and in-person visits as restrictions allowed.

Our Philippines team has partnered with child welfare agency, Ang Bahay Parola, for nearly 21 years to help educate and protect street children. Through Bahay Parola, we have supported spiritual activities and a health program focusing on mental resilience among orphans during the pandemic. In Q4 of 2021, the program served 21 girls, providing them with 24-hour residential care, including health services, educational assistance, case management, and capacity-building activities.

## MEVIS PARTNERSHIP WITH THE VENUS CHARITY RUN

For 15 years, MeVis has supported the Bremen Cancer Society's Venus charity run in Germany—an event created to actively support people with cancer. As a company focused on safety and wellbeing, supporting patients undergoing cancer treatment is a cause that MeVis is deeply passionate about.

In September 2021, as well as sponsoring the run, 95 MeVis employees took part, raising 50 cents for every kilometer. The theme of the run was “Everyone for themselves—together.” Whether running solo or with others, our team collectively covered an incredible 1,769 km. It's an outstanding achievement that highlights our colleagues' dedication to helping support cancer patients during treatments and the following recovery period.





## BUILDING THE WORKFORCE OF THE FUTURE

We believe that, in addition to developing our current employees, today's youth should be equipped with the skills they need to be tomorrow's innovators. Following a pause in 2020, in 2021 we resumed our summer internship program, which is designed to introduce young people to the technology sector. The latest cohort consisted of 22 interns globally, with participants learning firsthand how our business and wider industry works.

Throughout the year, we donated \$3,000 to the Utah MESA/STEP (Mathematics, Engineering, Science Achievement/Science Technology Engineering) Program to advance STEM education among underserved ethnic minority and female students. Additionally, we worked with BioUtah to promote life sciences across the state, collaborating with other members to create the Medical Innovations Pathway (MIP) certificate. The MIP certificate is an extracurricular program available to high school seniors through which they can learn more about working in our industry, including participating in job-sharing experiences with industry experts.

## OUR PROGRESS

TARGET	KPI	PROGRESS IN 2021
Build on our global Community Giving Strategy year-over-year, with a focus on investing in improving lives through better health and community impact	Investment in organizations in communities where we operate	\$9,000
Partner with local high schools to support and invest in the development and education of young women	Investment in the development and education of students through scholarships and other programs	Scholarship program will be restarted in 2022

## OUR 2021 KEY HIGHLIGHTS

**\$9,000**  
DONATED IN 2021



# ACTING WITH INTEGRITY

At Varex, we want to be a company our customers and other stakeholders trust. To deliver on that intention, we strive to always act responsibly, making business decisions with integrity, fairness, and accountability.

## OUR 2030 AMBITION

Work with our suppliers to promote a responsible supply chain.

Support the aims of the United Nations Global Compact (UNGC) by working to protect and respect human rights across our value chain.

## OUR FOCUS AREAS

GOVERNANCE

ETHICAL BUSINESS

RESPONSIBLE SUPPLY CHAIN



## OUR 2021 KEY HIGHLIGHTS

**100%** **96%**

OF REPORTS TO THE ETHICS HOTLINE INVESTIGATED

EMPLOYEES COMPLETED ONLINE OR IN-PERSON TRAINING ON CODE OF CONDUCT<sup>1</sup>

<sup>1</sup> Excludes MeVis employees.

## OUR CODE OF CONDUCT

To drive integrity throughout our company, we prioritize helping our employees understand and actively engage with our ethical responsibilities. We want them to feel comfortable raising concerns without fear of retaliation, and our Code of Conduct provides guidance on ethical business conduct. The Code is available on our website in multiple languages and applies to all our employees, who are assigned annual training on it.

The Code of Conduct is split into four focus areas:

- > Marketplace
- > How we treat each other
- > Community and environment
- > Company assets and information

Throughout 2021, we took steps to refresh the Code, creating space to highlight key policies such as our dedicated Human Rights Policy (approved August 2021). We also extracted relevant information and incorporated it into a separate Third Party Code of Conduct (approved November 2021).

## GOVERNANCE

Our governance structure is designed to uphold high levels of business ethics and transparency. Throughout 2021, we underwent a significant overhaul of this structure to help continuously develop our ESG mindset and focus our efforts.

The Varex Board of Directors represents the interests of our investors in the long-term health and success of the business. It is responsible for approving annual operating budgets and executive compensation, as well as providing general oversight of our corporate strategy and performance. The Board is supported by the Audit Committee, the Nominating and Corporate Governance Committee, and the Compensation and Human Capital Management Committee.<sup>1</sup>

Our Nominating and Corporate Governance Committee oversees our ESG efforts and receives annual reports from our Sustainability Leadership Group on the overall program, and more frequently on select topics such as talent development and ethical compliance. Our Audit Committee oversees our information security program and overall risk assessment. We revised our committee charters in August 2021 to ensure increasingly robust ESG oversight and, in Spring 2021, formalized our Executive Compliance Committee, a group that has management oversight of ESG matters.

<sup>1</sup> Renamed in 2021. Previously the Compensation and Management Development Committee.

# ETHICAL BUSINESS

It takes a collective effort to build a responsible business and it relies on having employees who are passionate about what they do. By creating a culture of shared responsibility and accountability, we are developing an organization we can all be proud of.



As a global company, Varex and our employees are subject to various country laws. Instances of non-compliance could result in civil and criminal liability, as well as damage to our assets and reputation. Alongside working internally to ensure compliance with all relevant legislation, we partner with suppliers and third-party representatives to ensure we all operate in an ethical and transparent manner, in line with local regulations.

We require all our facilities globally to be audited through the Medical Device Single Audit Program (MDSAP). This ensures our practices satisfy the requirements of several regulatory jurisdictions.

## CREATING A CULTURE OF COMPLIANCE

Building a culture of compliance starts with making sure our employees understand our Code of Conduct, through a clear and defined process. We perform mandatory annual ethics training for all employees.

During December 2021, we performed a global culture and climate survey to gather insights on employees' overall perception of the company and how they feel about their daily interactions. It included questions on our existing ethical compliance training program and its applicability to real-life situations. Responses indicated more scenario-based trainings would help employees translate learnings into actions, something we are working to introduce going forward.

We are also creating more support for managers, so they feel prepared to answer employee questions on compliance. A handbook will provide guidance for working through reports

of ethical concerns, including understanding what situations to escalate and how to ensure people feel protected from retaliation when reporting issues.

Throughout 2021, we focused additional efforts on revising several of our policies to make them clearer and more concise for employees.

## ENGAGING WITH LOCAL GOVERNMENTS

We continued engaging with local governments on COVID-19 policies throughout 2021. By maintaining a discourse with government officials, we could demonstrate the essential nature of Varex. It provided opportunities to strengthen relationships with elected officials to articulate our key business opportunities and concerns. We also indirectly engage with governments through participation in organizations such as the National Electrical Manufacturers Association (NEMA).

## RESPECTING CUSTOMER PRIVACY

We have a responsibility to protect customer privacy and are committed to complying with relevant data protection laws where we operate. Varex adheres to ISO 27000 principles to improve information security and encourage shared responsibility among employees. We deliver regular employee data protection training, designed to ensure awareness of evolving rules. To further protect privacy, our systems and products do not store customer data. Read more about how we safeguard customer information on [page 17](#).

## OUR PROGRESS

TARGET	KPI	PROGRESS IN 2021
Train 100% of employees on our Code of Conduct	Percent completing new hire and annual assigned training	<b>96%</b> of employees trained on completing new hire and annual assigned training <sup>1</sup>
Promote the Ethics Hotline and foster a culture of openness and integrity	Percent of Ethics Hotline reports investigated	<b>100%</b> of Ethics Hotline reports investigated

<sup>1</sup> Excludes MeVis employees.



# RESPONSIBLE SUPPLY CHAIN

To build a truly ethical business, we must go beyond our direct operations. We collaborate with suppliers on responsible practices, seeking out areas for continuous improvement so, together, we can embed ethical considerations throughout our supply chain.

## SUPPLY CHAIN COMPLIANCE

We work with approximately 4,500 suppliers across our global operations. Any third parties representing Varex, including our new and existing suppliers, are required to comply with our Third Party Code of Conduct. Our Supply Chain/Procurement Team works with new partners to review these terms and conditions, and Tier 1 suppliers are audited regularly. Having paused in 2020 due to COVID-19, throughout 2021, we restarted our auditing program.

As well as considering technical abilities and quality standards, we vet potential suppliers with respect to their ESG performance. We have updated our vendor audit questionnaire to cover more ESG-related topics, including questions on processes for respecting human rights. Going forward, we anticipate further revisions to the questionnaire to reflect new standards on forced labor. We also outline ESG expectations in contracts. The standards that our suppliers and subcontractors are expected to meet are publicly available [online](#).

## CONFLICT MINERALS

We maintain a Conflict Minerals Policy, which we flow down to all suppliers who work for Varex. On a regular basis, we collect data from relevant suppliers, detailing their use of conflict minerals—tin, gold, tungsten, and tantalum. We collect this data using the Conflict Minerals Reporting Template (CMRT), a resource prepared by the Responsible Minerals Initiative to standardize data collection.

To ensure we are transparent about the use of conflict minerals in our supply chains, we make our data findings publicly available in our [Conflict Minerals Report](#).

## OUR PROGRESS

TARGET	KPI	PROGRESS IN 2021
Develop a supplier engagement program with Tier 1 suppliers to improve sustainability performance	Percent of Tier 1 suppliers involved in program	<b>Currently on hold</b>