ADVANCING A MORE SUSTAINABLE DATASPHERE
Fiscal Year 2021 Environmental, Social and Governance Summary
Message from Dave Mosley, CEO

At Seagate, we understand our responsibility to lead by example in our industry. Acting on our values of Integrity, Innovation, and Inclusion, we strive to advance solutions that address critical social and environmental priorities for the benefit of People and Planet. We commit to being a global citizenship leader, advocating for human rights and the environment within our industry.

At Seagate, I am proud of what we’ve accomplished in advancing a more Sustainable Datasphere and look forward to sharing our ongoing progress.

Seagate’s Environmental Moonshot Goals

100% Renewable Energy
by 2030

Carbon Neutrality
by 2040

Seagate has established environmental long-range Moonshot Goals in support of our commitment to a sustainable datasphere and protecting the environment.

On Earth Day 2022, Seagate publicly pledged to power its global footprint with 100% renewable energy by 2030, and to achieve carbon neutrality by 2040. These goals build on Seagate’s current Science Based Targets.

We will plan to publish our progress toward the Moonshot Goals each year in Seagate’s Global Citizenship Annual Report.
We first published our Environmental Footprint Reduction targets in 1999. Since then, we have maintained and expanded our public disclosures on environmental impacts each year. But beyond transparency of our track record, Seagate’s value of Integrity requires us to take meaningful and measurable action today on climate change. Seagate, along with industry peers and global stakeholders, must address the harm caused by materials depletion, power and water overuse, and waste.

That is why Seagate has taken the first step to boldly and publicly pledging to reduce greenhouse gas emissions and marshalled expert resources toward this effort. We invite our customers and stakeholders to partner with Seagate to advance our common causes and collective efforts – and make an exponentially larger difference to the planet. Only this way will the industry achieve global goals of truly sustainable digital storage.

Seagate continues our decades-long tradition of sharing our environmental, social and governance (ESG) priorities, goals, and year-over-year accomplishments. However, we do not limit our definition of success to our efforts alone; we recognize Seagate can affect change at-scale and on a global level by being closely engaged with industry peers, supply chain partners, governments around the world, and civil society. We believe we will make an exponential impact by working collectively toward common goals with these and other entities.

By conducting a regular Materiality Assessment, Seagate prioritizes and manages its material ESG issues. The Materiality Assessment is an important tool for understanding stakeholders’ perspectives and their alignment with Seagate’s values and objectives.

Seagate is committed to transparency and accountability in the management of its priorities and goals. We report on our progress toward achieving these goals and remain committed to continuous improvement in our environmental, social, and governance practices.

Priorities for Material Impact

Seagate continues its decades-long tradition of sharing its environmental, social, and governance (ESG) priorities, goals, and year-over-year accomplishments. However, we do not limit our definition of success to our efforts alone; we recognize Seagate can affect change at-scale and on a global level by being closely engaged with industry peers, supply chain partners, governments around the world, and civil society. We believe we will make an exponential impact by working collectively toward common goals with these and other entities.

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Inquiries regarding this report or its contents should be directed to: social.response@seagate.com

Seagate Technology Holdings plc and its subsidiaries. References to “$” are to United States (U.S.) dollars.

Cautionary Note Regarding Forward-Looking Statements: This report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements provide current expectations of future events based on certain assumptions and include any statement that does not directly relate to historical fact. Forward-looking statements include, among other things, statements about our goals, expectations and strategy, statements and expectations about our environmental, social and governance priorities and goals, and statements about our efforts relating to our customers, suppliers and industry. Forward-looking statements are subject to various uncertainties and risks that could cause our actual results to differ materially. These risks and uncertainties include, but are not limited to, those described under the captions “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in the Company’s Annual Report on Form 10-K for the year ended July 2, 2021, and in the Company’s other filings with the United States Securities and Exchange Commission (SEC). Forward-looking statements speak only as of the date they were made and the Company undertakes no obligation to update or reissue any forward-looking statements.

The use of the term “materiality” and other similar terms refers to topics that reflect our priority ESG issues. Seagate is not using such terms as they are used under the securities or other laws of the United States or any other jurisdiction or as these terms are used in the context of financial statements and financial reporting.
Energy Conservation

Energy conservation continues to be a priority area of focus for Seagate. We align with ISO standards as we implement and improve energy management systems. We maintain conservation goals, are annually accountable, and have set targets for the future.

- **23K MWh** of electricity saved through energy conservation and efficiency initiatives in FY2021, a 21% reduction in Total Scope 1 and 2 market-based greenhouse gas emissions intensity from CY2019 to CY2020.
- **210K MWh** of electricity saved since FY2014, the start of our energy conservation program.
- **21% ↓** decrease in water intensity (megaliter per EB) in CY2020.
- **6% ↓** decrease in water withdrawal in CY2020.
- **9% ↑** increase in water recycling in CY2020.
- **17% ↓** decrease in hazardous waste generated per exabyte (EB) in FY2021.
- **87%** non-hazardous waste diverted from landfills in FY2021.
- **108** direct and packaging suppliers completed the Responsible Business Alliance (RBA) environmental survey in FY2021.
- **29% ↓** decrease in hazardous waste generated per exabyte (EB) in FY2021.
- **108** non-hazardous waste diverted from landfills in FY2021.
- **21K MWh** of electricity saved through energy conservation and efficiency initiatives in FY2021 – exceeding our conservation goal of 10,000 MWh for the year.

Waste Management

We have established programs to properly track, manage, and report all waste types across our global footprint; these programs assist us with categorizing different waste streams, ensuring the proper disposition in accordance with regulatory requirements. Our waste reduction initiatives strive to reduce environmental impact while generating the most benefit, where we first prevent waste from being produced, and then move to recycling or reusing waste where possible.

- **21% ↓** decrease in hazardous waste generated per exabyte (EB) in FY2021.
- **87%** non-hazardous waste diverted from landfills in FY2021.
- **108** direct and packaging suppliers completed the Responsible Business Alliance (RBA) environmental survey in FY2021.

Water Management

Responsible management of water, a critical natural resource, is important to preserve and protect our global ecosystems. Our manufacturing processes use freshwater sourced from local watersheds shared with the local community. Freshwater is primarily used in direct operations and in our product value chain as cleaning agents at production sites, and to provide adequate cooling to sites and critical equipment.

- **9% ↑** Increase in water recycling in CY2020.
- **6% ↓** decrease in water withdrawal in CY2020.
- **29% ↓** decrease in water intensity (megapascals per EB) in CY2020.

As a global company, we recognize our responsibility to address the environmental impacts of the data storage industry. Climate change is compelling us to reinforce our efforts to conserve energy and water, reduce greenhouse gases, and lower the amount of hazardous waste we generate. Seagate’s belief in our values of Integrity and Innovation guide us in making strong forward progress for the benefit of the planet.
Material Use and Circularity

There is increased demand for the circular economy as most industrialized countries recognize that linear (or “take-make-waste”) economies are unsustainable for both their businesses and our global wellbeing. Seagate is committed to pioneering innovation in circularity, both internally and with our external stakeholders and peers.

In a circular economy, products that have reached the end of their life and would otherwise be destined for waste are diverted through the hierarchy of:

- Repair
- Keeping products in use longer
- Resale
- Sanitize, recertify and sell
- Refurbishing
- Buying back products and recertifying them as new
- Parts Extraction
- Reusing components
- Materials Recovery
- Recycling materials for reuse

In FY2022, Seagate intends to reduce Scope 2 direct and indirect emissions and our resulting carbon footprint by more than 50% as 4 of 7 of our manufacturing sites transition to 100 percent renewable energy.

Seagate will continue to implement waste minimization projects at our sites, with a goal to keep hazardous waste generation totals below 10,000 U.S. tons and decrease our hazardous waste per EB. We will also advance our plans to reduce our water use and increase the amount of water we recycle.

Looking Forward

In FY2022, Seagate intends to reduce Scope 2 direct and indirect emissions and our resulting carbon footprint by more than 50% as 4 of 7 of our manufacturing sites transition to 100 percent renewable energy.

Seagate will continue to implement waste minimization projects at our sites, with a goal to keep hazardous waste generation totals below 10,000 U.S. tons and decrease our hazardous waste per EB. We will also advance our plans to reduce our water use and increase the amount of water we recycle.
CASE STUDY
The Strategic Partnership with Dell Technologies Continues in FY2021

We successfully completed the closed-loop aluminum recycling pilot program begun with Dell Technologies in FY2020. In the pilot, the HDD scrap motor base assemblies and aluminum discs from end-of-life drives were channeled to our base plate aluminum smelter for recycling. This pilot has since been adopted as an ongoing process and has produced 24.7k new BarraCuda 3.5 2TB V11X drives from the recycled material, resulting in 39.4 metric tons of aluminum scrap recycled.

We continue our partnership on rare earth magnet recovery as well, with 1.1 metric tons of rare earth materials recovered, a step forward in reducing environmental impact.

CIRCULARITY PILOT

In FY2020, Seagate and Google collaborated on a circular component pilot in which the Voice Coil Magnet Assemblies (VCMAs) were successfully recovered from several thousand end-of-life hard disk drives (HDDs) and reused in closed-loop manufacturing of new HDDs.

In FY2021, an LCA analysis was conducted on an enhanced version of the process for recovery and closed-loop reuse of VCMAs. The LCA analysis confirmed an 86 percent reduction in GHG emissions per VCMA set in the new drives as compared to the manufacture of a VCMA set from the linear extraction-manufacture process.

We continue our partnership on rare earth magnet recovery as well, with 1.1 metric tons of rare earth materials recovered, a step forward in reducing environmental impact.
Our People

Our diverse, global workforce enables Seagate’s continued success as a data storage leader. We strive to cultivate a thriving culture among Seagate employees and the communities in which we operate.

Our value of Inclusion underpins policies and practices that are designed to support a safe and respectful workplace by addressing the following: diversity, equity, and inclusion; professional development; employee engagement; and employee health, safety, and well-being. In addition, Seagate strives to maintain an ethical workplace, uphold human rights, and adhere to all international standards. These practices allow all employees to engage and share in Seagate’s success.

Employee Engagement Scores

Our employees’ voices are what energizes our company to move forward. Seagate’s annual Employee Experience Survey gives us insight into how employees feel about their experiences and interactions at Seagate.

Results provide Seagate leaders an opportunity to learn what we are doing well and to build actions to address areas for improvement. Seagate is particularly proud of our results in support of our value of Inclusion.

99% of non-operator employees completed their goal-setting and year-end review processes, and created development plans in FY2021.

196K hours of training completed in FY2021 by our employees.

$122M in FY2021 to supplier diversity spend (United States only).

94% indicated they feel a sense of belonging at Seagate and feel valued as a person.

35K+ shared how they feel about their experiences and interactions at Seagate.
The talent of our people makes us a leader in the industry. Seagate employs more than 40,000 colleagues in more than 27 countries around the world. With this large, global workforce, we leverage diversity of talent and diversity of thought each day, helping to create a more sustainable business. The success of Seagate depends on our ability to continue attracting, developing, retaining, and engaging a talented workforce.

**Total Employees by Gender**

<table>
<thead>
<tr>
<th>Category</th>
<th>Regular Employees</th>
<th>Temporary Employees</th>
<th>Total Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>54.90%</td>
<td>0.27%</td>
<td>54.70%</td>
</tr>
<tr>
<td>Male</td>
<td>44.70%</td>
<td>0.22%</td>
<td>44.70%</td>
</tr>
</tbody>
</table>

*Data is compiled in information that is in the Human Resources Management System on the last day of the reporting period. Regular employees include full and part-time employees. Temporary employees include interns and employees with less than one year of experience. These types of collecting applicable legislation when employees are sourced.

**Recruiting/Hiring**

<table>
<thead>
<tr>
<th>FY21</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hire Rate by Region</td>
<td>Hire Rate by Gender</td>
</tr>
<tr>
<td>Americas</td>
<td>14.00%</td>
</tr>
<tr>
<td>Asia</td>
<td>14.65%</td>
</tr>
<tr>
<td>EMEA</td>
<td>12.05%</td>
</tr>
</tbody>
</table>

*Data reflects job-related information from employees who are employed in our Human Resources Management System on the last day of the reporting period and excludes agency temporary employees. Hire rate is calculated as the number of hires divided by employee headcount.

**U.S. Minority Representation**

Seagate is committed to increasing minority representation within our U.S. workforce. As we look ahead, we will continue to focus on attracting, retaining, and developing underrepresented talent, especially at the leadership level.

**Employee Resource Groups - Supporting Inclusion and Driving Conversations that Matter**

- LGBTQ+ and Allies
- Minds of All Kinds
- Asian Pacific Islander Community
- Interfaith
- Young Professionals
- Chinese Community
- Military & Veterans

*Effective 07/02/2021. Employee type: regular, intern, and fixed term.

**Job Levels – Women at Seagate**

<table>
<thead>
<tr>
<th>Job Level</th>
<th>FY21</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>+4.0%</td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td>+2.9%</td>
<td></td>
</tr>
<tr>
<td>Manager</td>
<td>+1.2%</td>
<td></td>
</tr>
<tr>
<td>Supervisor</td>
<td>-0.4%</td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td>+0.3%</td>
<td></td>
</tr>
<tr>
<td>Operator</td>
<td>-0.1%</td>
<td></td>
</tr>
</tbody>
</table>

Employee Resource Groups - Supporting Inclusion and Driving Conversations that Matter

Seagate recognizes that Employee Resource Groups (ERGs) play a major role in advancing an inclusive culture, where all employees feel respected and valued for their unique contributions. From professional development to leadership skills, ERGs provide a number of benefits to employees.
Sustainable Accounting Standards Board (SASB) Data Disclosures

Health and Safety

All Seagate locations and work activities are covered under the health and safety management systems, and all manufacturing sites have their health and safety management systems certified to ISO 45001. Our global health and safety standards, as well as our accompanying management systems, frequently go beyond country or industry-level guidelines.

In FY2022, Seagate will continue to execute our people strategy as we prepare for a year of intense movement and development. We will continue to focus on growing our talent and looking at ways to identify skill gaps and offer programs to develop and upskill our employees. We intend to strengthen our commitments to support gender and minority representation, especially in leadership positions. We will also actively engage with community partners to build stronger, more diverse pipelines for minority talent, and to that end, will launch inclusive management training aimed at helping our leaders better understand how to lead inclusively.

Seagate will continue to operationalize and promote our global health and wellbeing programs with both agility and sustainability through and beyond the pandemic.

Our Environmental Health and Safety, and Occupational Health strategy will focus on evolving and expanding our EHS efforts beyond traditional occupational safety.

GLOBAL HEALTH AND SAFETY BY THE NUMBERS IN FY2021

<table>
<thead>
<tr>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work-related fatalities</td>
</tr>
<tr>
<td>Recordable case rate</td>
</tr>
<tr>
<td>Days away case rate</td>
</tr>
<tr>
<td>Health and Safety regulatory visits hosted</td>
</tr>
<tr>
<td>Notice of violation findings</td>
</tr>
<tr>
<td>Fines levied</td>
</tr>
<tr>
<td>Health and Safety eLearning courses held and completed with “satisfied” completion status</td>
</tr>
<tr>
<td>Meals served globally per month (average)</td>
</tr>
<tr>
<td>Foodborne illnesses reported</td>
</tr>
<tr>
<td>Miles that Seagate bused employees</td>
</tr>
<tr>
<td>Vehicle incidents per million miles traveled</td>
</tr>
</tbody>
</table>

1 Total Recordable Case Rate (TRIR) Total Recordable Incidents x 200,000 / Total Hours Worked
2 Lost Workday Rate (DART-L) Total Lost Workday Incidents x 200,000 / Total Hours Worked
3 Examples of EHS eLearning courses include: Office Production and Remote Ergonomics, Laser Safety, Confined Space Awareness and Permit Required, Electrical Safety Awareness, Lockout Tagout, Chemical Handling, and General EHS Awareness. These courses are offered to employees and contractors on an as needed basis. Contractors are required to take several Seagate trainings as well, such as our Contractor Safety training.
4 Seagate has a formal food safety program at all of our sites; this number was significantly impacted by COVID-19 and site café closures.
5 All incidents are investigated and actions are taken to prevent reoccurrence. This includes both Seagate contributed and third party contributed accidents.

BY GENDER BY AGE GROUP MINORITY/NONMINORITY

<table>
<thead>
<tr>
<th>JOB CATEGORY</th>
<th>Female</th>
<th>Male</th>
<th>&lt;30</th>
<th>30-50</th>
<th>&gt;50</th>
<th>Minority (US Only)</th>
<th>Nonminority (US Only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board**</td>
<td>20.0%</td>
<td>80.0%</td>
<td>-</td>
<td>10.0%</td>
<td>90.0%</td>
<td>20.0%</td>
<td>80.0%</td>
</tr>
<tr>
<td>Management</td>
<td>26.5%</td>
<td>73.4%</td>
<td>0.1%</td>
<td>53.5%</td>
<td>46.4%</td>
<td>29.5%</td>
<td>66.2%</td>
</tr>
<tr>
<td>Technical employees</td>
<td>19.1%</td>
<td>80.9%</td>
<td>13.1%</td>
<td>66.8%</td>
<td>20.1%</td>
<td>42.4%</td>
<td>53.5%</td>
</tr>
<tr>
<td>All other employees</td>
<td>77.3%</td>
<td>22.7%</td>
<td>24.9%</td>
<td>63.2%</td>
<td>11.9%</td>
<td>48.1%</td>
<td>49.9%</td>
</tr>
</tbody>
</table>

Categories may not add up to 100% because some employees chose not to disclose.

**Non-employee board members.

BY GENDER BY AGE GROUP MINORITY/NONMINORITY

<table>
<thead>
<tr>
<th>JOB CATEGORY</th>
<th>Asian</th>
<th>Black or African American</th>
<th>Hispanic or Latino</th>
<th>White</th>
<th>Other*</th>
<th>Not Available or Not Disclosed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>24.6%</td>
<td>1.7%</td>
<td>2.4%</td>
<td>60.2%</td>
<td>0.8%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Technical employees</td>
<td>35.6%</td>
<td>1.7%</td>
<td>3.1%</td>
<td>53.5%</td>
<td>2.0%</td>
<td>4.1%</td>
</tr>
<tr>
<td>All other employees</td>
<td>30.3%</td>
<td>9.0%</td>
<td>5.0%</td>
<td>49.1%</td>
<td>1.8%</td>
<td>4.8%</td>
</tr>
</tbody>
</table>

*Native American or Alaskan Native, Native Hawaiian or Pacific Islander, and Two or More Races.

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Looking Forward

In FY2022, Seagate will continue to expand our people strategy as we prepare for a year of intense movement and development. We will continue to focus on growing our talent and looking at ways to identify skill gaps and offer programs to develop and upskill our employees. We intend to strengthen our commitments to support gender and minority representation, especially in leadership positions. We will also actively engage with community partners to build stronger, more diverse pipelines for minority talent, and to that end, will launch inclusive management training aimed at helping our leaders better understand how to lead inclusively.

Seagate will continue to operationalize and promote our global health and wellbeing programs with both agility and sustainability through and beyond the pandemic. Our Environmental Health and Safety, and Occupational Health strategy will focus on evolving and expanding our EHS efforts beyond traditional occupational safety.
Our Governance

Our Corporate Governance standards and practices ensure Seagate’s longevity as a company. We are committed to being responsible to our stakeholders while upholding the highest ethical practices. This reflects our ongoing commitments to transparency and accountability regarding privacy, security, brand ethics, and compliance.

Promoted the Seagate Ethics Helpline to employees and business partners for raising ethics concerns.

Ensured Data Privacy Compliance with new and evolving data privacy laws, as identified through internal assessments.

Determined there were no significant risks of corruption or non-compliance in FY2021 through ethics risk assessments at our seven manufacturing sites, which comprise more than 86.6% of our global workforce.

Delivered Code of Conduct training to 100% of non-operator employees in FY2021, with a 99.2% completion rate.

Initiated a new compliance and ethics training program in FY2021 to engage and educate our business partners.

Established the Global Compliance and Ethics Council (GCEC) in FY2021 to align Seagate business functions with Seagate’s corporate Compliance and Ethics Program strategy, policies, and procedures.

Seagate continues our partnership with industry organizations including the Responsible Business Alliance, Clean Electronics Production Network, the Responsible Minerals Initiative, IPC International Inc., and the International Electrotechnical Commission. These engagements enable Seagate to work in the industry collective to advance sustainability at a global scale.

Looking Forward

In FY2022, Seagate’s Compliance and Ethics Program will continue to grow, advancing into or expanding in areas such as sustainability, human rights, and diversity, equity, and inclusion. Guided by our value of Integrity, we continue to remain agile as we extend the reach and effectiveness of our C&E Program with innovative technologies and new initiatives. This will enhance our engagement with Seagate’s employees and business partners. We will continue to act on our value of Integrity as a key part of our operating foundation.

Corporate Governance

Seagate is governed by our Board of Directors (the Board). Our Corporate Governance Guidelines provide a framework for the Board to exercise its responsibilities to Seagate stakeholders. These guidelines demonstrate that the Board has the necessary authority and practices in place to review and evaluate Seagate’s business operations and make decisions independently of company management.

Data Privacy and Data Protection

We are committed to protecting all data within Seagate, including personal and confidential information of our employees, business partners and customers. We also comply with applicable data protection and privacy laws globally, including the European Union General Data Protection Regulation, Singapore’s Personal Data Protection Act, and the California Consumer Privacy Act.

Footnotes:

Please see Seagate’s FY2021 Global Citizenship Annual Report for expanded information on our governance performance and progress, as well as our content indexes for the following industry standards: UNGC, GRI, SASB, and TCFD.
Our Supply Chain

Seagate is a global company with diverse operations; agility is key in meeting customer and market demands. Our supply chain is an extension of our footprint and stakeholders hold us responsible for the environmental and human rights performance and actions of our suppliers.

- **108** direct and packaging suppliers completed the REA environmental survey.
- **71** percent have GHG reduction targets, **74** percent have water reduction goals.

**Full supplier audits completed during FY2021**
- **12 audits postponed due to COVID-19.**
- **2 When suppliers are unable to close any findings, we work to reduce the level of severity, and then track closure rates.**
- **3 Seagate tracks “priority” and “major” finding closure rates in addition to SAQ and VAP completion.**

**20 supplier closure audits conducted** to ensure suppliers previously found non-compliant have implemented correction measures on any violations found in the initial VAP audit.

**75.09%** Closure rate of non-working-hour findings

**62.63%** Closure rate of working-hour findings

Seagate also conducted environmental compliance screenings of 41 Chinese supplier sites via the Institute of Public and Environmental Affairs (IPE) database. Two of these 41 suppliers (<5%) were found on the database for issues pertaining to effluent/wastewater quality. We are working with the two suppliers to address the non-compliance.

Seagate tracks “priority” and “major” finding closure rates in addition to SAQ and VAP completion. At the end of FY2021, the closure rate of non-working-hour findings was 75 percent; the closure rate of working-hour findings was 63 percent.

**1 12 audits postponed due to COVID-19.**
**2 When suppliers are unable to close any findings, we work to reduce the level of severity, and then track closure rates.**
**3 Seagate tracks “priority” and “major” finding closure rates in addition to SAQ and VAP completion.**
Looking Forward

In FY2022, Seagate will continue working with our suppliers to minimize risk of forced labor. We will also begin to engage with key suppliers to better understand their carbon footprint and identify opportunities for emissions reduction. Seagate will continue to confirm, including using questionnaires and audits, suppliers’ compliance with the RBA Code of Conduct, due-diligence sourcing of materials, and adherence to any laws in the countries they conduct business in. We will also continue to advocate that this should be done within each of our suppliers’ own supply chain.