

# About This Report

This is the fourth annual environmental, social, and governance (ESG) report of Ichor Holdings, Ltd (Ichor), which reports activities and data from the 2024 calendar year. This report provides an overview of our corporate social responsibility (CSR) programs and activities and aims to cover the ESG topics determined to be "material" to Ichor through our materiality assessment. We have prepared this report with reference to the Global Reporting Initiative (GRI) Universal standards to the extent that information is currently available for public disclosure. A full GRI Content Index can be found in the Appendix of this report. This report is also aligned with the Sustainability Accounting Standards Board (SASB) metrics and Task Force on Climate-Related Financial Disclosures (TCFD) metrics for the semiconductor industry. This report has not been externally assured. To provide feedback or ask questions about the content of this report, please contact us at [esg@ichorsystems.com](mailto:esg@ichorsystems.com).





## Continuing our Commitment - CEO Message

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As stakeholder expectations evolve, we continually raise our standard of excellence, delivering quality, expertise, and innovation. Aware of our industry's environmental impact, we strive to make a global difference. This 2024 Environmental, Social, and Governance (ESG) report highlights our progress and goals. Led by our cross-functional teams, we advanced climate action, employee satisfaction, and inclusion.

As proud members of the Responsible Business Alliance, we uphold ethical practices and foster industrywide progress. We continue to enhance our engagement with our customers and suppliers through collaborative forums, assessments, and educational courses, and conferences. We remain committed to measurable reductions in Scopes 1, 2 and 3 greenhouse gas emissions. Beyond our operations, our parts harvesting program continues to reduce waste and material use, while our logistics leverage carbon-neutral shipments where possible.

Despite industry challenges, we remain dedicated to an enriching workplace. For the third year, our Core Values survey reflected improved employee sentiment, aligning with our values of Innovation, Collaboration, Honesty, Operational Excellence, and Reliability. Through employee resource groups, and continuous improvement initiatives, we empower our global workforce. Guided by our Core Values, we're proud to share this report and welcome your continued support in driving positive change.

A handwritten signature in blue ink that reads "Jeff Andresen".

Jeffrey Andresen

Chief Executive Officer and Board Member

## Our Global Footprint

Ichor is a leading provider of world-class engineering, value-added manufacturing, efficient materials management, and precision testing capabilities for our valued customers worldwide. Our strategic global footprint allows us to deliver the highest level of customer service and support through our dedicated program management, sales, engineering, and executive management teams. Headquartered in Fremont, California, Ichor operates manufacturing facilities across key locations in the United States, including California, Minnesota, Nevada, Oregon, and Texas. Internationally, we have a strong presence in Malaysia, Mexico, Singapore, South Korea, and the United Kingdom.

Our global supply chain spans over 700 suppliers spread across more than 25 countries on three different continents. This extensive network ensures the seamless flow of resources and materials, contributing to the success of our operations worldwide, and is a testament to our commitment to excellence. We take pride in our ability to deliver precision solutions, innovation, and value to our customers across the globe. For more detailed information on our global reach, capabilities, and partnerships, we invite you to visit the locations page on our website.



**Company  
Highlights**

(as of December 31, 2024)

**ICHR**

on Nasdaq

**\$849M**

2024 revenue

**2400**

employees and associates

## Core Values

Our Core Values form the foundation of our company culture and act as the compass that directs our actions, decision-making, and policies. These values drive us to do more and do better.



### INNOVATION

We challenge ourselves to explore, innovate, and transform ideas into leading-edge products and best-in-class solutions



### COLLABORATION

We operate with a disciplined and results-driven mindset, embracing each other's strengths, diverse backgrounds, and experiences to create an environment of inclusion



### HONESTY

We promote a culture of mutual trust and respect and demonstrate integrity in all we do



### OPERATIONAL EXCELLENCE

We demonstrate an uncompromising commitment to safety and quality and cultivate a culture of continuous improvement



### RELIABILITY

We hold ourselves accountable to deliver results and meet our commitments

## Our ESG Strategy

Our ESG program is designed to demonstrate and reinforce our Core Values while creating new opportunities for innovation, customer partnership, and industry-wide progress.

Guided by best practices like our ESG materiality assessment and frameworks from RBA, GRI, and SASB, we're committed to advancing ESG initiatives that support our company and customers. Since launching our ESG Council in 2022, we've set our mission, developed a five-year roadmap, and established environmental performance baselines to meet emissions and energy goals. Our roadmap aligns with the priorities of key stakeholders, customers, investors, employees, suppliers, and communities. ESG oversight is led by our Board's Nominating and Corporate Governance Committee, which collaborates with leadership to address ESG risks, strategy, and progress, as outlined in the committee charter.



### CORPORATE GOVERNANCE

- Product Safety and Quality
- Transparency and Reporting
- Responsible Supply Chain Management
- Risk Management of ESG Issues
- Data Protection and Cybersecurity
- Leadership Engagement and Accountability



### ENVIRONMENTAL SUSTAINABILITY

- Emissions Reduction and Management
- Resource Efficiency
- Pollution Prevention
- Sustainable Supply Chain Management



### SOCIAL AND ETHICAL RESPONSIBILITY

- Employee Health, Benefits, and Well-Being
- Employee Engagement and Development
- Inclusion and Engagement
- Occupational Health and Safety

## Sustainable Solutions – Innovation and Product Stewardship

We deliver high-value, sustainable solutions that adapt to evolving customer needs. Our Advanced Flow Control (AFC) technology optimizes material use, reduces emissions, and lowers costs. By promoting reuse, extending product lifecycles, and adhering to SEMI and ASME standards, we enhance efficiency, cost-effectiveness, and environmental responsibility.



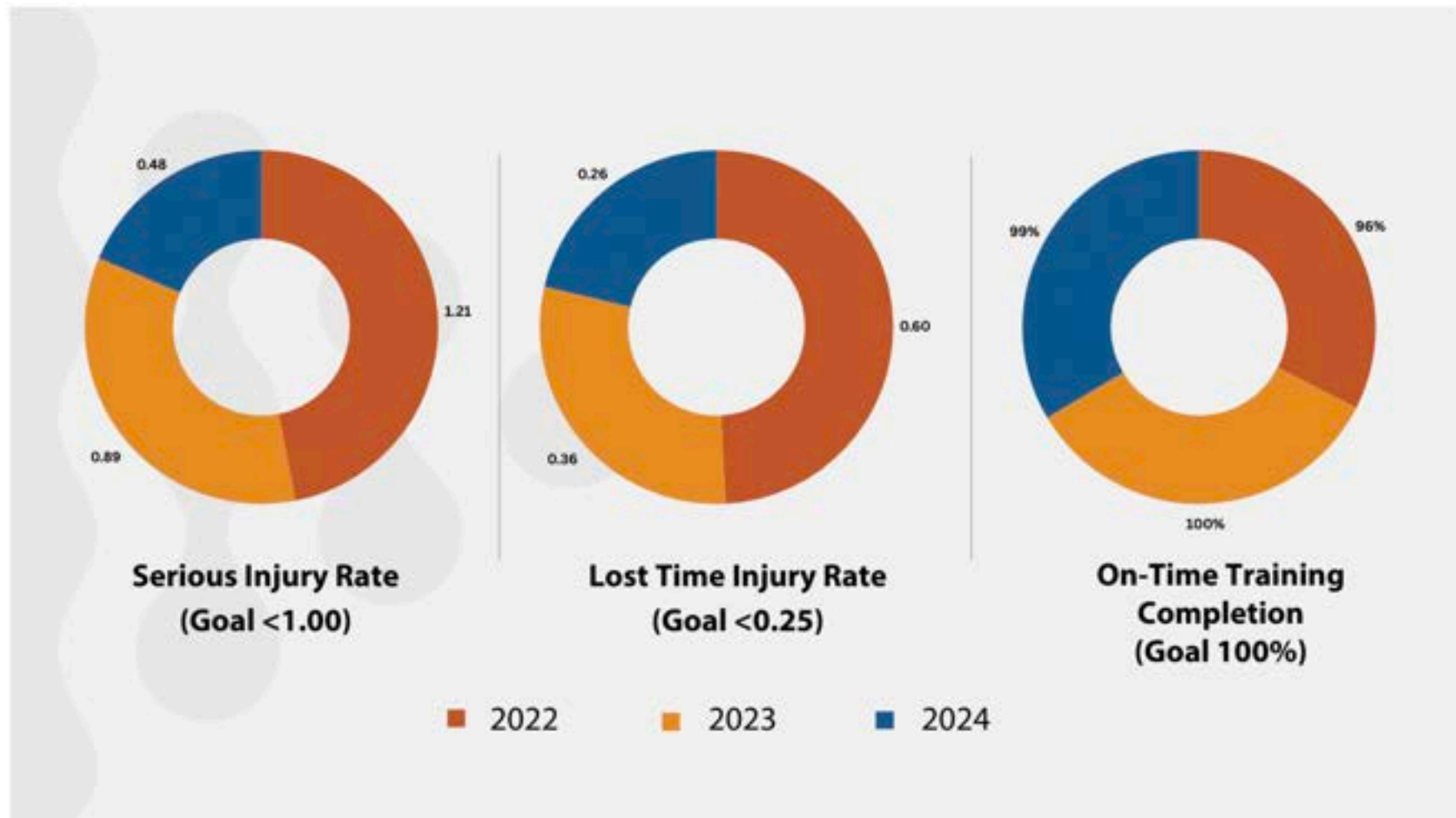


*"By minimizing waste in semiconductor gas and chemical usage, extending product lifecycles, and aligning with industry standards, we deliver efficient, sustainable solutions that drive cost savings and surpass customer expectations."*

— Phil Barras, Chief Technology Officer

## Employee Safety - Our Top Priority

We foster a safety-first culture through open communication, comprehensive training, and proactive risk management. Our platform, IchorTrainer, delivers role-specific safety modules, with a goal of 100% completion for new hires and monthly training. Employees can report incidents via our platform, Pure Safety, promoting transparency. We conduct regular facility inspections, monitor near-misses, and analyze incidents to reduce hazards. Monthly safety metrics are tracked, reviewed by committees, and shared globally with senior management through a scorecard, ensuring continuous improvement. By encouraging employees to report concerns, we create a safer, more responsive workplace.



## Social Responsibility

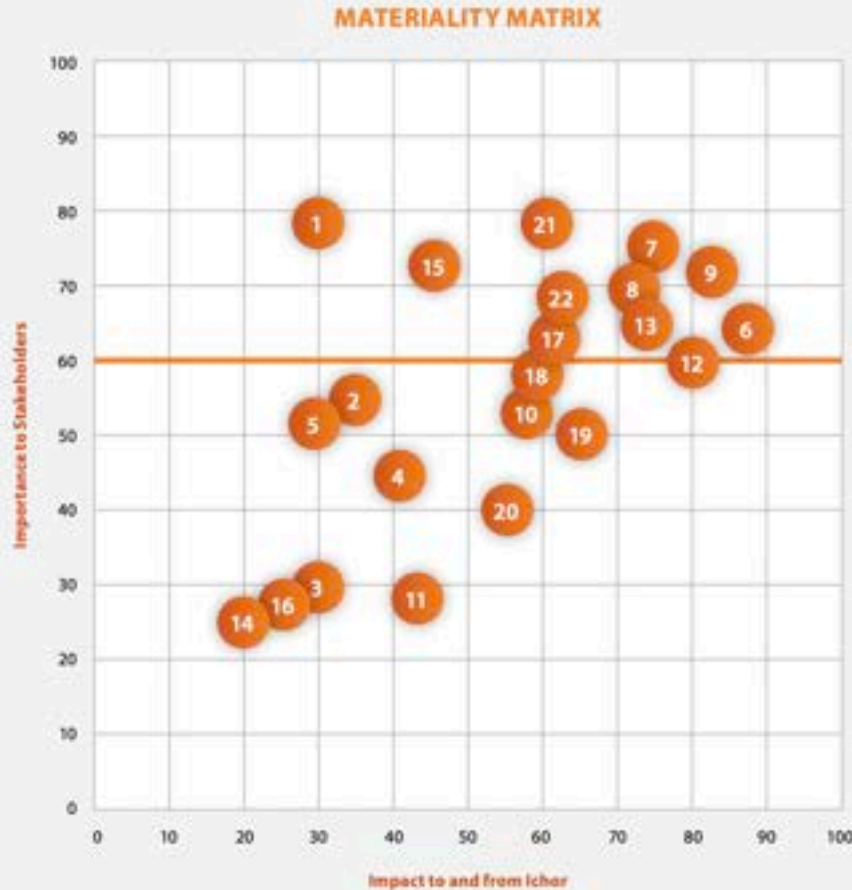
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We address social and environmental challenges as opportunities to innovate, uphold responsible business practices, and positively impact our communities. Guided by our ESG pillars—Corporate Governance, Environmental Sustainability, and Social and Ethical Responsibility—we collaborate with stakeholders to drive positive change.

As a member of the Responsible Business Alliance (RBA), we uphold high standards in labor, ethics, environment, and health and safety and foster progress. Our ESG strategy, informed by a materiality assessment, focuses on key topics within each pillar, ensuring our efforts align with stakeholder needs and deliver measurable, lasting impact.

# Materiality Matrix

Our ESG materiality assessments, which engage our employees, customers, investors, suppliers, and other stakeholders, identified and prioritized key ESG topics that are most important and impactful to our business. The results enabled us to formalize our ESG strategy and roadmap that guide us to make progress toward our commitments. Topics that scored at or above 60% on the "Importance" scale are considered material to our ESG strategy. The remaining topics are part of the ongoing development of our ESG programs and are monitored for rising importance.



1. Emissions Reduction & Management
2. Energy Consumption & Renewable Sources
3. Water Management
4. Waste Treatment, Management & Recycling
5. Design for Environment
6. Employee Health, Benefits & Wellbeing
7. Employee Engagement & Development
8. Inclusion and Engagement
9. Occupational Health & Safety
10. Responsible Labor Practices
11. Community Engagement & Giving
12. Data Protection & Cybersecurity
13. Product Safety & Quality
14. Universal Human Rights
15. Responsible Supply Chain Management
16. Conflict Minerals & Responsible Sourcing
17. Risk Management of ESG Issues
18. Innovation for Responsible Design
19. Regulatory Compliance & Emerging Issues
20. Business Ethics & Anti-Corruption
21. Leadership Engagement & Accountability
22. Transparency & Reporting

# Environmental Stewardship

## Minimizing Our Environmental Impact

We are committed to protecting the environment and minimizing our impact through a managed sustainability program. Please see our public disclosures, including our past annual ESG Reports to learn more about our Sustainability program. [See Our Public Disclosures](#)



## Governance and Policies

Our Head of Corporate Social Responsibility oversees our environmental management system with our Facilities experts at all of our sites. Our policies and procedures are aligned with global standards for energy management and greenhouse gas emissions, air emissions, waste, water, scrap metal recycling, sustainable sourcing, safety standards, and training. In addition, our Environmental, Health and Safety (EH&S) Team is responsible for ensuring we are compliant with applicable legal and regulatory requirements.

## Environmental Management System

Our Environmental Management System outlines Ichor's commitment to environmental stewardship, sustainability, and responsible resource management. We recognize that our operations have an impact on the environment, and we are dedicated to reducing this impact through continuous improvement in our environmental performance. This policy applies to all employees, contractors, suppliers, and stakeholders involved in our business activities.

## Risk Identification and Management

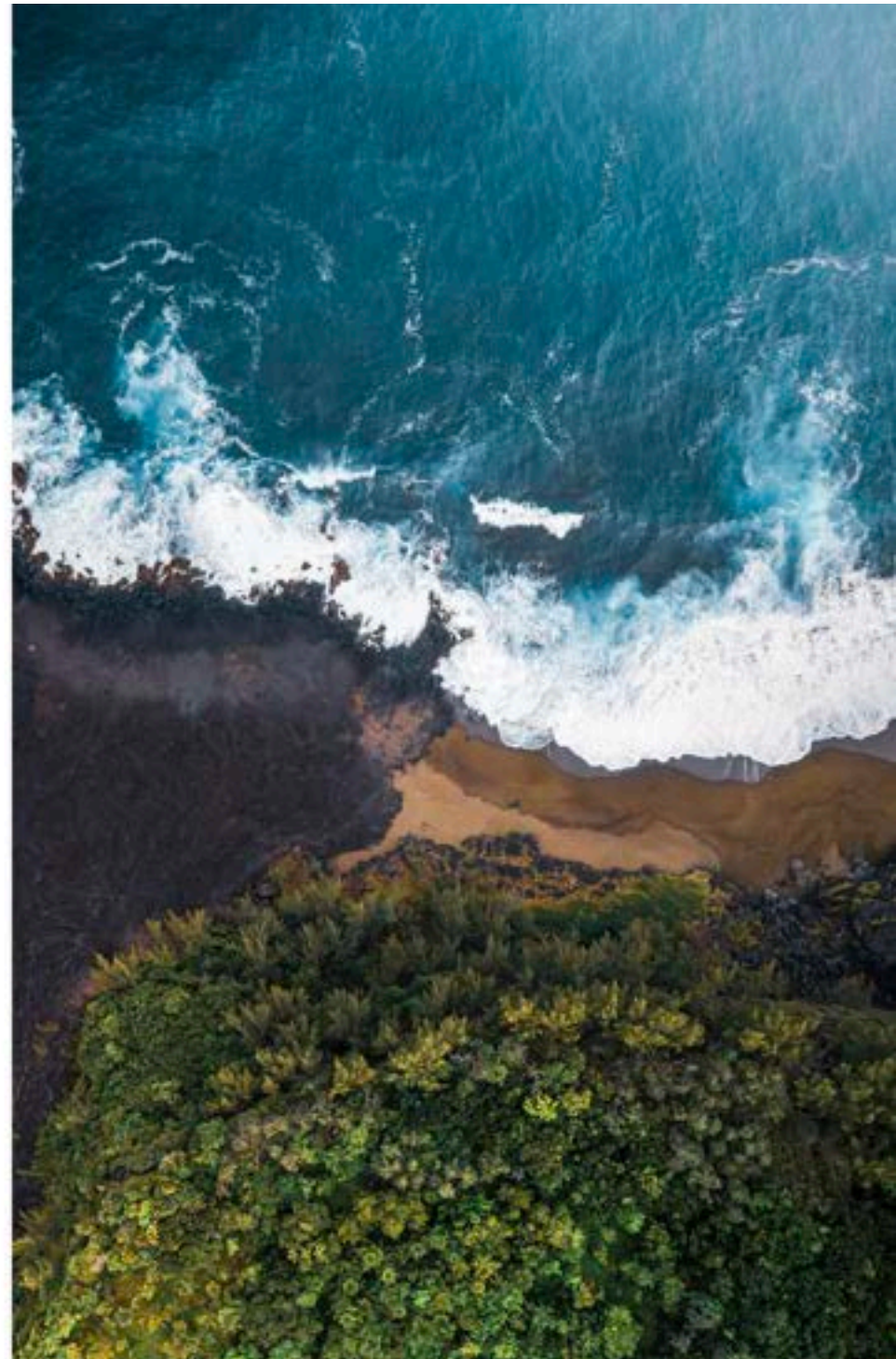
We identified a set of transition risks associated with the shift to a low-carbon and climate-resilient economy, including carbon pricing relevant to facilities and products, mandates and regulations on existing products and services, and shifts in consumer preferences. We also recognize that extreme weather events pose a physical risk to our supply chain that could make an impact on our operations.

We also see opportunities in the transition to a low-carbon economy: additional growth through new sustainable products and markets, and improved operational performance through increased efficiency of our operations. We believe we are well positioned to take advantage of the opportunities as detailed in the Sustainable Solutions section

## Goals to Minimize Our Environmental Impact

We continuously track progress and seek opportunities to minimize our impact in these areas:

- Climate Change Mitigation
- Pollution Prevention
- Resource Efficiency
- Sustainable Supply Chain Management



## Greenhouse Gas (GHG) Emissions

Our emissions are as follows:

GHGs in metric tCo2e*	2022	2023	2024
Scope 1	1,294	877	748
Scope 2	13,812	12,446	11,772
Scope 3			48,953
Energy Intensity in MWh per sqft of operations	0.039	0.035	0.034


\*reported figures are location-based and calculated using the methodology from the GHG Protocol Corporate Edition. The data covers approximately 98% of our total operations

Scope 1 and 2 emissions intensity*	2022	2023	2024
Scope 1 intensity	0.0015	0.0010	0.0009
Scope 2 intensity	0.0162	0.0146	0.0135
Total intensity	0.0178	0.0157	0.0144

\* The intensity figure is estimated using our reported 2022 and 2023 emissions per sq . ft . of total operational space, which was over 850,000 sq . ft . in 2023

Electricity consumption (in MWh)	2022	2023	2024
	33,130	29,854	29,913

\*data covers approximately 98% of our total operations

A close-up photograph of two hands cupped together, holding a small amount of water. The water is dripping from the fingers. The background is a blurred, dark blue-grey color, suggesting water or a natural setting.

# OUR GOAL BY 2030:

**REDUCE SCOPES 1 AND 2 EMISSIONS BY 42%**

**60% RENEWABLE ENERGY ADOPTION**

**ENGAGE WITH 65% SUPPLIERS BY SPEND**

**REDUCE SCOPE 3 EMISSIONS BY 30%**

## Risks and Opportunities

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We identified transition risks associated with supporting a global limit of 1.5°C to include directives and regulations on existing products and manufacturing processes, increased costs to utilize renewable energy sources, and research and development costs to identify environmentally conscious materials. We also recognize that extreme weather events pose a physical risk to our supply chain that could impact our operations.

We also see opportunities in the transition to a low-carbon economy:

The use of lower-emission energy sources, the development of low emission products with increased life cycles, and the enhanced collaboration with our suppliers and customers, upstream and downstream of our value chain.

## LED Replacement Program

As a result of our partnership with the US Department of Energy Industrial Technical Assessment Centers (ITAC) and our customers, we have completed energy assessments at all of our sites. The LED replacement program was one of several projects that were recommended by the assessors.

Our manufacturing facilities are replacing traditional fluorescent light systems with LED fixtures which has improved safety, and reduced replacement maintenance costs. This program will save 1785 MWh in electricity consumption per year!

In addition, we are proud to be selected for cost sharing grants from the US Department of Energy. The LED replacement program is the first project where grant funds will be utilized.

**Water Use in 2024:**  
**24,465,331 gallons**

**Water Intensity in 2024:**  
**0.288 gal/\$M revenue**

## Water Management

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High purity water use and management is an important component of our manufacturing process, as it is used to cool material in machining and chemical delivery systems applications.

## Waste Management

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By reducing waste in our manufacturing processes, we can reduce environmental risk and operational costs. We track the amounts and types of waste generated by each facility. In addition to waste reduction, we reuse, recycle, or recirculate as many manufacturing byproducts as possible.

A large, faint recycling symbol (a triangle of arrows) is centered in the background of the orange section.

**WE RECYCLE 100% OF OUR  
MACHINING SCRAP METALS**

A wide-angle photograph of a wind farm. Numerous white wind turbines are scattered across rolling green hills. In the background, a body of water and distant mountains are visible under a hazy sky. The scene is captured during the golden hour, with warm light illuminating the landscape.

## Sustainable Sourcing and Supply Chain Management

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In 2024, we strengthened our commitment to responsible sourcing by integrating Responsible Business Alliance (RBA) participation into our scorecard and N-tier risk assessment processes. Additionally, we established RBA trading relationships covering 50% of our total spend, reinforcing our dedication to ethical and sustainable supply chain practices.

Looking ahead, our vision for supply chain success includes leveraging survey insights to expand RBA partnerships and enhance ESG compliance within our supplier network. To further support transparency and accountability, we continue to utilize a reporting mechanism, ensuring continued progress toward responsible sourcing and sustainability goals.

## Conflict Materials

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We are committed to the ethical procurement of raw materials, including precious metals and conflict minerals, ensuring that our supply chain upholds the highest standards of human rights and responsible sourcing. To address risks associated with conflict minerals and prevent human rights violations, we have implemented a comprehensive conflict minerals compliance program that establishes clear expectations for ethical sourcing, particularly in regions with heightened risks of violence and exploitation.

Our Conflict Minerals Policy aligns with the Dodd-Frank Act and follows industry best practices set by the Responsible Minerals Initiative (RMI) and its Responsible Minerals Assurance Process (RMAP). By adhering to these standards, we work to keep our supply chain free from materials sourced under conditions of conflict or human rights abuse.

In accordance with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, we require our suppliers to comply with these responsible sourcing principles. Our responsible sourcing program ensures rigorous due diligence, supplier engagement, and transparent reporting—reinforcing our commitment to ethical sourcing across our global supply chain.

### Establish Strong Company Management Systems

- Maintain conflict minerals policy, internal management system, and supply chain control systems
- Engage with suppliers, provide grievance mechanism
- Maintain Records

### Identify & Assess Risk in the Supply Chain (Reasonable Country of Origin Inquiry)

- Evaluate products for use of minerals
- Identify suppliers of covered products
- Request and evaluate CMRTs
- Engage with suppliers to confirm data
- Determine RMAP conformance and risk level

### Design & Implement a Strategy to Respond to Identified Risks

- Encourage suppliers not yet conformant to RMAP to join RMI and become conformant
- Work with suppliers to remove high risk smelters or refiners from supply chain if needed
- Report on risk mitigation efforts to senior management

### Support Independent Third-party Audits of Smelters & Refiners

- Review and report on third party audits conducted on smelters and refiners
- Leverage RMI's RMAP audit status of smelters and refiners as reported by suppliers

### Report on Supply Chain Due Diligence

- Report on conflict minerals due diligence and risk mitigation activity as required by law

# Social Responsibility



## Inclusion and Engagement

ichor believes Inclusion and Engagement is foundational to building a sustainable and scalable company. We strive to attract and retain a productive workforce committed to our principles, both in the workplace and in our served communities.



### Inclusion

We invite sharing of perspectives, thoughts, ideas, and beliefs to innovate, collaborate and achieve better outcomes. This equally drives our engagement across our global footprint.

### Belonging

We create a space where every person feels accepted, valued, and included.

We attract those who strive to deliver excellence and make a positive impact, treat others with mutual trust and respect, embody our Core Values and Code of Business Ethics and Conduct

## Inclusion and Engagement Training

All employees take Inclusion and Engagement training on topics to help better understand the power of inclusion in the workplace.

## Cultural Calendar

Every month, the employees at our sites observe the vast backgrounds and contributions of our employees – like Lunar / Chinese New Year, International Womens' Day, US Veterans Day, and others. Celebrations include panel discussions, cultural activities, and more.

## Human Rights

At Ichor, we are committed to respecting human rights across our operations and supply chain. We strictly prohibit forced labor, slavery, human trafficking, and child labor, ensuring compliance with all applicable laws. Our Code of Ethics and Business Conduct, Supplier Handbook, and RBA-aligned policies set clear expectations for ethical practices. We continued to strengthen our RBA engagement by encouraging suppliers to adopt the RBA Code of Conduct and complete self-assessment questionnaires. Our Supplier Handbook, reinforces responsible business practices and integrity in our value stream.

[Global Human Rights & Principles](#)



## Employee Engagement

### Learning, Development, and Culture

At Ichor, we cultivate a unified culture that values continuous development. In 2024, we expanded One Ichor, reinforcing our global identity and workforce connectivity. Through IchorTrainer, employees access job-specific training in diversity, compliance, safety, IT, and leadership, ensuring ongoing skill enhancement. Our HR team collaborates with experts to update modules, maintaining accuracy and relevance. Managers provide coaching, mentoring, and structured performance feedback to support career growth. We offer leadership training for managers, monthly safety programs, and opportunities for employees to engage in conferences and workshops. Our tuition reimbursement program, covering up to \$7,500 annually, supports further education. Employees can also test out of training by demonstrating proficiency, ensuring a tailored learning experience. By integrating training into daily workflows and providing accessible learning tools, we empower employees to excel in their roles, drive innovation, and uphold the quality standards our customers expect from Ichor.

Ichor strives to have a workforce that is fully engaged, guided by our Core Values, takes care in the company, and is energized about the company's future.



## Employee Engagement Survey

Every year, all employees complete a survey to assess their alignment to our Core Values. We are honored to state that our alignment scores have been maintained or improved year after year, for the last 4 years.

### Favorable Ranking (Strongly Agree + Agree)



## Continuous Improvement Program

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As we continue to navigate the ever-evolving landscape of our industry, our commitment to innovation and continuous improvement remains unwavering. At Ichor, innovation is at the core of our identity, driving us to surpass expectations and redefine industry standards. Our transformation from a value-added integrator to a company that develops internally designed products challenges the status quo and demands fresh perspectives, our first Vice President of Production Engineering and Continuous Improvement. This strategic move ensures accountability, fosters progress, and facilitates our seamless transition to a product-focused business model.

*"Innovation drives Ichor's evolution. As we transition to a product-based business model, we challenge the status quo, embrace new thinking, and foster continuous improvement. By equipping our workforce with the right tools, technology, and processes, we do more than adapt—we lead. Our commitment to excellence positions us to set new industry standards and secure a sustainable global advantage."*

*- Dale Morris, Vice President of Production Engineering and Continuous Improvement*



## Vision

Engrain continuous improvement culture into Ichor's daily work, drive excellence, and establish a global competitive advantage.



## Mission

Empower Ichor's workforce with the tools, technology, and processes to improve continuously and sustainably



## Objectives

- Establish a global problem-solving foundation
- Broaden the impact of global waste reduction initiatives
- Actively recognize and reward contributions and commitment to Ichor's operational excellence
- Scale processes to apply globally and enable product transitions
- Deploy technology to increase efficiency

## Continuous Improvement Awards

Our Continuous Improvement Program empowers employees to contribute ideas for enhancing every aspect of their work experience.

We actively encourage submissions, and each quarter, we recognize the most impactful improvements with monetary awards. This initiative allows us to amplify the benefits of sharing and implementing best practices across our global sites.



## Community Impact

In 2024, Ichor and its employees donated across the following organizations:

- Food from the Heart
- Willing Hearts
- Central Texas Food Bank
- Tri City Volunteers
- Second Harvest Food Bank of Silicon Valley
- Salvation Army
- Norther Nevada Food Bank
- Tualatin Food Pantry
- Round Rock Operation Blue Santa
- Open Heart Kitchen
- Livermore (CA) Fire Department
- Fremont (CA) Fire Department
- Toys for Tots





## Community Engagement

### Women of Ichor Volunteer program

In 2024, the IPW-Fremont members of the Women of Ichor, our Women's Employee Resource Group, started a Volunteer Group where they give back to the site local community. The projects bring all employees together to:

1. Help those in need
2. Help preserve our environment
3. Help team bonding
4. Promote employee collaboration

We are expanding the Volunteer Group to all sites in 2025.

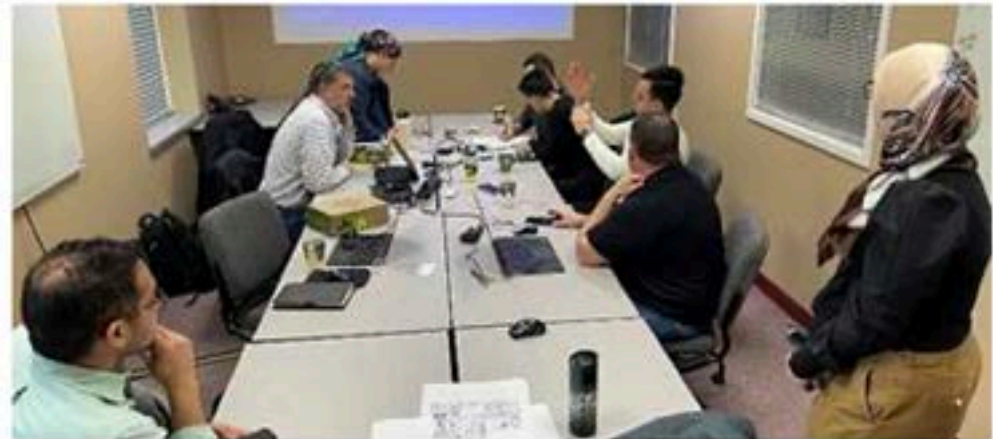
## Emerging Talent

### Industrial Technical Assessment Centers

In 2024, we strengthened our collaboration with universities near our facilities in California, Texas, Oregon, and Minnesota to reduce our carbon footprint. These universities, designated as Industrial Technical Assessment Centers (ITACs) by the Department of Energy, specialize in evaluating small and medium-sized businesses. Their mission is to recommend strategies for energy conservation, efficiency improvements, and waste reduction while providing hands-on learning opportunities for environmental engineering students.

Throughout the year, we completed assessments at all our U.S. sites. Experienced teams of professors and students analyzed utility data from high-use equipment, assessing waste generation, water consumption, and electricity usage. Their findings, compiled into detailed reports, included recommendations for efficiency projects and projected returns on investment.

By participating in this program, we have identified the most impactful and cost-effective initiatives to drive sustainability and advance our ESG roadmap.



## MECOP

Ichor is proud to partner with the Multiple Engineering Cooperative Program (MECOP), a Portland, Oregon-based consortium dedicated to fostering diverse talent and connecting students with career opportunities. Through this collaboration, we engage with local educational institutions to support aspiring professionals, providing them with networking opportunities and industry experience. This partnership allows Ichor to attract and develop early-career talent from diverse backgrounds, strengthening our workforce and contributing to the growth of our local community.



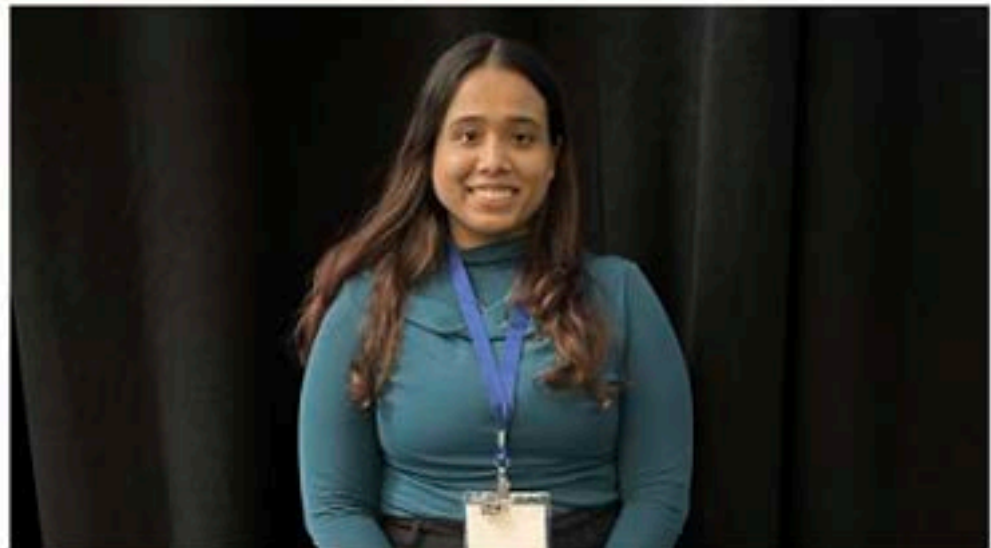
## Internship Program

On the global level, interns at Ichor gain hands-on experience by working on meaningful projects that contribute to the organization's goals. Internship opportunities are available across key areas, including Engineering, Human Resources, Supply Chain, and Operations.

In addition to challenging and rewarding work, interns benefit from a competitive pay structure, paid holidays, networking opportunities, and professional development programs—providing them with valuable industry exposure and a strong foundation for future career growth.

## Scholarship Program

We also are long-time donors to universities and technical schools that are local to our sites. We donate in the form of scholarships to first-generation engineering and business students at San Jose State University (CA) and Alexandria Technical College (MN).



*"My internship experience has not only enhanced my knowledge of corporate sustainability strategies along the semiconductor value chain but also underscored the importance of cross-functional collaboration to achieve climate goals."*

Anjali Sharma, ESG Intern, San Jose State University student

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## Compensation, Benefits, and Employee Recognition

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At Ichor, we are committed to providing competitive compensation and comprehensive benefits that support the well-being of our employees. Our compensation philosophy is built on three key principles: pay for performance, market competitiveness, and internal equity—ensuring a culture of recognition, merit, and fairness.

We conduct annual pay equity analyses through a third party to maintain alignment with industry standards and ensure fairness across our workforce. Compensation adjustments are made based on internal performance reviews, reinforcing our commitment to equity and excellence. Additionally, we offer a 401(k) match of up to 50% on the first 8% contributed, with immediate vesting and a self-directed brokerage option. Employees also have access to our global Employee Stock Purchase Plan, allowing them to purchase Ichor stock at a 15% discount and share in the company's success.

We prioritize accessible and affordable healthcare, offering a premium-free medical plan fully covered by Ichor for all U.S. employees working at least 20 hours per week. This coverage extends to pharmaceutical, dental, and vision benefits for employees, spouses, and dependents. Beyond physical health, our through our partnership with Spring Health provides resources for mental and emotional well-being, including virtual therapy, stress management tools, and multilingual support. We also promote overall wellness by offering resources focused on nutrition, exercise, and financial health, ensuring that employees have the tools they need to thrive both personally and professionally.



## Employee Health & Well Being

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At Ichor, protecting the health, safety, and well-being of our employees is a top priority across all our global sites. We take a holistic approach by promoting awareness of our mental health resources and comprehensive health benefits, ensuring employees have the support they need.

Supporting mental health needs is a priority for employee well-being at Ichor. In 2024, we launched a partnership with Spring Health Mental Wellness Plan that provides therapy and coaching.



## Safety

Ichor's Safety programs are extremely robust, starting with our enterprise online training platform [IchorTrainer.com](#). On this platform, Ichor deploys safety, compliance, ESG and other training subjects that meet statutory requirements. All employees are required to complete and demonstrate proficiency of at least 1 safety training module per month, as well as a variety of safety & other regulatory requirements upon hire. Our online training platform is regularly recognized by 3rd party auditors as one of Ichor's strengths.

## Safety Performance

### EHS Guiding Principles

- Everyone is responsible for their personal safety and for the safety of those around them
- Ichor will keep all employees informed of required safety, health and environmental procedures and requirements and provide the resources for each employee to ensure his/her/their own safety
- Ichor will ensure the performance and commitment to safety standards will be an integral part of every employee's job and performance evaluation
- Ichor will drive continuous improvement in all aspects of our safety and environmental compliance program training, implementation, and motivation
- All employees have the right and responsibility to immediately halt and report unsafe or non-compliant equipment, acts, or practices
- Management support of this policy will be total and absolute
- Ichor will meet or exceed all government regulations that affect our facilities



*"Ichor continues to prioritize safety and sustainability, achieving our third consecutive year of injury rate improvements while advancing environmental initiatives. In 2025 and beyond, we remain committed to reducing workplace injuries, enhancing safety programs, and driving impactful energy reduction efforts."*

- Keith Nelson

## Safety Performance

There have been no monetary losses as a result of legal proceedings associated with employee health and safety violations since 2022.

We also had zero reportable spills in 2024. In the event of a spill, we train our employees on site emergency response procedures.

From 2022-2023 our injury rate metric reduced by 26% and our loss time injury rate reduced by 40%. In 2024 we improved our injury rates for the consecutive 3rd year.

# Corporate Governance

## Board Governance

Our ESG program is overseen by the Board of Directors' Nominating and Corporate Governance Committee, which regularly collaborates with our Executive Leadership Team and key department leaders to assess ESG risks, strategy, goals, and progress. This oversight is outlined in the Nominating and Corporate Governance Committee Charter, available here, [Nominating and Corporate Governance Charter](#)

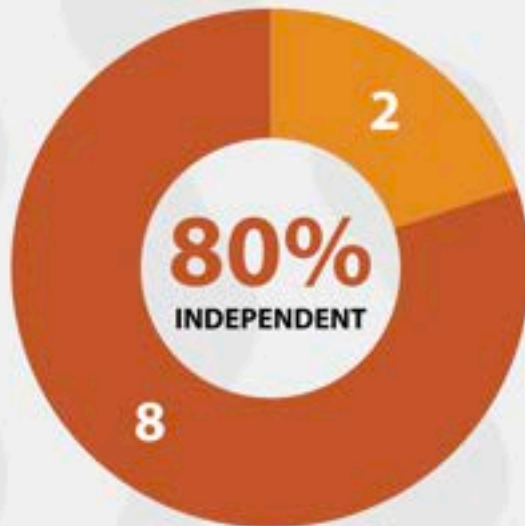


## Our Board of Directors

Our leadership team brings a diverse blend of knowledge, experience, and perspectives—key drivers of innovation, bold decision-making, and long-term business success. The Nominating and Corporate Governance Committee ensures that our director candidate pool includes individuals from a wide range of backgrounds, identities, and skill sets.

To uphold this commitment, we require our placement agencies to follow the Equal Employment Opportunity Commission's non-discrimination guidelines, ensuring equal opportunities for all individuals to contribute and succeed within our company.

As of December 31, 2024, 30% of our Board members identify as women, and 10% as underrepresented minorities, reinforcing our commitment to gender diversity at the highest levels. Looking ahead, we remain dedicated to prioritizing diversity and inclusivity when considering qualified candidates for future Board positions.



**INDEPENDENCE**



**GENDER**

**30%** 0-3 YEARS

**50%** 3-6 YEARS

**20%** 6+ YEARS

**TENURE**



## Stakeholder Management

Building and maintaining strong, trust-based relationships is one of our greatest assets and a core component of our stakeholder engagement strategy. We actively engage with a diverse range of stakeholders—including investors, employees, customers, and communities—to align our strategic direction with broader societal goals.

Through consistent dialogue and open communication, we assess and prioritize the needs of our key partners, leveraging these relationships to share best practices, gather feedback, and provide progress updates. Our goal is to drive meaningful impact across our industry and beyond. Committed to operational excellence, we strive to meet or exceed stakeholder expectations while supporting their ESG objectives. By conducting quarterly meetings, surveys, forums, materiality assessments, and ongoing engagement, we ensure that our efforts remain focused on the ESG issues that matter most.

### Our Stakeholders include:

- Employees – including Subject Matter Experts
- Investors
- Customers
- Suppliers
- Local Communities
- Industry Associations
  - Responsible Business Alliance (RBA)
  - Society of Information Management (SIM)
  - Consortium of Information Systems Executives (CISE)

## Business, Integrity, Ethics and Compliance

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Honesty and operational excellence drive our culture of trust, integrity, and compliance. Our Board of Directors and executive leadership emphasize ethical business practices, incorporating anti-corruption measures, transparent reporting, and strict regulatory adherence. Employees and suppliers follow our Code of Business Ethics and Conduct, with annual mandatory training to ensure compliance. We regularly update corporate policies, including our Human Rights and Clawback Policies.

We maintain a zero-tolerance policy for bribery and unethical incentives, ensuring fair competition and transparency. In 2024, we incurred no financial losses related to anti-competitive behavior. Our toll-free ethics hotline, available to employees and business partners, ensures anonymous and confidential reporting. Reports are reviewed by senior compliance officers and escalated to the Board of Directors when necessary.

By fostering a workplace where concerns can be raised safely, we reinforce accountability and trust. In 2024, we received no substantiated complaints or critical concerns, reflecting our strong commitment to ethical operations.

[Code of Ethics and Business Conduct](#)

[Supplier Handbook & Code of Ethics](#)

## Cybersecurity and Risk Management

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Our Information Technology (IT) organization proactively identifies, assesses, and mitigates potential threats to our digital assets and systems.

Strengthening our cybersecurity posture remains a key focus, including standardizing IT infrastructure globally. Based on NIST recommendations, we have removed local admin rights and enabled laptop encryption to protect company data. We also have a monthly cybersecurity employee training program to promote IT security awareness.

In 2025, we plan to globally expand our Security Operations Center, ensuring 24/7 network monitoring against cyber threats. Ichor remains dedicated to maintaining robust security measures.

In 2024, we did not receive any substantiated complaints regarding breaches resulting in customer or personally identifiable data loss, reflecting our continued commitment to data security and risk mitigation.

## ESG Resources

- Code of Ethics and Business Conduct
- Governance Guidelines
- Supplier Handbook & Code of Ethics
- Conflict Minerals Policy
- Nominating and Corporate Governance Charter
- Human Capital Committee Charter
- Anti-Human Trafficking and Slavery Policy Statement
- Global Human Rights and Principles
- Ichor Announces Its Membership in the Responsible Business Alliance (RBA)
- Ichor Political Contributions and Lobbying Policy
- Environmental Management and Sustainability Policy
- Commitment to Responsible Electronic Waste Disposal
- Ichor Clawback Policy
- Privacy Policy

## Investor Relations

- Proxy Statements
- Annual Report
- SEC Filings



A close-up photograph of a small green seedling with several leaves growing out of dark, rich soil. The background is a soft, out-of-focus green.

# Sustainability Reporting

## Corporate Climate Impact Scenario Analysis

As a forward-looking organization, we recognize the urgency of addressing climate change and the necessity of limiting global warming to 1.5°C above pre-industrial levels. This scenario analysis outlines our risk assessment, strategic response and resilience planning to align with global efforts, mitigate climate risks, and contribute to a sustainable future, while securing long-term business success. We have evaluated transition risks, physical risks, and opportunities under different climate scenarios and described the company's preparedness for future climate challenges.

[Climate Impact Scenario Analysis](#)

## Climate Risks and Opportunities

Climate-related risks include transition risks such as policy changes, legal mandates, and market shifts, which could increase costs, reduce demand, and lead to asset retirements. Technology risks involve high R&D expenses and uncertain returns on low-emission alternatives. Market risks stem from changing customer preferences and rising input costs. Reputational risks could impact revenue and capital access. Physical risks, both acute (extreme weather events) and chronic (rising sea levels, temperature changes), may disrupt operations and increase costs.

[Climate Risks and Opportunities](#)

## Sustainability Accounting

### Standards Board Index

We are reporting our metrics in accordance with the GRI, SASB, and TCFD Semiconductor Industry Standards. Below we report the data available at the time of publishing this report. We aim to continue improving our data collection and reporting practices for future disclosure.

### Additional Resources & Archived Reports

- 2024 TCFD REPORT
- GRI & SASB TABLE 2024
- 2023 ESG REPORT
- 2022 ESG REPORT
- 2021 ESG REPORT
- 2024 CDP REPORT

