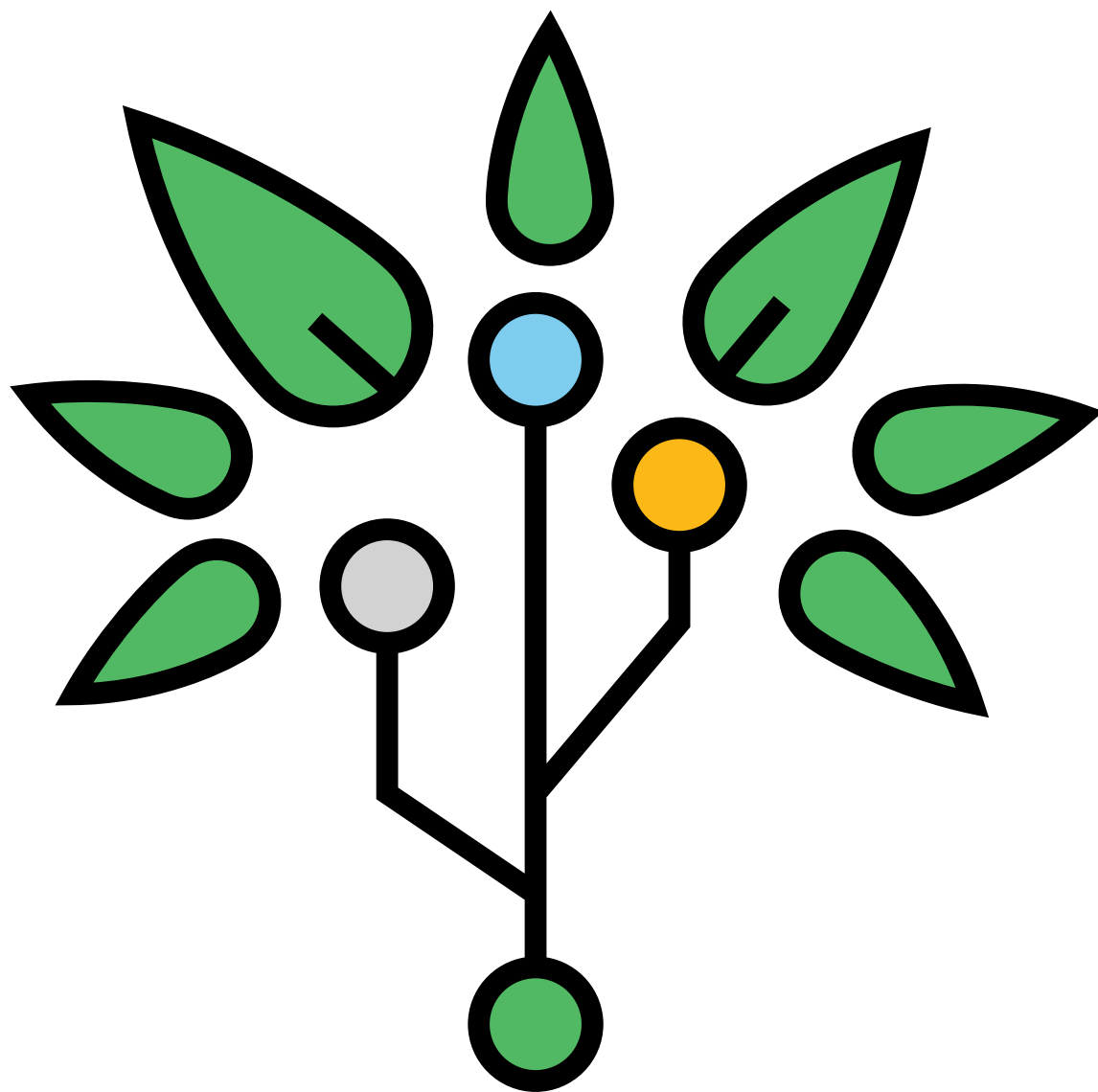




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INTRODUCTION

We strive to do the right thing and remain accountable to our key stakeholders by protecting our environment, embracing social responsibility and inclusiveness, and applying rigorous corporate governance. We are pleased to share our FY23 Sustainability Report.

IN THIS SECTION

- Messages from our Chairman, CEO and Director of ESG
- About this report
- Avnet at a glance
- Our ESG approach
- Sustainability highlights and awards



A message from Rod Adkins, Avnet Chairman of the Board

Avnet's Board of Directors is well versed in today's environmental, social and governance (ESG) issues with eight out of 10 members having experience in this topic. We are committed to providing oversight and strive to continually learn about this rapidly changing space.

In addition, the Board values diversity and understands that it makes good business sense.

We're proud of the work the team has accomplished to date and committed to holding the company's leadership accountable for its goals through regular dialogue and strategic governance.

Sincerely,

Rodney C. Adkins
Chairman of the Board

DIRECTOR NOMINEES' SKILLS, EXPERIENCE AND EXPERTISE

[illegible]

Includes both primary and secondary qualifications, 2023 Proxy statement



A message from Phil Gallagher, Avnet Chief Executive Officer

It was a banner fiscal year for Avnet, and I'm especially proud of how our team executed through one of the most dynamic and uncertain markets I've seen in my career. We've grown revenue, gained market share and achieved record earnings per share (EPS) for the year.

While our business and our industry grow, we will continue to focus on building a sustainable future. We remain committed to environmental, social and governance (ESG) because it's the right thing to do for our stakeholders, our company and our industry. [Our customers are telling us](#) that demand from their customers is driving them to use more sustainable design tactics, and an end-to-end distributor like Avnet is well positioned to help them advance their goals. Sustainability will only become more important to our industry and our business.

It is important that we walk the walk when it comes to environmental, social and governance (ESG) at Avnet. That said, I'm proud of our sustained commitment to governance & ethics, people & culture, responsible value chain and environmental stewardship in FY23. Some highlights:

- **Commitment to human rights.** We remain committed to the Responsible Business Alliance (RBA) Code of Conduct and the Ten Principles of the UN Global Compact. We are compliant with Modern Slavery Acts in the U.K. and Australia, and we have established a human rights delegate in Europe.
- **Operationalizing environmental stewardship.** Our new ESG data management platform improves our processes and reporting abilities, including our inaugural Task Force on Climate-Related Financial Disclosures (TCFD) report.

- **Investing in people and culture.** We saw a record level of participation in our employee engagement survey this year and added four new employee resource groups to support our Diversity, Equity & Inclusion (DEI) strategy. We also solidified our governance structure to reflect our companywide commitment to ensure our employee base reflects the diverse communities in which we live, work and do business.
- **Strengthening compliance training.** Nearly all (99.6%) Avnet employees completed compliance training in 2022. We also developed a new manager toolkit and employee recognition program.

Given its importance, we'll continue to improve our strategy and ESG processes in FY24. That's why we've been in business for more than a century: We continually evolve and enhance our strategies to ensure we're delivering value for all our stakeholders.

Sincerely,

Phil Gallagher
Avnet Chief Executive Officer



A message from Stacy Mendez, Avnet Director of ESG

In a world where environmental, social and governance (ESG) concerns are no longer just buzzwords but core considerations for investors, Avnet stands firmly committed to our work in this space.

Of course, investors need to realize financial returns. Increasingly, they want to understand a company's business practices, policies and procedures to ensure they are making ethical and sustainable investment choices. After all, who wouldn't want to invest in companies built to last, like Avnet?

At Avnet, ESG is not one department's responsibility. It is everyone's responsibility to move our culture of inclusivity, integrity and sustainability forward.

Our company will continue to make improvements in our global sustainability efforts and will share our progress in this and future reports.

We invite you to explore some new features in this year's report:

- TCFD alignment
- Upgraded GRI 2021 standards alignment
- Updated and restated emissions accounting
- Progress of our environmental, DEI, and Ethics and Compliance goals
- Scope 3 materiality screening
- Expanded Scope 3 emissions accounting

We are always listening for ways to do better. Please share your thoughts or comments with us at Corporate.Communications@Avnet.com

Sincerely,

Stacy Mendez
Avnet Director of ESG

About this report

The information and data provided within our FY23 Sustainability Report pertain to Avnet, Inc. activities during our fiscal year 2023 (FY23) from July 3, 2022, through July 1, 2023. We have also included specific subsequent initiatives that occurred after the end of FY23, which we have noted. Carbon emissions, energy, water and waste data are reported for the calendar years 2022 (CY22), 2021 (CY21) and 2020 (CY20). Avnet publishes sustainability reports annually, and reports for prior years are available on [Avnet's ESG website](#). Unless the context indicates otherwise, the terms "we," "our," "ours," "us," "Avnet" and the "Company" refer to Avnet, Inc., and its subsidiaries¹.

To inform our disclosure and maximize its value to our stakeholders, this report is prepared in accordance with the Global Reporting Initiative (GRI) Standards. Please see the [GRI Content Index](#) in the Appendix for a summary of the GRI Standards used and where reported information can be found in this report. This report is also indexed to the SASB Standards, now part of IFRS Foundation, for the Multiline and Specialty Retailers & Distributors industry, and references select SASB metrics for Semiconductors and Electronic Manufacturing Services. For more information, please see the [SASB table](#) in the Appendix. Finally, to provide additional detail on our approach to managing climate-related risks and opportunities, this report also includes our alignment to the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Our full TCFD response is detailed in the [TCFD Alignment table](#) in the Appendix.

To reference an expanded list of sustainable policies and governance documents, please see the [ESG Performance Summaries](#) in the Appendix. For questions regarding this report, please contact Corporate.Communications@Avnet.com. The ESG team worked with Global Internal Audit in preparation for external third party verification.

Restatements of information

We recently implemented a new environmental reporting platform that enables Avnet to adopt a more detailed and comprehensive method for measuring greenhouse gas (GHG) emissions, water and waste information. We are therefore restating reported metrics for fiscal years 2019, 2020 and 2021 to reflect up-to-date emission factors and data for energy, waste and water. The result of the restatements can be found in the [Environmental Stewardship section](#) of this report.

¹Please see Avnet's 2023 Form 10-K for more information on our consolidated subsidiaries.

Avnet at a glance

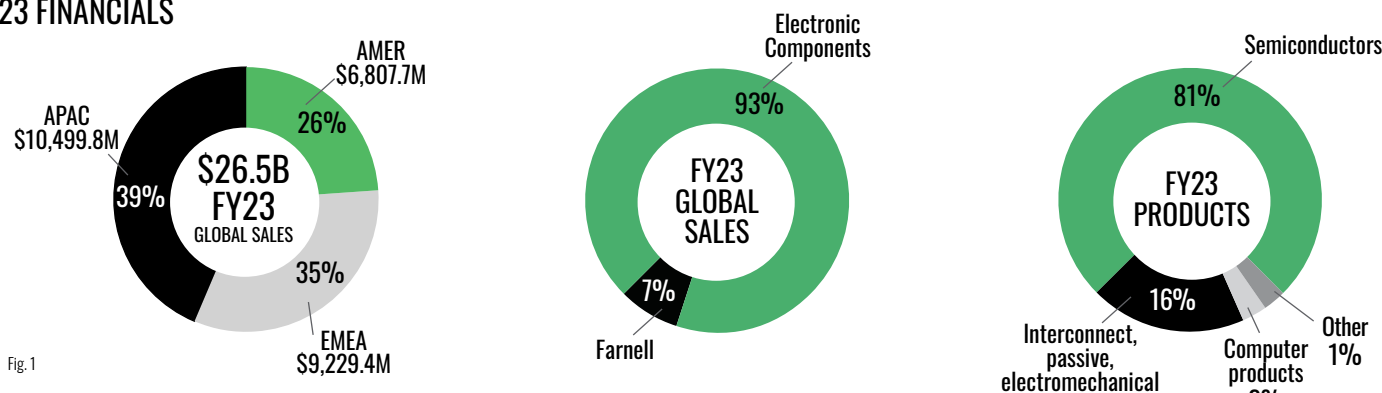
Avnet employees help customers and suppliers around the world activate the transformative possibilities of technology.

Avnet (Nasdaq: AVT) is a leading global technology distributor and solutions provider at the center of the technology value chain. Founded in 1921, we work with suppliers in every major technology segment to serve customers worldwide across a broad range of markets. Whether working on large-scale production or early prototypes, we meet customer needs through individualized, end-to-end service to streamline solutions and improve efficiency for customers worldwide.



Headquartered in Phoenix, Arizona, we serve more than 1 million customers in more than 140 countries and partner with global suppliers from almost every technology segment. For more details on Avnet's operations and financials, please see our latest [Form 10-K](#).

AVNET FY23 FINANCIALS



Avnet has business operations in three major economic regions of the world: the Americas (AMER); Europe, the Middle East and Africa (EMEA); and Asia Pacific (APAC). Avnet has two primary operating groups – Electronic Components and Farnell. Avnet's major product categories include semiconductors; interconnect, passive and electromechanical (IP&E); and computers. Data is from the 2023 Form 10-K. For more information, please refer to the 10-K.

BRIDGING THE TECHNOLOGY SUPPLY CHAIN

Supply chain management has never been more vital, and Avnet is well positioned to help our customers.

1921
FOUNDED

250+
FACILITIES IN
45+ COUNTRIES

30%
U.S. LOCATIONS

70%
NON-U.S. LOCATIONS

15,800
EMPLOYEES

247B+
UNITS SHIPPED
ANNUALLY

1M+
CUSTOMERS

#163
FORTUNE
500 RANK

MARKETS SERVED

- Defense and Aerospace
- Automotive and Transportation
- Communications
- Computer and Consumer
- Embedded Vision
- Energy
- Healthcare
- Home and Building Automation
- Industrial
- Lighting
- Security
- Wearables

Data based on June 2022 Global Location Key Code Report, Avnet's 2023 Form 10-k and the Avnet Corporate fact sheet.

Fig. 2

Doing business the right way

Sustainability is at the heart of our mission and business practices. Our culture is deeply rooted in the character and ethics that trace back to our founder, Charles Avnet, who set the foundation for our success in how we operate and interact with our customers, suppliers and each other. We believe that earning trust is a privilege and that doing the right thing is always the best course of action.

VISION

To be the preferred distributor partner at the center of the world's technology design and supply chains by delivering the best experience for both customers and suppliers every time.

MISSION

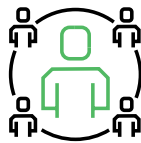
We deliver superior service by holding ourselves accountable to our stakeholders, enabling design and supply chain technology solutions that improve life experiences globally, while staying grounded in our core values.

OUR CORE VALUES



INTEGRITY

We demonstrate honesty and trustworthiness in all we do, with the highest standard of ethical behavior to guide all our actions.



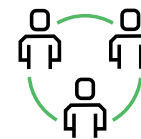
CUSTOMER FOCUS

We strive to exceed expectations in every interaction, focused on agile and innovative solutions that positively impact our global communities by creating sustainable operations today and for the future.



OWNERSHIP

We are personally responsible and accept full accountability for delivering on our commitments.



TEAMWORK

We work together across boundaries to delight our customers, suppliers and employees to help the company win and promote a collaborative culture.



INCLUSIVENESS

We value and respect our people by embracing diversity of backgrounds, learning, experience and thought, creating equal opportunities across our workplace culture.

Fig. 3

Our ESG approach

Simply, ESG is how we do what we do. Guided by our ethics and values, our global workforce of more than 15,800 dedicated individuals advances responsible business practices and sustainable operations throughout the product lifecycle, enabling Avnet to support our customers' and suppliers' needs from end to end.

We strive to do the right thing and remain accountable to our key stakeholders by protecting our environment, embracing social responsibility and inclusiveness, and applying rigorous corporate governance. We are pleased to share our FY23 Sustainability Report, which outlines our current ESG objectives and initiatives while highlighting progress along our sustainability journey in the areas fundamental to our business.

AVNET'S ESG COMMITMENTS

GOVERNANCE & ETHICS	OUR PEOPLE & CULTURE
We are committed to upholding fairness and equity in our governance processes and to conducting business with the highest ethical standards and in compliance with the law.	We foster a culture that emphasizes diversity, equity and inclusion; reinforces our core values; gives back to our communities; and creates a high-performing workplace where people are treated with dignity and respect.
RESPONSIBLE VALUE CHAIN	ENVIRONMENTAL STEWARDSHIP
We responsibly advance ESG principles throughout Avnet's value chain.	We are committed to minimizing the environmental impact of our operations and promoting positive environmental practices.

Fig. 4

Identifying our ESG priorities

Based on the results of a materiality assessment, we focus on the ESG topics most important to our business and stakeholders across our value chain. ESG risks are integrated into a biannual, companywide risk management process led by our Enterprise Risk Management Council (Risk Council). We update our ESG priorities with insights from ongoing stakeholder engagement and feedback. In particular, we work actively to improve the environmental performance of our operations and apply the precautionary principle to help us reduce or avoid adverse environmental impacts.

Materiality assessment of ESG factors

In FY20, we performed an assessment to identify the factors most important to our stakeholders and Avnet's long-term operational and financial success. We have used the results to inform and shape our ESG strategy, decision-making and disclosures. For more information on the materiality assessment, please visit our [ESG website](#).

The ESG materiality matrix displays the results and plots each ESG topic by importance to internal and external stakeholders. The five topics that ranked highest are:

- Ethics and compliance
- Climate
- Economic performance
- Occupational health and safety
- Diversity and inclusion

AVNET'S ESG MATERIALITY MATRIX

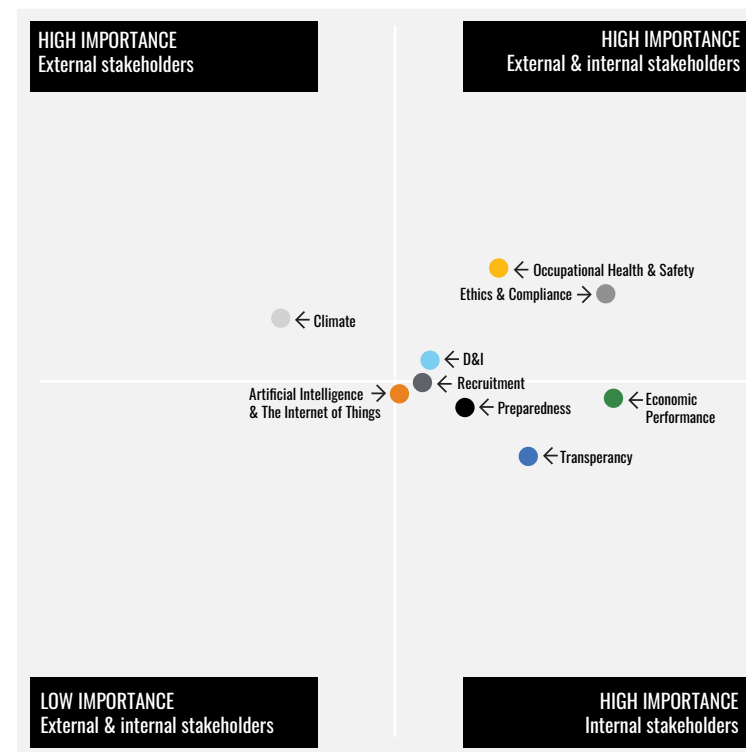


Fig. 5

Materiality assessment of ESG factors (continued)

Avnet determined that four of the top five are integral to our strategic sustainability road map. Since the fifth area, economic performance, is an outcome of all our business activities, it was not addressed as an individual ESG factor in our strategy. Both internal and external stakeholders gave high rankings to ethics and compliance and occupational health and safety. External stakeholders ranked climate higher than internal stakeholders, and waste emerged as a key topic in the electronics industry important to our employees. Although health and safety scored the highest – the assessment was performed during the pandemic – the focus was already heightened to keep all our employees safe. We plan to refresh our materiality assessment during 2024 to further refine and validate our ESG priorities and focus areas.

Identification and management of ESG risks

Avnet's process for identification, assessment of and response to ESG risks, including climate-related risks, is integrated into a multidisciplinary, companywide risk management process. Avnet convenes a Risk Council twice a year to assess current enterprise-level risks and to identify emerging risks. The Risk Council assesses and ranks the top enterprise-level risks that could impact our operations and financial performance. To learn more, see the [Enterprise Risk Management section](#) in this report.

Engaging with our key stakeholders

As part of our approach to sustainability, we engage with a variety of internal and external stakeholders whose support is critical to the long-term success of our business or who are materially impacted by our business operations. Our stakeholders' perspective and feedback help to inform, prioritize and continuously improve our ESG strategy. We seek to remain attentive to their feedback and create ongoing, meaningful two-way dialogue about the ESG issues that matter most. These diverse perspectives are crucial to shaping a strategy that creates shared sustainable value for us and our key stakeholders.

AVNET'S STAKEHOLDER ENGAGEMENT

STAKEHOLDERS	WAYS WE ENGAGE	KEY ESG TOPICS ADDRESSED	ACTIONS TAKEN
Community and non-governmental organizations	• Avnet sustainability report • Voluntary participation in leading social responsibility surveys • Volunteerism and charitable contributions to local organizations	• Employee engagement • Climate change, education, poverty, DEI and other social issues • Collaboration with community on key issues • Philanthropy and volunteering	• Donated \$869,398 globally to charitable organizations • Provided grants to 36 community organizations in AMER • Coordinated more than 40 employee volunteer activities • Employees serve on numerous industry associations and nonprofit boards
Customers	• Avnet sustainability report • Avnet.com and other regional and subsidiary websites • Customer appreciation events, industry conferences and trade shows • Customer experience survey and Net Promoter Score • Ethics Alertline • Quarterly Business Reviews and account manager engagement	• Business continuity and disaster recovery • Data security and customer privacy • Ethics and compliance • Responsible sourcing • Value chain	• Respond to CDP and climate change questionnaires • Respond to EcoVadis assessment • Create and publish the annual sustainability report • Complete RBA self-assessment questionnaire

Fig. 6

(CONTINUED ON NEXT PAGE)

AVNET'S STAKEHOLDER ENGAGEMENT (continued)

STAKEHOLDERS	WAYS WE ENGAGE	KEY ESG TOPICS ADDRESSED	ACTIONS TAKEN
Global workforce (employees)	• Annual census and employee retention metrics by region and demographic • Annual performance reviews and quarterly check-ins • Avnet sustainability report • Code of Conduct Advisors • Communication channels: intranet, newsletters, emails and HR tools • Employee engagement surveys • Employee resource groups (ERG) • Ethics and Compliance Program, including the Ethics Alertline, training (annual and Insights sessions) and awareness (AWARE) • Listen-and-learn sessions • Onboarding and training • Town halls and team meetings	• Corporate culture and employee engagement • Diversity, equity and inclusion • Employee benefits and well-being • Employee training and career development • Ethics and compliance • Labor practices • Nondiscrimination • Occupational health and safety • Philanthropy and volunteering	• Created an app to collect stories and suggestions from employees • Educated and engaged employees on ESG strategy • Facilitated establishment of new ERGs • Launched new formal global mentor program
Government and public authorities	• Avnet sustainability report • Ethics Alertline • Oversight by our government partners, external service providers and internal legal department for all applicable laws and regulations	• Ethics and compliance • Political contribution policy and advocacy causes • Risk management and business continuity	• Joined the Phoenix Committee on Foreign Relations • Legislation & compliance online tracking implemented for 24 operational sites, corporate headquarters & Bangalore office
Shareholders and investors	• Annual shareholder meeting and investor conferences • Avnet financial reports, news releases and SEC filings • Avnet sustainability report • Direct feedback from shareholders • Ethics Alertline • Quarterly financial reporting webcasts	• Board and workforce diversity • Corporate governance • Durability of financial performance • Employee engagement and retention • ESG priorities and strategy • Human rights • Responsible investment	• Educated leadership on emerging issues and trends • Expanded reporting for investors via SASB, GRI and TCFD
Suppliers	• Avnet sustainability report • Business reviews • Ethics Alertline • Global Supplier Quality Handbook • Industry events, industry conferences and trade shows • Required regulatory compliance • Responsible sourcing practices • Supplier Code of Conduct • Supplier relationship management team	• Adherence to regulatory requirements • Environmental responsibility • Ethics and compliance • Human rights • Risk management and continuity planning in pursuit of a resilient supply chain • Supply chain management	• Joint volunteer and philanthropy activities • Created partnerships and engaged in programs • Broadened supplier risk assessment processes

Fig. 6

Customer engagement

We continually engage with our customers through ongoing discussions, surveys, customer appreciation events and industry conferences to address key topics such as responsible sourcing, business continuity and data security. This outreach helps us to gain valuable feedback, maintain visibility throughout our operations and strengthen customer relationships.

We survey a randomly selected group of global customers twice a year to get real-time feedback to strengthen our long-term relationships and maintain alignment with our core values. In FY23, we continued ESG topic questions on our Voice of the Customer surveys. In response, our customers indicated the areas they thought deserved the

most focus in establishing our ESG program. Our customers validated our focus areas: greenhouse gas emission reduction; energy/water usage; waste to landfill; packaging waste reduction and increased recyclable packaging materials; health and safety; ethics and compliance; human rights; responsible value chain; and environmental risk.

In our FY23 survey, a sample of our customers across our global operations viewed the top areas for reporting to include ethics- and compliance-related risks, human rights fair labor practices within our supply chain, and environmental risks. Responses above 7 on the 10-point scale are considered important. Based on the feedback, we continue our goal to strengthen our supply chain. See our [responsible sourcing section](#).

CUSTOMER FEEDBACK ON AVNET'S ESG PRIORITIES

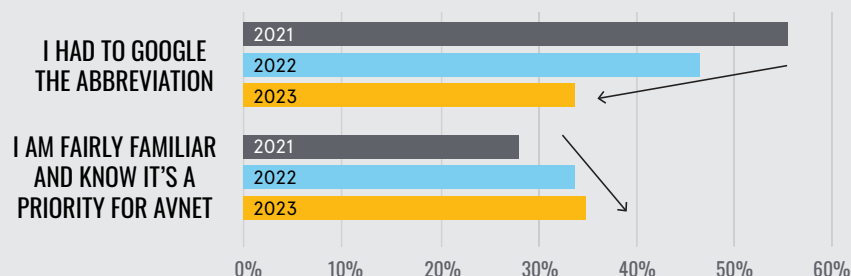


SPOTLIGHT: Avnet Explained—what is ESG?

We have leveraged a variety of employee communication tools to relay how Avnet makes a difference in protecting our environment, embracing social responsibility and inclusiveness, and ensuring strong corporate governance. As part of our continued outreach in FY23, we introduced a series of videos describing what ESG means to Avnet and how our ESG commitments are embedded within our business model across our products and services, business practices, customer engagement, team culture and community outreach. We also directed employees to our expanded online ESG resource center to learn how to contribute to building our culture of sustainability, inclusivity and integrity.



As a result of these efforts, our employee engagement surveys disclosed an increase in employee awareness of ESG over the past three years. Additionally, a FY23 global market insights pulse survey targeted to Avnet's engineering and procurement customers revealed that the majority (78%) of respondents who view sustainable product design as an opportunity have made progress in implementing it into their business strategy.



The chart here shows that employees have gained an understanding of what ESG is; fewer "googled" the abbreviations and more employees have indicated they are familiar with it and know it's a priority for Avnet.

Employee engagement

Our ESG Team launched an educational program in FY22 to help employees learn more about Avnet's ESG strategy. This employee engagement was designed to build awareness of Avnet's core ESG commitments, share ways for employees to contribute to the success of our sustainability initiatives and spark innovation to

further integrate ESG throughout Avnet. We expanded our employee education of ESG in FY23 through tools like Avnet Explained. The Avnet Explained tool is an internal communication program that simplifies complex elements of the business to drive greater understanding by employees.

ESG governance

Avnet recognizes that our ESG performance is essential to driving shareholder value and is of high importance to internal and external stakeholders. Our governance structure supports the coordination of environmental and social efforts across all areas of our business to advance our long-term operational and financial success.

Board oversight

The full Board of Directors (Board) oversees our ESG program with a full review at least annually. The Board assigns ESG oversight to board committees aligned with their respective areas of responsibility to ensure that Avnet's ESG performance and risk management are monitored appropriately. In addition, the Board reviews and approves Avnet's Statement against Modern Slavery and Human Trafficking annually.

The Corporate Governance Committee of the Board (CGC) has primary oversight of corporate governance, including corporate social responsibility and ESG. It monitors the effectiveness of our ESG program and initiatives, offers advice and counsel to management, and makes recommendations to the Board. The Audit Committee oversees Avnet's Ethics and Compliance Program, enterprise risk management, and cybersecurity. The Compensation and Leadership Development Committee oversees our corporate compensation structure, including risks related to our compensation structure, policies, and programs related to talent, leadership and culture, and DEI.

Management oversight

With oversight from the Board and the CGC, the Avnet Leadership Team (ALT) approves and provides the resources to execute our ESG strategies and objectives. The ALT established an ESG Governance Council composed of the chief financial officer (CFO), chief people officer, general counsel and regional business president, all of whom report directly to the chief executive officer (CEO). At least biannually, the ALT reports on the ESG program during board committee meetings. The ESG Governance Council assists the larger ALT in setting and implementing ESG- and sustainability-related strategies, monitoring sustainability topics, implementing sustainability policies, and reviewing and approving the corporate sustainability report and other disclosures. >>

ESG Governance Council responsibilities include:

- Ensuring Avnet's stakeholder needs are being met
- Removing obstacles for collecting data, reporting and disclosures
- Approving recommended strategy, goals and key performance indicators (KPIs)
- Providing oversight of initiatives to meet goals
- Monitoring internal and external trends for ESG improvement

The ESG Governance Council meets quarterly to oversee and support the ESG Working Team, a cross-functional group composed of global representatives from different levels of management that meets monthly to create and implement our ESG strategy and goals.

Integration of ESG into executive compensation

We believe that incorporating non-financial ESG performance measures into our compensation structure aligns management's decision-making with Avnet's long-term

financial sustainability and value creation. Avnet has incorporated ESG metrics into executive compensation in prior fiscal years and in the near future plans to perform a full impact evaluation ahead of any further changes to the compensation framework.

For fiscal years 2021 through 2023, executive annual incentive compensation included ESG non-financial performance goals. The annual cash incentive plan for FY23 consisted of two components – financial performance metrics and non-financial performance metrics, weighted 80% and 20%, respectively. The non-financial performance metric was composed of goals related to talent acquisition, retention, diversity and employee engagement.

Oversight of environmental strategies and climate change risks

The CGC reviews ESG at three quarterly meetings, with an ESG update to the full Board once per year. As part of CGC's oversight of Avnet's environmental strategies and climate risks, environmental topics are covered in at least two CGC meetings per year, and the CGC reports on climate to the Board at least twice a year. >>

ESG GOVERNANCE STRUCTURE

BOARD OVERSIGHT

BOARD OF DIRECTORS		
Oversight of all enterprise risk management of ESG-related areas (strategic, operational, financial, legal, information technology and reputational) and the strategic alignment.		
CORPORATE GOVERNANCE COMMITTEE	AUDIT COMMITTEE	COMPENSATION AND LEADERSHIP DEVELOPMENT COMMITTEE
Oversees and reviews corporate governance and ESG program and initiatives, and reviews and approves of annual sustainability report.	Oversees ethics and compliance program, enterprise risk management and cybersecurity.	Oversees overall corporate compensation structure, policies and programs, as well as policies and programs related to talent, leadership, culture, diversity, equity and inclusion (DEI).

MANAGEMENT RESPONSIBILITIES

AVNET LEADERSHIP TEAM		
Responsibility for execution of sustainability strategy and implementation of sustainability initiatives within key ESG-related areas.		
ESG GOVERNANCE COUNCIL	GLOBAL DEI COUNCIL	CORPORATE ETHICS AND COMPLIANCE COMMITTEE
• Executive leaders who guide, promote and implement ESG strategies, approve annual sustainability reports and other disclosures, and oversees ESG Working Team. • ESG Working Team is made up of cross-functional global leaders who set ESG strategy and targets, integrate sustainability into business strategy, and support disclosure process.	• Council connects DEI initiatives to Avnet's broader business strategy. • The Global DEI Council breaks up into smaller groups throughout the year to address priorities such as surveys, training, manager education, ERG suggestions and various local issues.	• Committee guides the Ethics and Compliance Program to prevent, detect and respond to legal and compliance risk and misconduct and to promote an ethical culture at Avnet. • The Ethics and Compliance Office manages the day-to-day program and is led by the Chief Ethics and Compliance Officer with support from representatives in each region.

Fig. 8

The environmentally focused CGC meeting each year includes an in-depth review of our Environmental Commitment strategic pillar. At this meeting, Avnet's Director of ESG presents the environmental strategy, performance and roadmap for the CGC's review and guidance. Avnet's environmental strategy is focused on emissions reduction, renewable energy expansion and waste reduction as a means to reduce negative climate impact.

At Avnet's management level, the ESG Governance Council oversees Avnet's readiness for potential changes to climate-related regulations globally. To prepare for regulatory changes, the ESG Governance Council oversees the ESG roadmap and new systems implementation for environmental data collection and reporting, aiming to improve reporting efficiency, accuracy, scope and transparency, as well as prepare for any required third-party assurance. The ESG Governance Council also approves energy, emissions, waste, and water reduction goals, and associated reporting.

Climate-related responsibilities of ESG Governance Council:

- Implementing a climate transition plan
- Integrating climate-related issues into the strategy
- Setting climate-related corporate targets
- Monitoring progress against climate-related corporate targets

Sustainability highlights and awards

Avnet's mission and values guide how we focus on our people, operate responsibly and execute sustainable business practices. These highlights reflect our progress during FY23.

FY23 SUSTAINABILITY HIGHLIGHTS

GOVERNANCE & ETHICS	OUR PEOPLE & CULTURE
• 2022 Compliance Training Campaign with 99.6% global completion rate • Refreshed global Code of Conduct, now available in 18 languages • Developed Manager's Ethics and Compliance Toolkit • Introduced new employee recognition program, Ethics-in-Action Award	• Increased employee engagement score to 83.5, with record level of participation • Launched global mentoring program in AMER and APAC, with EMEA process initiated (pending approvals) • Added four new employee resource groups • Increased ISO45001 certification to cover 34% of total operational sites • Donated over \$869,000 to support local communities
RESPONSIBLE VALUE CHAIN	ENVIRONMENTAL STEWARDSHIP
Under the German Supply Chain Due Diligence Act: • Implementing a risk management system to identify, assess, prevent and remediate human rights and environmental issues in our supply chain • Updated processes for assessing supplier risks on human rights and environmental topics, and implementing preventive measures • Established a human rights delegate in EMEA to ensure operational implementation in the form of monitoring	• Implemented a new ESG data management platform to improve processes for gathering, analyzing and reporting our environmental data, including progress against key environmental goals • Reduced Scope 1 and Scope 2 emissions approximately 41% from the baseline level • Began aligning with recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) • Increased ISO14001 certification to cover 62% of total operational sites • Expanded Scope 3 emissions reporting

Fig. 9

FY23 AWARDS AND RECOGNITION

AWARD	RECOGNIZED BY	RECIPIENT
OUR BUSINESS AND LEADERSHIP		
Worlds Most Admired Companies 2023	Fortune Magazine	Avnet
2023 CIO 100 Award	Foundries CIO	Avnet
Legal Department of the Year	AZ Business Magazine in partnership with the Association of Corporate Counsel and State Bar of Arizona	Avnet
Silver Medal Award	EcoVadis	Avnet
Pro to Know	Supply & Demand Chain Executive Magazine	Christian Peterson , senior global supply chain solutions architect
OUR PEOPLE AND CULTURE		
Best Companies to Work for	HR Asia	Avnet China , Avnet Hong Kong , Avnet Singapore and Avnet Taiwan
Best Employer in Greater China 2022	HRoot	Avnet China
Best HR Team 2022	HRFlag	Avnet China and Avnet Hong Kong
Best Workplaces in Electronics	Great Place to Work Institute in India	Avnet India
Great Place to Work	Great Place to Work Institute in India	Avnet India
Great Place to Work	Great Place to Work Institute in Japan	Avnet Japan
Healthiest Employer	Phoenix Business Journal	Avnet
Most Caring Company Award	HR Asia	Avnet Singapore and Avnet Taiwan
Best HR Leader	HRFlag	Welcome Wang , HR Director, China and Hong Kong

Fig. 10



GOVERNANCE & ETHICS

We are committed to upholding fairness and equity in our governance processes and to conducting business with the highest ethical standards and in compliance with the law.

IN THIS SECTION

- Business ethics and compliance
- Enterprise risk management
- Data security and privacy

At Avnet, we work best in an atmosphere of fairness, cooperation and equal opportunity. We are committed to respecting the dignity of every individual and conducting business in a responsible, professional and respectful manner.

SCORECARD OF AVNET'S ETHICS AND COMPLIANCE GOALS

TOPIC	FY23 GOALS	FY23 GOALS STATUS	FY24 GOALS
Increased employee awareness of ethics and compliance	Refresh internal ethics and compliance communications program	✓	Continue to refresh internal ethics and compliance communications program
Ethics and compliance training	Develop and implement a manager toolkit to underscore "tone at the middle"	Development complete and initial implementation targeted for November 2023	Target global completion rates of 97% for the annual compliance training program covering the following: • Code of Conduct • Privacy & Security
Ethics and compliance included in job descriptions and onboarding	Implement cadenced program to employees who have embraced "owning" compliance ("everyday heroes")	✓	Refresh Global Anti-Corruption Policy and program, and review the process for gifts, gratuities, travel and entertainment
Code of Conduct	Publish refreshed Code of Conduct	✓	-

Fig. 11

Business ethics and compliance

Ethics and compliance make up the foundation of our governance structure, which is intended to ensure that we do business and act with integrity toward our customers, suppliers, shareholders, communities, regulators and within our organization. For a list of some of Avnet's key governance documents, please refer to the [ESG Performance Summaries](#) in the Appendix of this report.

Our corporate governance and board oversight

The CGC oversees our [Corporate Governance Guidelines](#) (Guidelines), which outline Avnet's core governance policies and practices. The Board reviews the Guidelines annually. The Guidelines are available on our [Investor Relations website](#).

BOARD OF DIRECTORS DEMOGRAPHICS

DEMOGRAPHICS	#	PERCENTAGE
Men	7	70%
Women	3	30%
Non-ethnic	5	50%
Ethnic	5	50%
LGBTQ+	1	10%
Independent	9	90%
Average Tenure	5.4 years	-
Average Age	64	-

Fig. 12

Includes one director who identifies as Middle Eastern;
Data from 2023 Proxy Statement

We believe that the effectiveness of our governance framework is largely a function of the highly qualified, experienced and diverse Board and leadership teams, which are focused on driving Avnet's long-term success. Board directors have diverse characteristics, experiences, perspectives and skills, which help the Board create sustainable value for our shareholders and other stakeholders. At the end of FY23, we are proud to have had 10 highly qualified directors on our Board, collectively bringing a broad range of experience in areas such as CEO leadership, international operations, technology and electronic components industry, and legal and regulatory compliance.

ADVANCING BOARD'S SUSTAINABILITY KNOWLEDGE

80% Eighty percent of Board Directors have ESG experience. In addition to receiving regular updates on ESG trends and regulatory developments via their established oversight duties, the Board maintains a Director Education Policy to encourage and facilitate Director participation in seminars, conferences and other educational opportunities. Avnet reimburses Directors for education-related expenses and notifies Directors of educational opportunities.

Fig. 13

Data from 2023 Proxy Statement

Our Board composition reflects broad gender, race, ethnic, sexual orientation and geographic diversity. Avnet believes that valuing diverse backgrounds and perspectives both at the board level and throughout the organization makes our business more resilient. The CGC considers diversity when filling Board vacancies and proposing Director nominees for shareholder election.

Our Ethics and Compliance Program

Avnet's Board and the ALT promote an ethical culture and have set an expectation of compliance, with integrity as our number one core value. Our Ethics and Compliance (E&C) Program is designed to prevent, detect and respond to legal and compliance risk and misconduct, and we continually evaluate ways to refresh, refine and reinforce our approach.

CORE ELEMENTS OF AVNET'S ETHICS AND COMPLIANCE PROGRAM

- Written standards of conduct, policies and procedures
- A compliance officer and compliance committee(s)
- Training and education
- Communication and awareness
- Internal monitoring and auditing
- Confidential reporting options for whistleblowers through the Ethics Alertline
- Prompt investigations and corrective action

Fig. 14

Ethics and compliance governance

The Audit Committee of the Board (Audit Committee) oversees the E&C Program. The Corporate E&C Committee guides the program at the corporate level, with Regional E&C Committees providing regional oversight. The Chief Ethics and Compliance Officer reports on the E&C Program to the Audit Committee quarterly. The Ethics and Compliance Office (ECO) manages the day-to-day program and is led by the Chief Ethics and Compliance Officer, with support from representatives in each region.

The strategic road map for our E&C Program was updated in FY23 to extend through FY25. It maintains our key focus areas and priorities of training, awareness and the Code of Conduct Advisor (CCA) program, in addition capturing the refresh of our Code of Conduct and introduction of a recognition program, among other initiatives. The ECO is bolstered by approximately 250 CCAs globally. CCAs are Avnet employees who champion the E&C Program within the company and serve as resources for those seeking guidance or reporting suspected violations of the [Code of Conduct](#), [policies](#) or law.

Our Code of Conduct

Our Code of Conduct provides our standards of integrity and explains some of our legal and ethical responsibilities, in addition to how to report concerns and seek guidance. The Code of Conduct applies to all employees, officers and directors. We expect all suppliers, agents and business partners to uphold similar ethical standards when working with Avnet.

KEY TOPICS IN CODE OF CONDUCT

- | | |
|---|---|
| • Conflicts of interest | • Anti-money laundering |
| • Gifts and entertainment | • Harassment and discrimination |
| • Outside business interests and employment | • Industrial relations |
| • Anti-corruption and anti-bribery | • Responsible advertising and sales practices |
| • International trade controls | • Data security and privacy |
| • Sanctions and boycotts | • Anti-trust and anti-competition |

Fig. 15

Avnet's Code of Conduct is reviewed by the Board annually and is refreshed approximately every three to four years, with broad stakeholder input, Board oversight and senior management approval. During FY23, we refreshed our [Code of Conduct](#), which was published globally in 18 languages in September 2023.

Of the 71.4% of employees who responded to our FY23 Employee Engagement Survey, 90% felt that Avnet's senior leadership cares about ethics and compliance, and 91.3% believed their immediate supervisor cares about ethics and compliance.

[CODE OF CONDUCT LEARN MORE >>](#)

Anti-bribery and anti-corruption

Avnet has a number of safeguards to avoid corruption and bribery related to our business and maintain Avnet's reputation for ethical business practices. We require organizational compliance with anti-bribery/anti-corruption (ABAC) laws and regulations everywhere we conduct business, including, but not limited to the U.S. Foreign Corrupt Practices Act (FCPA) and the U.K. Bribery Act. Our comprehensive and integrated approach helps ensure that employees, officers, directors and agents comply with applicable laws and includes policies, training, third-party due diligence, controls and control enhancements, and ABAC risk assessments.

Avnet's Global Anti-Corruption Policy is managed by the ECO and outlines our ABAC standards and procedures. With limited exception, employees receive ABAC training during onboarding and then at least every two years thereafter. In FY23 (CY22), the Anti-Corruption and Export Compliance training had a completion rate of 99.6% globally. We provide ongoing communication to employees on our anti-corruption policies, procedures and compliance efforts and maintain a confidential reporting system for stakeholders to report concerns about potential misconduct, including any related to corruption and bribery.

We provide new suppliers with our Supplier Code of Conduct, which includes Avnet's anti-corruption guidelines. Third-party due diligence of high-risk third parties is conducted as needed, with enhancements to the process underway. The Global Audit Team conducts both ABAC risk assessments with input from the ECO and ABAC audits, including gifts, gratuities, travel and entertainment (GGTE), informed by the risk assessments. Global Audit also screens business segments against the Corruption Perception Index scores published by Transparency International. Additional criteria, such as business volume or timing of most recent audits in the respective segment, are considered for risk ranking and the highest are selected. There are 134 business segments ranked in our ABAC risk index assessment. During FY23, three ABAC risk audits were completed, and two audits of our GGTE standards were completed.

Anti-competitive behavior

In countries where we do business, we strive to comply with laws designed to foster free and open competition. Our Global Antitrust and Competition Policy requires employees to comply with applicable laws and prohibits them from

making agreements that restrain competition. We have established controls that are reviewed as part of our periodic internal audit processes.

Employees are encouraged to contact the ECO or our legal team for guidance regarding interactions with competitors and to report potentially inappropriate communications. Anyone may report concerns through our confidential reporting system, the [Ethics Alertline](#).

Working with the government and public institutions

Our standards for business integrity are no different whether the customer is the government or a public institution. National and local governments around the world have specific and varied procurement laws and regulations that exist to protect the public interest. Our policies outline the requirements of doing business with governments and government contractors, so we maintain compliance with applicable laws and regulations. For more information, please see our [Code of Conduct](#).

Trade compliance

Trade compliance is centrally managed by Avnet's Global Trade Controls (GTC) Team, led by the Vice President (VP), Global Trade Controls, who reports to Avnet's chief legal officer and general counsel. The GTC Team is composed of regional directors and teams deployed to administer the GTC Program, which was implemented to ensure compliance with applicable trade rules and laws globally. The GTC Program consists of executive commitment, policies, guidelines and procedures as well as manual and automated controls. The GTC Team covers export controls, sanctions compliance, denied party lists (DPLs) and customer screening. As a secondary focus, the team advises our supply chain department on aspects of import law (customs) compliance.

We are committed to continuous improvement and to incorporating best practices in our GTC Program. All new employees, except for select roles that have been assessed to be low risk, receive trade compliance training during onboarding and are trained at least every two years thereafter.

SPOTLIGHT: Ethics in action award launched

During FY23, Avnet's Ethics and Compliance Office introduced a new recognition program, the Ethics in Action Award, to recognize employees who truly are "everyday heroes" when it comes to ethics and compliance at our company. We announced our first award winner and two honorable mentions in August 2023.



Employees are asked to nominate colleagues who always do the right thing when it comes to interacting with Avnet's customers, suppliers and fellow employees — even when no one is watching.

The Ethics in Action Award identifies employees who exemplify our four Cs:

- **Core** values (demonstrating why integrity is Avnet's No. 1 core value)
- **Commitment** to compliance (setting the right tone at the top and middle)
- **Culture** of compliance (encouraging employees to speak up)
- **Competitive** advantage (understanding that our stakeholders care about compliance)

Employee education, awareness and acknowledgments

Avnet's annual compliance training program alternates between Code of Conduct and privacy and security training (for all employees), and anti-corruption and export compliance (for the majority of employees) every other year. In FY23 (CY22), the global completion percentage for the annual compliance training program, which included both anti-corruption and export compliance, was 99.6%.

Whistleblowing and nonretaliation stance

Concerns about potential misconduct can be reported to a variety of internal resources, such as an immediate supervisor, our ECO, Legal or Human Resources departments, or anonymously through the [Ethics Alertline](#), which is hosted by an independent third party and available 24/7 in multiple languages to anyone inside or outside the company. In all our reporting channels, we strive to maintain confidentiality and keep information on a need-to-know basis within the limits of the law. The Chief Ethics and Compliance Officer and the Corporate E&C Committee review all allegations submitted via the [Ethics Alertline](#) and/or to the ECO, and the Audit Committee does so on a quarterly basis. Significant matters, however, are escalated immediately to the Chair of the Audit Committee.

It is Avnet's policy not to discipline or retaliate against anyone who, in good faith, reports a potential or actual violation of the law, the Code of Conduct or company policies. Anyone who retaliates against someone for making a report in good faith or for cooperating with an investigation is subject to disciplinary action, up to and including termination.

Political relations and advocacy

Avnet has a Political Contributions and Activities Policy in place. The company supports the right of its employees to participate in the political process, but only in their individual capacity, on their own time and at their own expense — not as employees or representatives of Avnet. As a general rule, Avnet does not contribute to political candidates or parties, and any exceptions must be authorized by the Chief Legal Officer and must comply with applicable law. Avnet did not participate in lobbying activities or make lobbying expenditures in FY23, nor did the company make any direct political contributions in FY23.

Enterprise risk management

Effective risk management helps to proactively address risks and opportunities to create value for corporate stakeholders and ultimately help meet social responsibilities. Avnet's Audit Committee oversees policies with respect to risk assessment and risk management.

Avnet's Enterprise Risk Management (ERM) is a structured, consistent and coordinated process involving evaluating, prioritizing and mitigating risks across the enterprise. The focus includes operational hazards and risks, economic and financial risks, and strategic risks that may affect the company's operations and financial performance. For more information, please see our [FY23 Form 10-K](#) and [2023 Proxy Statement](#).

Identification and management of ESG risks

Avnet's process for identifying, assessing and responding to ESG risks, including climate-related risks, is integrated into a multidisciplinary, companywide risk management process. Avnet convenes an Enterprise Risk Management Council (Risk Council) twice a year to assess current enterprise-level risks and to identify emerging risks. The Risk Council assesses and ranks the top enterprise-level risks that could impact our operations and financial performance. The Risk Council is composed of senior leaders from Avnet's global business units and support functions. The risks considered include natural disasters due to climate change, pandemic, and man-made issues (e.g., shifts in political climate, workforce issues).

Our current strategic planning cycles operate within three defined time frames: short term, medium term and long term:

- **Short term (zero to three years).** The time frame incorporates the potential loss of business due to customers adopting stricter rules on supply chain partners regarding green policies. It matches up with a three-year business planning cycle and addresses the implementation of controls and remediation actions for near-term solutions.
- **Medium term (three to 10 years).** This time horizon covers projects that require significant lead times and capital investments in the multi-millions of dollars, and involves a continual evaluation of our supply chains, operations and logistics partners. It incorporates both risks and opportunities related to climate change.
- **Long term (10–25 years).** Defined as risks that will take a long time to manifest, mitigate and resolve.

Short-term risks are regularly addressed in the Risk Council cycles, and medium-term risks are identified as emerging risks and included as part of a more detailed risk evaluation. There is increasing discussion and evaluation of long-term issues as the growing frequency and severity of flooding, drought and storms expand their impact on global logistics operations.

The Risk Council uses two tools to rate and evaluate risk:

1. A high-level analysis identifies the top 10 risks based on an evaluation of gross risk (before any mitigations or controls are applied), including the likelihood and severity, and net risk, which factors in mitigation actions (i.e., controls or projects to reduce risk exposure and impacts)
2. A detailed Risk Assessment Template for a deep dive into each of the top 10 identified risk mitigations and controls

Due to the increasing physical impacts of severe weather on critical global logistics operations, our risk evaluation process in FY23 identified natural disasters (including as a result of climate change), pandemics, and other public health crisis to be part of the top 10.

Once the Risk Council identifies the top 10 risks at its biannual meeting, the Enterprise Risk Management PMO reaches out to the stakeholders for each risk area to complete the Risk Assessment Template for the particular risk, including existing controls or mitigations and any additional controls or mitigations that may be considered. The details of each analysis are recorded on a risk template. This detailed analysis helps stakeholders evaluate, adapt and improve Avnet's enterprise risk management.

Climate-related risks and opportunities

In the table to the right, we list the key climate-related risks that we considered as part of our risk assessment process, together with a brief explanation of each. The table also lists climate-related opportunities that could impact Avnet's business. For more detailed information on these risks and opportunities, including estimates of the potential financial impact to Avnet, please see our most recent [CDP response](#).

RISK MONITORING AND MANAGEMENT AT AVNET

Below are the key elements gathered from Avnet stakeholders for detailed risk discussion and tracking:

- **Risk owner:** Executive sponsor and project management officer
- **Summary of risk:** Type of risk and potential impact
- **Key monitoring and control activities:** Identification of mitigation controls or processes to alert stakeholders of increases in risk
- **Project action plan:** Identification of any projects to mitigate or minimize an identified risk
 - Progress mapped by quarter twice annually
 - Five status identifications
- **Action plan status:** Brief narrative on progress of implementing controls or mitigation procedures

Fig. 16

Other salient ESG risks

With the oversight of the Board, Avnet's management team leverages the ERM program to identify other top non-climate-related risks that Avnet faces based on input from key business and functional management leaders. A summary of these key risks is highlighted in the table to the right.

CLIMATE-RELATED RISKS CONSIDERED IN OUR RISK ASSESSMENT PROCESS

RISK	EXPLANATION
Current regulation	Existing legal obligations include climate-related regulations. Avnet strives to operate in full compliance with the laws, rules and regulations of the geographies in which we do business. Facility leaders across the globe monitor current regulations to ensure compliance and avoid any penalties for noncompliance.
Emerging regulation	As a global company, we monitor regulatory changes in the countries where we operate for their potential impact on Avnet.
Technology	Avnet monitors trends in climate-related technologies for potential opportunities. We work with our stakeholders to identify the opportunities in more energy-efficient technologies, renewable energy technology, innovative cooling technology and sustainable products.
Legal	Avnet's Legal Team, ESG Team and ERM Team work together to identify and evaluate risks to our business operations, including legal and compliance risks linked to climate change. Avnet's Board regularly receives information regarding legal risks to Avnet and provides oversight regarding such risks.
Market	Avnet adapts to shifting customer requirements and seeks to grow market share through value add, quality and cost competitiveness. Taking advantage of emerging low-emission and energy-efficient technology markets could enhance Avnet's growth. It has become essential for all participants in the value chain to pursue ways of doing business that reduce the negative impact to the environment. Avnet views climate-related initiatives and communication as a tool to retain current customers and secure new ones. As mentioned above, Avnet is a vital link to customers embracing new and energy-efficient technologies. Avnet distributes the electronic components needed for electric vehicles (EV) and EV infrastructure, the renewable energy industry and energy-efficient data center technologies. Avnet continually evolves its business to serve the emerging and growing climate-related markets.
Reputation	Avnet's Legal Team, ESG Team and ERM Team provide guidance related to key reputational risks related to climate change. The ESG Team also works to improve Avnet's annual sustainability reports and other disclosures.
Acute physical	Event-driven risks associated with the climate tend to be addressed at a regional or facility level, depending on the scope of the impact and the length of incident-associated effects. When these incidents generate effects for an entire region, a corporate-level response may be necessary to help minimize impact to our customers and our workforce. We work to minimize these risks where possible, including through the use of our global footprint, which helps to mitigate regional disruptions and provide planners with alternative sourcing and shipping locations.
Chronic physical	The climate is changing and affecting the risks that may impact our locations in the future. More intense or prolonged environmental events can lead to increasing operational risk. Avnet has identified some locations that have the largest exposure and are monitoring potential impact.

Fig. 17

OTHER ESG SALIENT RISKS

RISKS	FUNCTIONAL AREA	RELATED POLICIES	RESPONSIBILITY	STAKEHOLDERS	STAKEHOLDER ENGAGEMENT
Conflict minerals	Avnet supply chain	Responsible Minerals Sourcing Policy RBA commitment letter	Legal Product compliance Supplier management	Miners in conflict zones Customers	Conflict Minerals Report, Form SD, filed with SEC Master Distribution Agreement Master Service Agreement
Data privacy	Avnet operations	Data Privacy Policy	Global Information Solutions Legal	Customers Avnet employees Suppliers	Avnet.com Contracts Avnet intranet
Data breach	Avnet cybersecurity	Global Information Security Policy*	Global Information Solutions	Customers Avnet employees Suppliers	Avnet.com Avnet intranet
Discrimination	Avnet operations, logistics and facilities	Equal Opportunity, Diversity and Inclusion Policy	Human Resources	Avnet employees	Trainings Listen-and-learn sessions Employee Resource Groups Global DEI Council Mentoring program
	Avnet supply chain and operations	RBA commitment letter Global Responsible Sourcing Policy	Quality management Supplier management	Supply chain workers through all tiers of supply chain	Global Supplier Quality Handbook Master Distribution Agreement RBA participant Global Supplier Code of Conduct
		Global Indirect Procurement Integrity Policy	Procurement	Vendor employees	Diversity strategy Master Service Agreement Vendor procurement
Health and safety	Avnet operations, logistics and facilities	Environmental Health and Safety Policy	Operational managers Environmental, Health and Safety Human Resources Quality management	Avnet employees Visitors Contractors	Human Resources Legal department Insurers Government safety regulators
	Avnet supply chain	RBA commitment letter	ESG Supplier management	Supply chain workers	Government safety regulators
Slavery and forced labor	Avnet supply chain	Global Human Rights Policy Code of Conduct Statement against modern slavery and human trafficking	Human Resources	Supply chain workers	Global Supplier Quality Handbook Global Supplier Code of Conduct Master Distribution Agreement Master Service Agreement
Legal wages	Avnet supply chain and operations	RBA commitment letter	Supplier management	Supply chain workers	Global Supplier Quality Handbook Master Distribution Agreement Master Service Agreement
	Avnet operations in low-wage countries	Internal pay practice to meet or exceed local minimum wages or industry standards where no minimum wage exists	Human Resources	Avnet employees in those countries	Human Resources Business units

Fig. 18

*Available under NDA/MCA; email requests to: security.foundations@avnet.com

Business Continuity Management Program

Our Business Continuity Management Program (BCMP) includes a management system for addressing potential risks to our business and minimizing recovery time from business interruptions. The goal is to build resilience, proactively manage risks and effectively manage recovery of business in the event of a disaster. The Program is designed based on our operational requirements and includes risk assessments, business impact analyses, recovery strategy development, detailed emergency response procedures, business restoration procedures and priorities, IT disaster recovery plans, and training validation exercises.

Key business continuity and infrastructure recovery capabilities are validated through third-party audits, functional tests and tabletop exercises at least annually. In addition, the BCMP is periodically subject to internal audit to confirm that Avnet is properly implementing the BCMP.

Communication of critical concerns

Avnet has multiple channels for communicating critical concerns to our Board:

- The Board and its committees hold meetings at least quarterly, during which senior management provides updates on the company's financial performance and operations, including concerns, risks and setbacks.
- Quarterly, the leader of Avnet's E&C Program updates the Audit Committee regarding concerns raised through that program. Any concerns regarding a senior executive are reported to the Chair of the Audit Committee promptly.
- Between quarterly meetings, Avnet's CEO regularly provides the Board with updates regarding any critical concerns.

Any material critical concerns are reported in our [Annual Report \(Form 10-K\)](#), [quarterly reports \(Form 10-Q\)](#) and in [additional reports as needed \(Form 8-K\)](#).

Data security and privacy

Our commitment to data security and privacy is an important part of our overall business and ESG strategy. Our customers and suppliers entrust us with sensitive information, and we provide oversight and controls to protect that information from unauthorized access, use or disclosure while complying with data privacy regulations

where we do business. While every employee plays a part in data security and privacy, oversight responsibility is shared by the Board, its Audit Committee and management.

Data security and privacy are jointly managed by our VP of Global Cybersecurity & Compliance and Avnet Legal, with oversight from the Audit Committee. Our data privacy controls are governed by Avnet's [Global Data Privacy Policy](#).

Our Global Cybersecurity & Compliance (GC&C) team maintains a comprehensive cybersecurity program that includes policies, procedures and standards to govern the safe processing, storage and transmission of data. The program is developed and maintained using best practices anchored on the industry-standard National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF) and aligns to the additional cybersecurity measures of NIST 800-171 and ISO27001. Cybersecurity controls are governed by Avnet's Global Information Security Policy¹ (available upon request with approval).

Avnet's GC&C team is led by our VP of GC&C, who reports to the CIO, and reports quarterly to the Audit Committee with updates on the program and any cybersecurity incidents. It is organized across four organizational pillars:

- Security Foundations
- Security Enablement
- Security Engineering
- Security Operations

We regularly test the effectiveness of our security program through internal audit and external assessments, and we make investments for continual improvements in risk and vulnerability mitigation, including ongoing monitoring, network and system updates, and employee cybersecurity awareness training to help identify potential threats.

Our cybersecurity processes and auditing include, but are not limited to:

- Regular partnership with external parties to conduct penetration tests on Avnet's systems
- Regular partnership with external parties to conduct maturity assessments of Avnet cybersecurity environment >>

¹ Available under NDA/MCA; email requests to: security-foundations@avnet.com

- Perform quarterly self-assessments of internal cybersecurity capabilities
- Retainer with leading cybersecurity response companies to assist our internal team if needed
- Ongoing internal audits of cybersecurity systems and practices performed by Avnet's Global Audit Team. Cybersecurity is also reviewed by external partners as part of our annual financial auditing process. In FY23, our Global Audit Team conducted 12 information technology (IT)-related audits, some of which were specifically of our GC&C group. Others included cybersecurity controls that were part of broader subject areas outside the GC&C group.

Our communications and employee training program include, but are not limited to:

- Annual tabletop exercises performed with our executive team
- Annual tabletop exercises with our cybersecurity incident response team
- Distribution and acknowledgment of the Global Information Security Policy (GISP) to all employees annually
- Onboarding and ongoing biennial computer-based training on data privacy and cybersecurity conducted for all employees and in-person training for high-risk positions
- A cybersecurity awareness intranet site that is updated at least quarterly and includes cybersecurity awareness articles and brief training videos
- Phishing simulations conducted with employees monthly as part of cybersecurity training and awareness
- Newsletters distributed to all employees on relevant cybersecurity threats
- Leverage the [Ethics Alertline](#) to reduce the risk of insider threat

During FY23, there were no cybersecurity incidents that had a material impact on the company's operations or financial condition. While we seek to protect and secure our systems and information, prevent and detect evolving threats, and respond to threats as they occur, we may not always be successful. For further information, [see Avnet's 2023 Form 10-K](#).



OUR PEOPLE AND CULTURE

We foster a culture that reinforces our core values; creates a high-performing workplace where people are treated with dignity and respect; emphasizes diversity, equity and inclusion; and gives back to our communities.

IN THIS SECTION

- Benefits and well-being
- Culture and employee engagement
- Learning and professional development
- Diversity, equity and inclusion
- Environmental, occupational health and safety
- Philanthropy and volunteerism

Avnet is committed to creating a culture that values our employees and their contributions to our sustainable business success. Our commitment is reflected in our unwavering efforts to promote the well-being, health and safety of our employees; foster an inclusive culture where individuals can thrive; and support the communities where we live and work. We believe that our culture and commitment to our global team are vital in our ability to attract, inspire and retain exceptional talent.

THRIVE

MIND + BODY
Physical and mental health, fitness and well-being

MONEY
Total rewards, retirement planning and money management

CAREER
Professional growth, skills and development

CONNECTION
Our community, networks and social interests

Fig. 19

Benefits and well-being

Our health and well-being benefits are managed within the Total Rewards Center of Excellence in the Human Resources (HR) organization. The global HR leadership team meets regularly to assist in reviewing benefit offerings and aligning our global programs to ensure that they are market competitive and meet the needs of our employees. We offer a wide array of benefits that support employees' physical, financial, professional and emotional well-being, and our U.S.-based benefit program includes:

- Corporate coverage of approximately 70% of medical plan costs
- Fertility, adoption and surrogacy benefits
- Gender transition coverage
- Paid family leave for both hourly and salaried employees
- Disability and life insurance coverage at no cost to employees

Prioritizing health and well-being

We have designed a holistic approach to our employees' health and well-being called THRIVE. This global program supports the whole person and offers employees resources, information, benefits and assistance to support overall health. >>

SCORECARD OF AVNET'S DEI GOALS

TOPIC	FY23 GOALS	FY23 GOAL STATUS	GOAL STATUS	FY24 GOALS
Listening and Learning	Shift from global listen-and-learn events to smaller, more localized/ERG conversations on DEI.	Approximately 20 "Listen & Learns" during FY23 averaging 500+ attendees each across different business units, regions and employee resource groups (ERGs) covering topics such as embracing equity, sustainability in action and advancing cultural innovations.	✓	• Implement quarterly ERG leader and executive sponsor engagement plan to enable sharing of best practices across ERGs. • Establish October as Global Diversity Awareness Month with events across the company.
Education and Awareness	Select a people leader and employee DEI training and pilot by end of FY23.	Unconscious Bias curriculum for select leaders piloted in October 2022 through a third-party vendor, with an additional pilot in June 2023.	✓	• Pilot DEI training (Inclusive Conversations) in Q1 FY24 and expand to all people leaders, beginning with AMER, by end of FY24. • Pilot a DEI Champion program, beginning with AMER, by end of FY24.
Policies and Practices	Complete global mentoring program rollout.	MentorConnect launched in AMER and APAC in October 2022; EMEA process initiated (pending approval).	✓	• Complete global mentoring program launch by rolling out in EMEA by end of FY24.
Business Commitments	Execute baseline salary/pay equity study. Continue to align people processes and policies with DEI.	Equity study underway. We are making progress incorporating DEI strategies in AMER hiring and recruiting, increasing diversity within the intern cohort, promoting more women into leadership and expanding sourcing methods to reach more candidates of different abilities.	✓	• Complete baseline pay equity study by end of FY24.
Community Partnership	ERGs to support recruiting. Partner with Avnet CARES on community grant program.	ERGs meeting with recruiting management (AMER). Plans to engage ERGs in community grants in place. Actions set for FY24.	✓	• Partner with Avnet Cares on community initiatives that align with the purpose and mission of the eight ERGs that were active at the start of FY24.

Fig. 20

Avnet continually evaluates and benchmarks employee benefits offerings globally. We are focused on helping all employees and their families have access to affordable preventive care services. For example, in some locations, we host on-site screening events, flu shot clinics and health services. Our Employee Assistance Program (EAP) offers all global employees and their families free, professional and confidential counseling for personal and work-related issues. Our EAP also hosts webinars for all employees on well-being topics throughout the year, such as mindfulness, financial well-being and mental health. EAP services are provided for one month after the end of employment.

Avnet's compensation practices

Avnet strives to pay all employees fairly, regardless of gender, race or other protected characteristics, and to attract, retain and incentivize talent. We set pay ranges based on market data and consider factors such as an employee's role, experience, tenure, job location and job performance. Overall, Avnet pays our employees at or above minimum wage globally. Depending on the position, Avnet uses a combination of fixed and variable pay, including base salary, incentive awards and commissions. In addition, as part of our long-term incentive plan for certain employees, we provide share-based compensation to align employee interests with shareholders.

Promoting financial well-being

We support our employees' financial well-being through a pension plan benefit for U.S. employees after one year of service and vesting after three years of service. Our plan contributions range from 4% to 8% based on employee age. In the U.S., we also offer a 401(k) retirement savings plan and a discounted employee stock purchase plan. Avnet also provides retirement assistance for employees, with seminars on financial well-being offered by both our global HR benefits team and our global EAP.

Labor relations

Avnet believes that direct communication between management and employees is the most efficient and effective way to identify and resolve workplace issues. We also respect employees' legal rights to engage in protected activities like employee organizing, free association, designating representatives and collective bargaining,

and we endeavor to comply with all applicable laws on labor relations. No provision in Avnet's policies is intended to limit or obstruct the exercise of legal rights to employee representation or collective bargaining. Approximately 3.8% of employees in EMEA are covered by a collective bargaining agreement¹ as of July 1, 2023, as compared to 0% in both AMER and APAC. This represents less than 2% of our total global workforce.

Culture and employee engagement

We encourage open and direct feedback through annual employee engagement surveys to help our management team better understand our employees' experiences. The ALT uses the insights from these surveys to identify opportunities to improve the work environment, increase employee satisfaction and strengthen our corporate culture. In May 2023, Avnet conducted its annual employee engagement survey.² We had record participation, with more than 10,450 employees providing their feedback, resulting in an increase in the participation rate to 71.4% from 71.0%. The engagement score increased to 83.5 compared to 82.0 in FY22. Highlights from the survey include:

EMPLOYEE ENGAGEMENT SURVEY HIGHLIGHTS

THEME	TOPIC	SCORE
Enablement	I clearly understand how my work contributes to Avnet's overall success	Score = 87.6 Percent favorable = 93.0 %
People & Teamwork	I am willing to consistently give extra effort to help get work accomplished	Score = 87.5 Percent favorable = 90.7 %

Fig. 21

¹ In some countries where we are not fully bound by a collective bargaining agreement, we rely on or are guided by the collective bargaining framework. Avnet employees who are not part of a holistic collective bargaining agreement have their working conditions and terms of employment interlocked with industry best practices, and local, county, state and country employment laws. In some countries, we rely on collective agreements or are guided by the collective bargaining framework.

² The engagement survey during FY23 was sent to employees hired on or before Jan. 30, 2023. Business units not included in the FY23 employee engagement survey: Avnet Russia, ALS Poing, Witkio and Softweb, and Alpha3. The survey range is 20–100, with a midpoint of 60.

Performance management framework

Performance management is a critical piece of Avnet's people strategy because it helps to align goals, improve productivity and foster career development. Our performance management program relies on open, meaningful and regular two-way conversations between employees and their managers. The process of exchanging meaningful feedback enables us to grow as individuals, as teams and as a company. As we ended FY23, 97.6%¹ of employees had completed their required annual performance reviews/discussions.

Learning and professional development

In today's fast-changing world, employees need to be agile and pick up new skills to stay productive. We believe that this agility requires good learning habits and a mindset of owning one's development. Throughout the year, Avnet employees have access to various offerings that support and motivate self-development. Our strategy is aimed at cultivating high-performing teams and supporting employees in advancing their personal and professional skills.

We provide a wide range of development opportunities and training to empower employees to grow and reach their career potential. These offerings are delivered via a hybrid of in-person classroom and virtual sessions, digital courses, podcasts, lunch-and-learn sessions, etc. Several trainings are available to employees globally, including our new hire orientation, health and safety, anti-discrimination, diversity, business ethics and anti-corruption, and job-specific skills development such as sales training. Many of our courses are also offered via global platforms that are open to all employees, such as LinkedIn Learning and Business Book Summaries, which cover a variety of technical, business, interpersonal and leadership topics.

A particular highlight is Lead2Achieve, a management training program that is internally developed and facilitated. It consistently receives high feedback and ratings. This program was specifically developed to equip new people managers with effective tools on assessing performance and providing feedback. For those at more senior levels of people and enterprise leadership, development includes curated offerings on creating vision, developing strategy and coaching.

We strive to measure the training effectiveness of our programs through program satisfaction surveys, annual engagement surveys, performance feedback and employee retention data. Our learning and development priorities are reassessed regularly with our stakeholders and benchmarked against best practices externally to ensure that our offerings match the skills development needs of our employees and our business strategies.

By region, average learning hours completed per employee during FY23 were 18.1 hours in APAC, 11.0 hours in EMEA and 6.6 hours² in AMER. Overall, Avnet global employees completed 3,269 learning paths and 135,840 hours of learning on the LinkedIn Learning and Workday platforms.

SPOTLIGHT: Fostering a learning culture

In FY23, we hosted our first global LearnFest, a series of learning events open to employees around the globe, in support of fostering a continuous learning culture at Avnet. Sessions featured a combination of external speakers as well as our own business leaders, and were scheduled to accommodate the different time zones. Events focused on career planning, growth mindset and self-development skills employees need to thrive in the new world of work, and showcased development resources available to Avnet employees. The sessions were followed by a notable surge in global employee participation in our learning programs.

Tuition assistance

Avnet's Education Assistance Program provides tuition support to eligible AMER employees for undergraduate or graduate education to further their career development. We also offer a scholarship program for dependents in the U.S. and Canada. In FY23, we awarded 23 scholarships through a selection process guided by Scholarship America on behalf of Avnet.

¹ Excludes Softweb, Witekio, trainees, apprentices and interns. Data is from FY23.

² AMER tracking process currently not identical to other regions. We're moving to a unified process by FY25.

SPOTLIGHT: MENTORCONNECT

We believe that our employees have unique experiences and perspectives that can enrich the careers and lives of others. During FY23, Avnet launched a global mentoring program, MentorConnect, to connect mentors and mentees to help facilitate knowledge sharing and career growth within our team. The MentorConnect platform is available in nine languages within AMER and APAC and we plan to expand to EMEA in FY24 to further support the professional and personal development of our employees worldwide.

Our mentorship program is unique because Avnet believes that EVERYONE can be a mentor! MentorConnect leverages technology to match and connect interested participants based on competencies, development areas and compatible personalities. Our approach reflects our core values of teamwork and inclusiveness and is designed to drive collaboration across teams, build a global community and improve talent retention.

"I am genuinely excited to see our people, culture and business grow from the opportunities MentorConnect provides. Learning from colleagues is a true honor, and it's one of the best ways to gain more detailed knowledge about Avnet and build our future together."

— Avnet CEO Phil Gallagher

Diversity, equity and inclusion

Our DEI vision is to ensure our workforce reflects the diverse communities in which we live, work and do business, and foster a corporate culture that seeks out varying perspectives that allow the best ideas to come to light. Avnet is committed to ensuring equal employment opportunities for all applicants and employees regardless of race, age, veterans status, gender, national origin or other protected characteristics, with employment decisions and people practices based on merit and the needs of our business. Our DEI strategy is built on five pillars, and we track our progress on related initiatives each year.

DEI oversight

Our DEI objectives and goals align to the areas that the Board and ALT have identified as influential. The Board, through the CGC, oversees Avnet's DEI development and initiatives, including measuring and reviewing our progress. Other Board committees may encompass a DEI component such as leadership development and talent by the Compensation and Leadership Development Committee. To effectively execute our DEI vision and build a global culture of inclusion, we created the Global DEI Council, a global cross-functional team of approximately 20 leaders who represent various business units and corporate functions. The council reports to the ALT on DEI matters impacting our global team. The council meets regularly and engages with colleagues across the company to connect DEI initiatives to Avnet's broader business strategy. We have formal processes to support the formation of ERGs and all communications related to DEI across the organization.

FY23 INITIATIVES WITHIN DEI STRATEGIC PILLARS

LISTENING & LEARNING	EDUCATION & AWARENESS	POLICIES & PRACTICES	BUSINESS COMMITMENTS	COMMUNITY & PARTNERSHIP
• Regular listen-and-learn sessions, local and global • ERGs and affinity networks • Periodic DEI surveys	• DEI/inclusiveness training • Articles and employee stories • DEI and culture calendar • External websites, internal communications platforms and Global DEI Council	• Sourcing and hiring diverse talent • Diverse interview panels • Performance management • Leadership development • Global mentoring program	• ELT compensation metric • Leadership goal • People data analytics • Representation • Supplier and vendor diversity	• Avnet Cares and employee volunteering • ERG events and activities • Student and educational support

Fig. 22

Diversity policy

[Avnet's Equal Opportunity, Diversity and Inclusion Policy](#) affirms our commitment to recognize and appreciate the value that diverse backgrounds and perspectives bring to the workplace and actively promotes diversity, equity and inclusion in our talent management practices. Further, we aim to maintain strict compliance with all legal requirements regarding the equal treatment of all employees in the terms and conditions of employment. There were no material legal proceedings in FY23 associated with employment discrimination. In FY23, external auditors determined that Avnet Mexico meets the critical requirements for complying with the NMX-R-025-SCFI-2015 Mexican Standard on Equity and Inclusion. We are proud to have received a Silver Level Certification. This is granted to only those companies that fulfill the critical expectations and have also implemented three specific dispositions for equality and inclusiveness. For more information about our legal and risk disclosures, please see our 2023 [Form 10-K](#).

Pay equity

The U.K. is the one country where Avnet operates that has a mandated gender pay study. The data from the [latest study](#) is publicly available.

Building our diverse workforce

We assess workforce diversity as appropriate in certain locations and as part of a broader effort to build the best workforce possible while identifying areas of improvement. We also analyze our data to determine how best to attract and develop a pipeline of diverse and qualified candidates and promote an inclusive environment that ensures equal access to opportunities.

DEI GOVERNANCE STRUCTURE

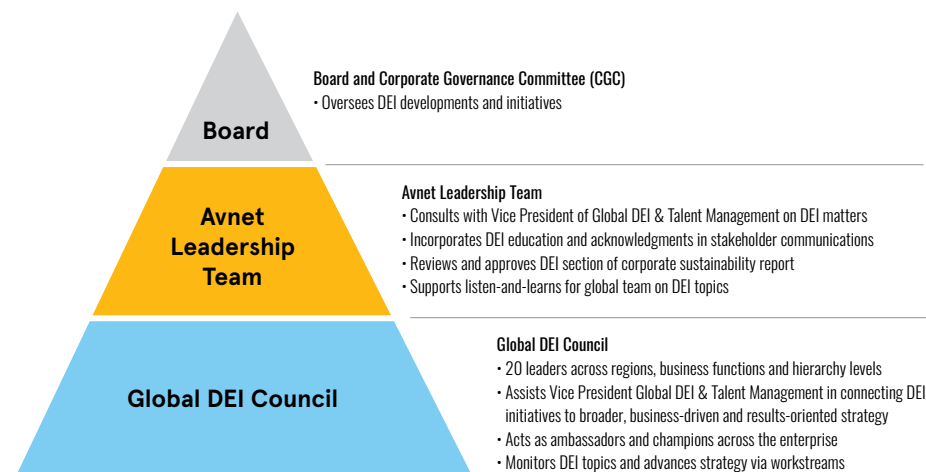


Fig. 23

[LEARN MORE - Avnet's Diversity, Equity & Inclusion Mission and Vision >>](#)

REPRESENTATION OF OUR FY23 DIVERSITY⁶

GLOBAL GENDER BREAKDOWN		PERCENTAGE
Men		55%
Women		45%
U.S. RACE/ETHNICITY MINORITY POPULATION		PERCENTAGE
Diverse		31%
Non-diverse		65%
Undisclosed		4%
GLOBAL FEMALE HEAD COUNT BY SENIORITY		PERCENTAGE
Senior leadership (VP & above)		18%
Management (non-executive leadership management)		34%
Individual Contributors		47%

Fig. 24

⁶ This data does not include Softweb and Witekio, but does represent more than 90% of our global employee population. U.S. diversity is defined as Asian, Black or African American, Hispanic/Latino, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, or two or more races.

Prioritizing leadership diversity

The effectiveness of our ESG oversight begins with the tone at the top. Our Board and ALT believe that different perspectives and ideas improve oversight, decision-making and governance. These diverse backgrounds have positively impacted how we think through critical ESG challenges and opportunities, support and develop our people, and reflect Avnet's values. Please see our [website's diversity, equity and inclusion section](#) for more information.

Recruiting diverse talent

As a global company with employees in numerous countries, we understand the value of attracting and retaining a diverse group of employees. Having a diverse and inclusive workplace culture is critical to our ability to recruit, engage and retain top talent, uncover new ideas, drive innovation and meet the needs and expectations of our global customers and suppliers. Consequently, inclusiveness continues to be a touchstone of Avnet's corporate culture and is one of our core values. Our commitment to inclusiveness is a key part of what makes Avnet a great place to work and helps drive successful business outcomes. We encourage employees to contribute to our culture of inclusion by treating one another with respect and embracing diversity of backgrounds, perspectives, experiences and ideas. We also champion inclusive recruitment practices to source diverse talent and mitigate potential bias.

In the U.S., we have formed partnerships with recruiting and employment websites with a network of reputable niche sites for Black, Hispano/Latino, Asian and Native American people. We also have recruiting partnerships for women, veterans, people with disabilities, people over age 50 and the LGBTQ+ community. The partnerships include AbilityLinks (candidates with disabilities), RecruitMilitary (veterans) and Circa (minorities and women). We have also built new relationships with college career-services departments and diversity-based student organizations on campuses, such as Year Up. We attend multiple diversity, veteran, disability and college job fairs to extend our candidate reach.

Additional efforts in the U.S. include sharing our job openings in monthly meetings with Arizona@Work, a group whose job fairs are attended by hundreds of local organizations, community groups, school clubs and other groups. The HR recruitment

team meets biweekly with Sci-Tech, a corporation that helps connect underprivileged individuals with employers. Sci-Tech invites many organizations and groups to their meetings, including WEX, Per Scholas, PipelineAZ and several others. We post a majority of our U.S. jobs to Office of Federal Contract Compliance Programs (OFCCP)-compliant boards across the country.

As our recruitment programs grow and mature, we've seen an increase in the percentage of new hires in the U.S. who are diverse go from 55% in FY22 to 59% in FY23. Additionally for collegiate hiring, we met our diversity goals by increasing the percent of summer interns in the U.S. from a protected class from 54% in FY22 to 62% in FY23. As of the end of FY23, Avnet had 1,906 new hires globally, including 807 female new hires.

We are firm in our commitment to advancing DEI and ensuring equal employment opportunities for all applicants and employees regardless of race, gender, national origin or other protected characteristics. Our employment decisions and people practices are based on merit and the needs of our business — not on any protected characteristic.

Fostering awareness of inclusivity and belonging

Our Global DEI Council serves to advance the organization's diversity strategy, foster a spirit of inclusion and bring greater diversity awareness to our teams around the world. DEI topics are regularly emphasized in companywide quarterly town halls, team and leadership meetings, educational articles and internal webinars open to all employees globally. Avnet maintains and distributes an official culture and diversity calendar and publishes articles on its intranet to celebrate events and holidays worldwide. Avnet's DEI conversations expanded during FY23 to also include several in-person events and celebrations, ERG meetings, posts and conversations on the company employee communication channel, and posters/slides on TV screens in buildings primarily in the U.S.

As we continue to strengthen the culture of DEI at Avnet, our efforts are shifting toward more employee engagement initiatives at the regional and local levels as well as at the executive level.

Employee resource groups

Avnet's ERGs are voluntary employee-led groups aligned with Avnet's strategic objectives, vision and values. Each ERG has an executive sponsor. In support of our core value of inclusiveness, Avnet ERGs are open to ALL employees globally, providing various opportunities to learn, engage and contribute to productive conversations and efforts. These groups foster networking, collaboration, professional development, exposure to leaders and a sense of belonging and community through engaging with colleagues.

During FY23, we saw the addition of several new ERGs, as highlighted below.

SPOTLIGHT: Expanding employee representation and engagement with new ERGs



ABPN (Avnet Black Professionals Network): ABPN focuses on supporting both current and future employees of Black/African descent and influencing equity in challenged communities of all types.



ENSURE (ENVIRONMENTAL SUSTAINABILITY RESOURCES): ENSURE inspires change on a corporate and individual level that will lessen environmental impacts and improve the sustainability of ecosystems and communities globally.



HOLA (Hispano/Latino Organization of Leaders at Avnet): HOLA is dedicated to building awareness and opportunities to support Avnet employees with an interest in the Hispano/Latino experience worldwide.



PRIDE (Professionalism, Respect, Integrity, Diversity and Excellence): PRIDE is Avnet's LGBTQ+ group and encourages individual self-expression, education, advocacy and support for LGBTQ+ and allied Avnet employees.



RISE (Women): RISE's core purpose is to support the business success of women at Avnet.

Fig. 25

SPOTLIGHT: Employee-driven ERGs making an impact

A few of our FY23 ERG events are highlighted below:

BLACK HISTORY MONTH kicked off with a Listen & Learn session; a feature story highlighting Black achievers in science, technology, engineering and math (STEM) fields; and in-person events bringing our executives and the broader workforce together to learn and share around food, music and culture.

INTERNATIONAL WOMEN'S DAY featured a Listen & Learn session with an internal panel in which men at Avnet demonstrated allyship, and shared ideas on how to positively impact and embrace equality within the company, as well as externally within one's own sphere of influence.

EARTH DAY coincided with the launch of our environmental and sustainability-focused ERG, **ENSURE**. The group hosted an online global event in which they shared tips on how we can all live more sustainability, get involved in our communities and have a positive impact on the planet.

PRIDE MONTH showcased sessions on how to overcome obstacles related to inclusion and the importance of being yourself, which culminated with our LGBTQ+ ERG, **PRIDE**, attending a baseball game to support Pride Day.

SPOTLIGHT: HOLA launch sends mariachi group to national conference

The Marcos de Niza High School Mariachi Virtuoso group from Tempe, Arizona, recently returned from an incredible trip to Orlando, Florida. The trip was made possible by the successful fundraising efforts of HOLA (Hispano/Latino Organization of Leaders at Avnet). The students traveled to Florida to present and perform at the American String Teachers Association National Conference, sharing their unique talent with hundreds of orchestra and string educators from around the U.S. and inspiring groups to consider their own mariachi program.

The group was honored to be invited to Florida for this prestigious opportunity but faced an uphill battle to raise funds to make the trip a reality. The timing was perfect with the launch of Avnet's HOLA group, which wanted to support the community in a big way to commemorate the start of their employee resource group. HOLA spearheaded a fundraising event for the group. Fiesta de Carnaval took place in January, and the Avnet team was out in full force, with 24 volunteers helping with the event and raising an astounding \$22,092.

Marcos de Niza High School is a Title 1 school in Tempe, Arizona, known for its diverse student population. The mariachi program was established to involve more students in the school's music program as well as to acknowledge the cultural contributions of the local Mexican/Hispanic community.

SPOTLIGHT: New ERGs coming in FY24

While the following three groups were officially approved to form by the end of FY23, they will hold their global launch events in the first half of FY24:

ASPIRE (Asian & Pacific Islander Resources and Engagement): ASPIRE is a global employee resource group that aspires to recognize, celebrate and welcome diverse Asian and Pacific Islander cultures and to foster an engaged and inclusive workplace for all employees, including those of API descent.

MAVERIC (Avnet U.S. Military and Veterans Employee Resource and Information Community): MAVERIC will be focused on developing a supportive community through inclusion of family, friends and others in the U.S. military and veteran extended spheres of influence.

PRIMETIME (Later Career): PRIMETIME will promote a culture of age inclusivity that values the knowledge, experience and unique needs of later-career employees.

Environmental and occupational health and safety

Regardless of work location, we strive to ensure that risks to employees, visitors and contractors are identified and either removed or reduced to minimal levels. We also ensure that our employees are fully trained and made aware of any additional actions required. There is a higher likelihood of health and safety impacts at our 29 primary operational sites (sites where product is touched), located in 10 countries, compared to the vast majority of our other office locations.

Oversight and approach

Global Environmental, Health and Safety (EHS) takes the lead in defining and executing compliance strategies across all regions, business units and subsidiaries. The Global Director of EHS works to ensure that management systems meet legal and company requirements and continually improves the safety performance of the organization.

Our [Global Workplace Health and Safety policy](#) serves as a baseline requirement for all locations and subsidiary organizations. Guided by a systems approach and the International Organization for Standardization (ISO) methodology, we seek to bring uniformity across practices globally wherever possible. An occupational health and safety management system to cover the complete organization is being implemented and consists of two key elements: 1) sites certified to ISO45001 and 2) sites following an Avnet minimum requirements standard, based on the broad topics of ISO45001, also known as the Avnet Health and Safety Standard.

This system is designed to ensure all workers and employees follow a consistent set of requirements globally with the same level of protection. As of June 2023, we have 10 operational sites that are certified to ISO45001, covering 34% of our total operational sites. (Twenty-seven percent of our total employees are at operational sites.) By the end of FY24, we plan to be audit ready for ISO45001 certification for more facilities, along with ISO14001 at additional sites. For more information on our environmental management go to the section [Our approach to managing our environmental impact](#).

Avnet uses third-party carriers for all transport, so we do not have a fleet of delivery vehicles. Consequently, transportation safety management is not within our operational boundary. In addition, as a franchised distributor of electronic and electrical components, we do not control the material makeup of the products that we distribute. All materials used in the manufacture of the products are under the

direct control of the OEM.

For sites with ISO45001 certification, local leadership is responsible for the development and establishing the site-specific health and safety policy. The site-specific actions stemming from the policy will be reviewed annually. Risk-mitigating decisions made locally are shared with Global EHS and other locations to ensure best practices can be implemented globally. Established committees at each site allow two-way communication for workers to participate and provide feedback on working conditions and other concerns.

For other sites that have committees or worker representatives, these sites' committees will focus on accident/incident trends and identification of corrective/preventive actions; risk mitigation and hazard avoidance; and setting of occupational health and safety targets and objectives as a minimum. Meeting frequency will depend on the size of the location, workplace and identified hazards but should be at least quarterly. Decisions can only be made locally.

Risk assessments and audits

Sites with ISO45001 certification have processes to identify work-related hazards and assess risks on a routine and nonroutine basis. These processes are both an internal and external auditable requirement to maintain ISO45001 certification. Risk assessments are also completed when there has been an incident or when there is new equipment, changes to work processes or new regulatory requirements. The site's internal Corrective and Preventative Actions (CAPA) processes follow the eight disciplines of problem solving (8D) methodology and apply the hierarchy of controls when addressing any hazards and risks related to the incident investigations. Results of all CAPA incidents feed into the Management Review to determine any improvements needed in the health and safety management system.

For all other sites that do not maintain ISO certification risk assessments, hazard identification and incident investigations are currently completed on an ad hoc basis when requested by workers or identified by local site leaders. This process will develop formally as we roll out the Avnet minimum requirements standards that are currently in production.

As outlined in our Global Health and Safety Policy and Code of Conduct, we have established policies and processes for workers to remove themselves (under protection from reprisals) from work situations that they believe could cause injury or ill health.

Employee training and engagement

We provide employees with comprehensive health and safety training relevant to their specific work functions. The training is part of a continual improvement process and focuses on identified risks. In the coming years, we will continue to build organizational awareness and participation for key EHS issues. In FY23, we launched an internal communications EHS site on our internal employee portal. Training materials — such as articles, email and other information — are posted for easy reference. All workers have access to the global health and safety awareness training presentation through the global EHS intranet site. This training is available in 15 languages. For ISO45001-certified sites, this presentation can be enhanced with site-specific training based on locally identified risks and hazards.

Occupational health services

Occupational health services' functions, which contribute to identifying and eliminating hazards and minimizing risks, are provided to employees based on country-specific legislation relevant to the local site as a minimum. Services are available to all employees at the request of either the employee or the organization. Services include areas such as first aid provision (including medical rooms where practical); emergency incident training; sanitary installations; canteen and restroom facilities; contemplation or prayer facilities; health, safety, hygiene and mental health advice; ergonomics and posture training; and protective equipment and associated training. Avnet evaluates the quality of the service providers. These services are available to employees during working hours and free of charge, delivered by qualified competent institutions and supported by transportation off-site.

Safety performance

We closely monitor our EHS metrics to ensure that we are achieving our objective of a safe working environment and culture. During FY23, the total injuries requiring medical treatment rose slightly from the prior year, while our Lost Time Injury Severity Rate remained well below our organizational goal of 2.5 lost days per 1,000 hours worked. The primary types of work-related injuries reported were cuts/bruises and strain/sprain. There were no high-consequence work-related injuries reported. Total hours worked for FY23 were 31,753,122 hours.

TOTAL INJURIES REQUIRING MEDICAL TREATMENT

FY	TOTAL INJURIES	FATALITIES	LOST TIME INJURY SEVERITY RATE
FY23	49	0	0.01773
FY22	63	0	0.01746
FY21	43	0	0.02316

Fig. 26

Injuries reported meeting OSHA/local industrial injury reporting requirements at major Avnet and Farnell global facilities

Philanthropy and volunteerism

At Avnet, we are proud of our long history of community involvement. We share a strong desire to make a difference in our communities, our industry and the world. Avnet Cares, our philanthropic and employee volunteer program, strives to meet the needs of our local communities while building a culture of hands-on volunteerism. We focus our philanthropy and volunteer efforts on the following four themes:

FOUR THEMES OF OUR PHILANTHROPY AND VOLUNTEERISM

STEM: Support programs from kindergarten through college that guide students to productive career paths within the STEM field

Environment: Encourage technology programs and solutions that enable environmental sustainability through stewardship

DEI: Invest in and advance solutions to support people from traditionally under-resourced communities in reaching their full potential

Communities in crisis: Provide support for critical humanitarian needs at Avnet locations or disaster relief for significant global incidents

Avnet took several actions during FY23 to continue to increase the strategic nature of our Avnet Cares activities. The company hired a full-time employee focused on Avnet Cares programming. Processes were set up to provide charitable grant funding in both AMER and EMEA on a regular basis. Employee activity continues to increase post-COVID, doubling the amount earned in the company's Dollars for Doers program and quadrupling the amount raised via Connecting for a Cause fundraisers.

Avnet Cares in action during FY23

APAC: Our APAC charitable initiatives focus on helping others lead better lives, including FY23's notable efforts to provide donated meal preparation and support for those with autism. During FY23, members of our APAC team also invested time, money and ideas to assist local farming industries to contribute to sustainable food sources and support various climate-focused projects for the environment.

EMEA: During FY23, our EMEA team relaunched an updated community giving program to guide initiatives inspired by employee-submitted proposals that aim to help local charities across Europe, ranging from monetary donations to charity runs. For example, our EMEA colleagues spearheaded a global effort to support the victims of the devastating earthquakes in Syria and Turkey.

AMER: Our AMER employees strengthened their support of local charities by earning corporate donations matched to their volunteer hours through Avnet's Dollars for Doers program, funding 37 organizations across the U.S. during FY23. In addition, Avnet distributed 36 community grants in FY23 to approved nonprofit applicants across all four of Avnet's philanthropic themes of STEM, environment, DEI and communities in crisis.

TOTAL AVNET GIVING TO LOCAL COMMUNITY CAUSES

FY21	FY22	FY23
\$232,919	\$721,028	\$869,398

Fig. 27

SPOTLIGHT: Avnet Taiwan employees grow organic greens for child care centers

In March 2023, Avnet volunteers gathered at a local farm in New Taipei City, Taiwan. Here, over 50 enthusiastic volunteers assisted in planting two different kinds of organic lettuce, taking up two entire greenhouses. They were eager to contribute to an important cause, and the mission was simple: to provide fresh, nutritious vegetables for childcare centers. Often, these centers receive nonperishable food donations, leaving fresh produce a forgotten yet necessary addition. After much anticipation, harvest day came about a month later. The greenhouses were brimming with vibrant, leafy greens ready to be harvested. The organic veggies would soon find their home at various childcare nurseries throughout Taiwan, filling the hearts and bellies of children in need.



SPOTLIGHT: Guadalajara donation drive benefits migrants and refugees

Avnet employees in Guadalajara, Mexico, held a donation drive to benefit FM4 Paso Libre (Dignity and Justice on the AC road). This organization is a nonprofit dedicated to the defense and promotion of the human rights of migrants and refugees. They provide comprehensive humanitarian assistance, advocacy and research in western Mexico.



Employees from all four Avnet facilities, including Farnell in Guadalajara, participated by bringing in almost 600 items, including 130 cans of tuna and over 140 bars of soap. Avnet employees also volunteered for four hours at the facility preparing lunch and doing other helpful projects.

SPOTLIGHT: Avnet awards \$25,000 ASUio connectivity award to Telo design team from the University of Minnesota

[TELO](#) was selected as the winning team for the Connectivity Award sponsored by Avnet at the seventh annual ASU Innovation Open (ASUio). Established in 2017 by Arizona State University's Ira A. Fulton Schools of Engineering and Avnet, the ASUio is designed to challenge and advance university student innovators from across the nation who are aiming to develop hardware to support technology ventures.

TELO Design, a team from the University of Minnesota, provides innovative solutions for those with mobility limitations by developing an ecosystem of Internet of Things (IoT)-enabled assistive devices. This includes integrating technology into their custom-designed rollator, which helps users live a more active, independent and confident lifestyle.

The ASUio provides critical venture mentorship and funding for student competitors who are launching a hardware enterprise within a wide variety of cutting-edge marketplaces, including but not limited to, hardware solutions, IoT and social enterprises with a focus on conscious capitalism.

For more information on winners and sponsors, please visit the [ASUio website](#).

SPOTLIGHT: Avnet and the Arizona Diamondbacks award \$250,000 in STEM scholarships to St. Vincent de Paul scholars

As part of a \$1 million commitment over four years, Avnet and the Arizona Diamondbacks (D-backs) gave away a total of \$250,000 in college scholarships through St. Vincent de Paul's "One at a Time" scholars program. The amount was distributed to 14 deserving students pursuing STEM careers. The students also received a custom jersey, computer, headphones, backpack and a gift card for school supplies.

The program provides not only financial assistance, but also a robust support system that helps scholars overcome the unique barriers that first-generation students face, which is accomplished through mentorship and resources to help guide scholars to success in their college careers. For more information, see the full list of [Avnet Scholars](#).

SPOTLIGHT: Food insecurity strikes a chord across the Americas region

Across AMER, a common theme arose within Avnet Cares group activities: supporting those who are impacted by food insecurity. Groups of Avnet employees lent a helping hand to food pantries and served those who found themselves in need of a hot meal. Those benefitting from this generosity range from local residents of various communities to families across the globe.



Feed My Starving Children is an organization that welcomes volunteers to help pack nutritious meals specifically designed to assist in reversing and preventing undernutrition. Teams pack pallets of meals that are then shipped overseas where they are most needed. Avnet Cares had teams in Ohio and Arizona who helped with this cause.

A team from Michigan spent the afternoon at Gleaners Food Bank in Detroit. The team of 15 supported the organization by sorting and packing food items that would be distributed across the area to those in need.

Two teams in Arizona have been helping consistently. The “green team” has been packing food boxes at St. Mary’s Food Bank every month since January 2023.

The Avnet Black Professionals Network ERG adopted St. Vincent de Paul for its community service commitment. The group meets regularly to feed the unhoused living in downtown Phoenix.

The Greater Chicago Food Depository recently benefitted from the hard work of a team of 30 employees from Newark, an Avnet company. The group spent an afternoon sorting and packing food boxes. The organization strives to connect neighbors with healthy food, lift their voices and advance solutions that address the root causes of hunger—poverty, systemic inequity and structural racism.



Avnet Guadalajara has a dedicated Avnet Cares team, which chooses a different project each quarter. Their project benefitted FM4 Paso Libre, an organization that supports migrants. The team organized a collection at all four of their locations, gathering nonperishable food items and other supplies critical to support the migrant community.



RESPONSIBLE VALUE CHAIN

We responsibly advance ESG principles throughout Avnet's value chain.

IN THIS SECTION

- Avnet value chain approach
- Supply chain management and responsible sourcing
- Product quality
- Environmental product stewardship

Avnet value chain approach

Avnet is firmly at the center of the technology value chain, and there has never been a greater need for our company to help our suppliers and customers navigate supply chain complexities, delivery problems and product shortages. We focus on supporting a resilient, reliable and responsible value chain.

The relationship between Avnet and its supplier and customer partners is built on a long history of mutual trust, integrity and a commitment to operational excellence. We are committed to communicating openly and honestly with our partners and continue to build positive relationships. During this period of global economic change and digital transformation, we have spent time with our suppliers, customers and supporting third parties to help them overcome these challenges.

Avnet enables customers to innovate and advance technology that improves our world. Our foundation as a leading distributor and solutions provider helps our customers simplify their path to market through design, supply chain and logistics services. We do much more than simply provide our customers with components where and when they need them.

Our design experts help our customers optimize components (their bill of materials) so their product is supported for the long haul. Our supply chain experts leverage our global infrastructure to help our customers lower costs, increase efficiency and maintain production. One of Avnet's competitive strengths is the breadth and quality of the suppliers whose products we distribute. Products from one single supplier were approximately 10% of FY23 consolidated sales; no single supplier exceeded 10% of consolidated sales during FY22 and FY21.

CY24 RESPONSIBLE SOURCING GOALS			
GOAL	STRATEGIES	FY23 STATUS	FY23 PROGRESS
Strengthen our responsible sourcing program for all suppliers and vendors	Continue to enhance our responsible sourcing strategy by: - Updating our supplier assessment strategy - Expanding and improving prevention levers (training, corrective action, feedback mechanism) - Monitoring implementation of updated strategy and reporting on regular cadence	✓	- Responsible sourcing project team continued working with global business leaders representing key business units and functions - Risk management system and processes for assessing supplier risk on human rights and environmental topics updated for the German Supply Chain Due Diligence Act (LkSG) - Workstreams formed focusing on compliance with new and future responsible sourcing (global) regulations - Questionnaire on human rights and environmental risks under the German Supply Chain Due Diligence Act (LkSG) to perform risk assessments sent to select suppliers

Fig. 28

AVNET VALUE CHAIN

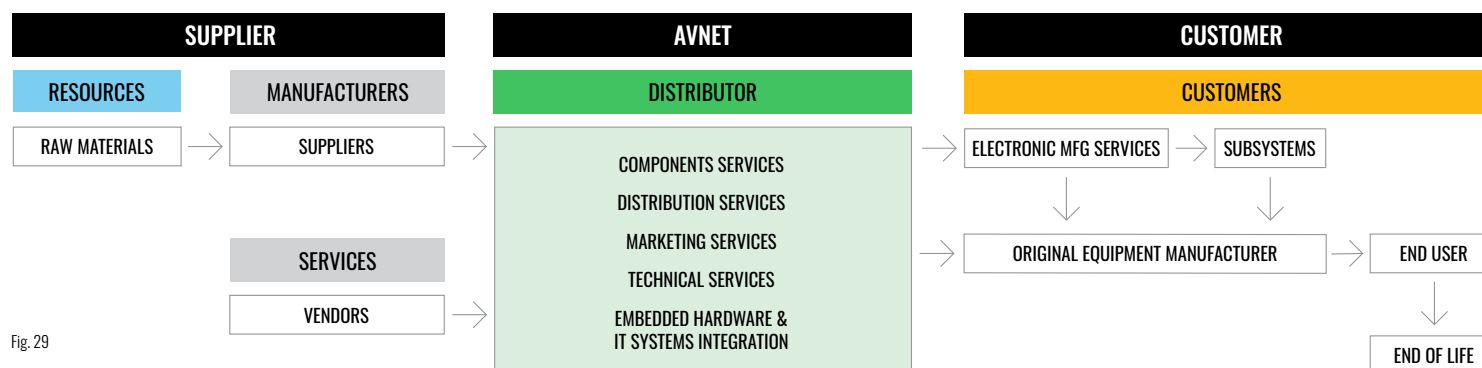


Fig. 29

Supply chain management and responsible sourcing

We want our suppliers to be responsible global citizens and adhere to laws and regulations within the U.S. and in all countries where Avnet and its suppliers operate. We encourage the partners in our value chain to comply with internationally recognized standards that promote social and environmental responsibility and business ethics, and we incorporate ESG considerations in our Supplier Quality & Environmental questionnaire. According to Avnet's EMEA Supplier Quality & Environmental onboarding questionnaire, from February 2018 to May 2023, 62.5% of our EMEA suppliers who responded to the survey have an established corporate social responsibility program. We also incorporate ESG considerations in the risk management system put in place in FY23 under the German Supply Chain Due Diligence Act (LkSG), with a focus on human rights and environmental topics.

Avnet complies with international ethical and legal standards. We expect our suppliers, customers and vendors to operate in accordance with these standards, including, but not limited to:

- Prohibiting child labor
- Protecting against slavery and forced labor
- Respecting principles of equal opportunities and prohibition of discrimination
- Protecting against unlawful taking of land
- Complying with occupational health and safety and related health hazards
- Providing an adequate living wage
- Respecting the right to form trade unions and workers' representations
- Properly handling, collecting, storing and disposing of substances that are dangerous to humans and the environment
- Complying with environmental obligations taken from various international conventions

Our expectations are included in our Supplier Code of Conduct and recently updated responsible sourcing policies and processes, such as:

- **Supplier Environmental Assessment:** For FY23, the Environmental Team started the new supplier onboarding process for 20 suppliers.
- **REACH & POP and RoHS request:** Besides the Avnet EMEA Supplier Assessment Questionnaire, we are also requesting REACH & POP and RoHS information from the suppliers who provide physical products.
- **German Supply Chain Due Diligence (LkSG):** For FY23, the EMEA Supply Chain Due Diligence team started with the LkSG Assessment Questionnaire covering human rights and environmental topics included in the LkSG as an additional step in the onboarding of suppliers and vendors.

We will continue to enhance our responsible sourcing strategy by:

- Updating our supplier and vendor assessment strategy
- Expanding and improving prevention levers
- Monitoring implementation of updated strategy and reporting on a regular cadence

Supplier Code of Conduct

Our distribution agreements include our [Global Supplier Quality Handbook](#), which covers our Supplier Code of Conduct, conflict minerals policy, environmental policies, the Fair Labor Standards Act, child labor, and local regulations and laws for the territories of sales. As part of our commitment to strengthening our responsible sourcing program, in FY23, we published an updated, stand-alone [Supplier Code of Conduct](#), which is integrated into our procurement and supplier management processes, forming part of the new supplier onboarding process. The updated Supplier Code of Conduct reflects suggestions for improvement from our major suppliers and is available in English, German and Chinese (simplified).

Supplier Social Assessment

We have a process for implementing our Supplier Code of Conduct with existing suppliers and new suppliers. We created an [external webpage](#) to provide the organization's commitments regarding the material topic under the LkSG. Aligned with LkSG, we are implementing an effective and appropriate risk management process in our own business and our supply chain to identify, prevent and stop human rights risks and violations falling under the scope of the LkSG. An EMEA human rights delegate was established, and a council will be established to ensure operational implementation in the form of monitoring.

Additionally, preventive measures have been put in place:

- We encourage acceptance of our Supplier Code of Conduct.
- We ensure that appropriate policies are in place.
- We publish a statement regarding procedures, as well as our commitment and expectations for employees and suppliers, including a statement on the organization's human rights strategy.
- We created an external webpage on supply chain due diligence containing information to create awareness. >>

Avnet plans to implement the following preventive measures by end of calendar year 2023:

- Updating policies where required
- Training of the organization's stakeholders and a training on human rights for EMEA employees
- Training on the requirements for compliance with the LkSG for suppliers will be made available

Farnell's Strategic Sourcing Group's (SSG) corporate social responsibility (CSR) risk assessment process, which includes surveys and audits covering labor, human rights, ethics and compliance topics, is used to assess the factories in which we do a limited amount of contract manufacturing for Farnell's private label products. All the factories in APAC, except for in Japan, that manufacture Farnell's private label products are surveyed and audited. To date, more than 93% of factories (based on FY23 spend of the SSG group) have been audited over the four- to five-year cycle.

Upholding labor and human rights

Avnet publishes annual statements related to responsible business and human rights. We aim to procure products from companies that adhere to legislative and internationally recognized labor and human rights. We have [purchasing policies](#) that address labor and human rights to help enforce compliance with international conventions and laws. Any supplier observing or suspecting illegal or unethical activities involving Avnet's business may report details to an Avnet point of contact or through [Avnet's Ethics Alertline](#).

Under the LkSG, a [Declaration of Principles on Human Rights](#) was implemented, including a statement on the organization's human rights strategy, the organization's commitments and the expectations placed on employees, suppliers and vendors related to human rights. We remain committed to the Responsible Business Alliance (RBA) Code of Conduct and the Ten Principles of the U.N. Global Compact. We comply with modern slavery acts in the U.K. and Australia and have established a human rights delegate in Europe.

Conflict minerals

Avnet expects its suppliers to obtain minerals only from responsible sources and to provide proper verification of the country of origin and source of the materials used in the products they supply to Avnet. Avnet also encourages its suppliers to adopt similar policies, due diligence frameworks and management systems with respect to

responsible minerals sourcing to drive those efforts throughout their supply chain. Avnet's Responsible Minerals Sourcing Policy, annual Form SD and Conflict Minerals Report filed with the SEC, and Avnet's aggregated Conflict Minerals Reporting Template (CMRT) can be found on our [Conflict Minerals and Responsible Sourcing webpage](#).

Vendor diversity strategy

Diversity builds value chain resilience and drives innovation. We are committed to improving our vendor diversity with a proactive procurement strategy to increase the number of woman-owned, veteran-owned and minority-owned vendors in our portfolio. Process improvements to date have included developing a standardized response statement for vendor inquiries and reviewing nontrade diversity spend on a fiscal year basis to assess opportunities for improvement.

Product quality

To help ensure complete customer satisfaction, we employ an up-to-date quality management system across our operations. We understand quality management as a task of guidance, and each employee is jointly responsible for the quality of their work. A continuous improvement process in all parts of the company helps us to uncover possible gaps and eliminate existing weak points.

For our distribution business, Avnet operates a quality management system in accordance with ISO9001:2015. See the full overview of regional operation site certifications on our [website](#).

We value and solicit customer feedback as part of our quality management process. Listening to our customers helps us validate our strengths and identify areas where we can improve. Twice a year, we conduct a customer experience survey featuring a Net Promoter Score (NPS) question, with all regions and business units participating.

The survey's invitations and questions are translated into 22 languages. Survey results provide a barometer of how our customers feel about doing business with Avnet and how engaged they are. We analyze the survey results to create actionable insights for our business units and help guide Avnet's short- and long-term planning. Avnet's NPS overall score for May 2023 was 36.3. Avnet consistently scores above 20, which is in the favorable range.

Environmental product stewardship

Avnet helps customers reduce their environmental impact early in the design and production stages. For example, we help customers design products that reduce energy consumption.

SPOTLIGHT: Working with supplier partners on environmental solutions

Avnet and supplier partners overcome obstacles to support LED lighting challenge

Avnet and its supplier partners created a robust power supply solution for a large-scale LED project, meeting the customer's complex criteria and ensuring timely delivery amid industry challenges. The project was initiated by a customer request for a power supply solution to support thousands of LED lights being used in a harsh external environment. LED lights are known for being highly energy efficient and long lasting, and were the only feasible option for this project. The LEDs would ultimately be chained together to create a massive video screen.

Avnet's support team collaborated to develop the best possible solution — a solution that not only met the customer's harsh environmental conditions and performance standards, but also met the lead-time and product availability requirements during a time of global shortages. Avnet's team came up with a solution utilizing several of our suppliers that met all the criteria.

From that point forward, Avnet ensured that the best delivery dates were achieved by assisting its supplier partners through component shortages so the customer's delivery schedule could be met. The result was that Avnet offered a solution that not only met the customer's specifications but also offered a solution with the shortest lead times. The customer was able to deliver a great solution on time during a very challenging period for the industry.

Liquid cooling: Avnet supports leading-edge liquid cooling technology

Avnet has been working for many years to make liquid cooling technology a viable option for servers. Our role is to integrate server technology with liquid cooling and related infrastructure and to support the solutions in the field for original equipment manufacturers (OEMs).

Liquid cooling improves server performance and reliability by reducing heat-related throttling. It can eliminate the need for large fans and the associated noise. More higher-performing servers can be installed into smaller and smaller spaces at reduced weight. Servers can also be moved closer to data sources and reduce latency. And, most importantly, this approach reduces the amount of energy and water usage needed to cool servers.

Several groups within Avnet have been demonstrating the benefits of liquid cooling and advancing it in the market. Avnet's objective is to become the mass production and service/support arm of our OEM partners to take liquid cooling out of the lab and into the market. Avnet's ultimate goal is to reduce the consumption of natural resources by data center operations.



ENVIRONMENTAL STEWARDSHIP

We are committed to minimizing the environmental impact of our operations and promoting positive environmental practices among our suppliers and customers.

IN THIS SECTION

- Our environmental goals
- Our approach to managing our environmental impact
- Energy management and addressing climate change
- Waste and hazardous material management
- Water management

Our environmental goals

In 2021, we established our CY25 environmental goals, an ambitious set of targets for reducing our environmental footprint in the areas where we have an impact. Overall, we are proud of our progress toward our CY25 goals, especially given our continued growth. An expanding business means additional environmental resources we must account for, and we embrace the challenge.

In FY23, we implemented a new ESG data management platform to improve our processes for gathering, analyzing and reporting our environmental data, including our progress against these goals. We also continue to operationalize and implement the initiatives to meet our goals. Avnet plans to use the data to create our next set of environmental goals that can align to a climate transition plan in the next two to three years. We also continue to strengthen the Board's oversight processes and capabilities for overseeing a climate transition plan. The Board's CGC is integrated into the annual sustainability report review and approval process.

Through our new ESG data platform, we continued to improve our data collection and reporting capabilities to better understand our operations' environmental footprint and pinpoint opportunity areas. For CY22, we have:

- Carbon emissions and energy data for approximately 88% of all operations (up from 87% in CY21)
- Water data for approximately 68% of all operations (down from 73% in CY21)
- Waste data for approximately 70% of all operations (down from 71% in CY21)
- Extended our Scope 3 greenhouse gas (GHG) accounting

Further information on our approach and performance related to our CY25 goals is detailed below.

AVNET'S CY25 ENVIRONMENTAL GOALS PROGRESS

GOAL	BASE	TARGET	CY20	CY21	CY22
Increase to 30% of Scope 1 & Scope 2 energy from renewable resources by CY25 (% calculated from extrapolated data)	N/A	30%	16%	20%	18%
50% reduction in Scope 1 & Scope 2 (market-based) GHG emissions by CY25 from FY19 (values calculated from extrapolated data)	47,345 mtCO ₂ e	23,673 mtCO ₂ e	31,655 mtCO ₂ e	30,789 mtCO ₂ e	28,013 mtCO ₂ e
Maintain 20% reduction of Scope 3 business travel emissions by CY25 from CY19	10,448 mtCO ₂ e	8,358 mtCO ₂ e	1,932 mtCO ₂ e	3,064 mtCO ₂ e	9,127 mtCO ₂ e
Divert 75% of waste from landfill by CY25 (% calculated from extrapolated data)	N/A	75%	69%	87%	79%

Fig. 30

mtCO₂e = Metric tonnes of carbon dioxide equivalent

Our approach to managing our environmental impact

We recognize that responsible management of our environmental footprint is fundamental to the long-term sustainability of our business. We work to improve the environmental performance of our operations to help reduce or avoid negative environmental impacts. We are committed to minimizing the environmental impact of our operations and promoting positive environmental practices among our suppliers and customers. In addition, we strive to achieve biodiversity protection.

This commitment is codified in our [Global Environmental Policy](#) and grounded in our approach to environmental management. Our global director of environmental, health and safety oversees this policy and is responsible for the related environmental management systems and measurement systems, and for driving improvements where necessary. The precautionary principle is part of our standard approach to environmental management. Any questions or complaints regarding our environmental impacts and associated actions are processed through our site-specific complaints systems or our [global Ethics Alertline](#).

In FY23, our environmental management efforts focused on strengthening the fundamentals, starting with our approach to environmental management. Informed by a gap analysis conducted in FY22, this was centered on two opportunities:

- Expanding the number of our facilities certified to ISO14001
- Implementing an Avnet standard environmental management systems approach based on the principles of ISO14001 for sites where full ISO14001 certification is not implemented

As of July 2023, 62% of our operational sites have achieved ISO14001 certification (an increase of 12% from the previous year), covering 83% of our operational sites' employees. We have identified additional operational sites where ISO14001 certification is appropriate and will continue to report on our certification progress and implementation of the Avnet standard in future ESG reporting.

Operational sites with ISO14001-certified environmental management systems

- Nogales, Mexico
- Chandler (McKemy), U.S.
- Chandler (Morelos), U.S.
- Hong Kong (ILC), China
- Hong Kong (GDC), China
- Tianjin, China
- Taoyuan, Taiwan
- Singapore (RDC), Singapore
- Singapore (element14), Singapore
- Tongeren, Belgium
- Liege, Belgium
- Poing, Germany
- Stutensee, Germany
- Freiburg, Germany
- San Gwann, Malta
- Preston, U.K.
- Leeds (Canal Road), U.K.
- Leeds (UK1), U.K.

In addition to the continued expansion of ISO14001-certified facilities and further progress in developing the Avnet standard, in FY23, we also began implementing a global environmental awareness training presentation throughout the organization in multiple languages to ensure all employees are aware of their impacts on the environment.

SPOTLIGHT: Supporting biodiversity through bee-saving projects

Avnet is committed to supporting biodiversity in this changing world. A big focus area of FY23 was to support the current bee population. With one in four species at risk of extinction, Avnet decided to support several campaigns and projects with an eye on continuing our biodiversity endeavors well into the future.

Avnet and Farnell now support the following organizations that focus entirely on rejuvenating bee populations and preventing further decline: 3Bees, The World Bee Project and Planet Bee. Some of the fruitful outcomes from these organizations are supporting local beekeepers, sponsoring grants, spreading education and awareness of pollinators' importance in the ecosystem, and the ongoing sponsorship of beehives including nearly 200,000 bees that can be monitored via smart sensors. This continues our earlier efforts with the sponsorship of NearBees, where we sponsored five hives averaging about 250,000 bees. Farnell continues to keep an eye on opportunities to aid biodiversity and aims to save 3 million bees thanks to every purchase made and the wonderful organizations mentioned here.

SPOTLIGHT: Environmental workstream

To identify and focus on actions related to environmental topics where we are targeting improvement, in FY22, we formed an Environmental Workstream team composed of cross-functional members with expertise in areas including procurement, operations, communications and environmental certification. The Environmental Workstream team meets monthly and engages regularly with Avnet's ESG Working Team, leadership, employees and other stakeholders to communicate key goals, actions and achievements.

Among the Environmental Workstream team's areas of focus in FY23 was helping our employees make more informed decisions with respect to the environmental impact of their business travel. With the team working in collaboration with Avnet corporate business travel, a guidance page was added to Avnet's travel intranet site with tips for sustainable travel. We also upgraded the flight booking system to enable users to leverage the "sort by emissions" feature.

Energy management and addressing climate change

Decreasing our energy consumption is a priority for Avnet and is intrinsically linked to our commitment to reducing our carbon footprint. Our strategy for reducing energy use and associated carbon emissions remains centered on six key actions:

- Continued improvement in our data collection and analysis capabilities related to our energy use and related emissions
- Certification to ISO14001 where practical and compliance with all relevant local and national legislation
- Switching to renewable energy sources, such as wind, solar and hydropower (generated on-site or purchased)
- Improving the energy efficiency of offices and facilities
- Supporting the transition from traditional combustion engines to hybrid or fully electric vehicles (EVs) through on-site charging stations, updating corporate car policies and expanding low-emission corporate car options
- Consolidating facilities, including our data centers, where possible
- Engaging our employees through training, information and communication

Avnet does not currently use carbon offsets. At this stage in our development, we intend to meet our emissions reduction goals through direct actions. Further discussion of our approach to addressing the challenges of global climate change can also be found in our [CDP response](#).

Our emissions reduction progress

With respect to our key CY25 environmental goals, we were pleased to continue to make progress toward our goal of reducing our total market-based Scope 1 and 2 GHG emissions by 50% vs. the 2019 baseline despite continued expansion in our business. From CY21 to CY22, these emissions declined by 9%, primarily due to facility consolidations and energy-efficiency practices. Overall, these emissions are down roughly 41% from the baseline level.

Our Scope 3 emissions tied to business travel (Scope 3, Category 6) are also down from the CY19 baseline level by roughly 13%, more than halfway toward our goal of 20%, despite a rapid bounce back and expansion in travel activities from pandemic levels. Although we have implemented several initiatives to reduce business travel across our organization (including expanded use of virtual meetings for sales activity and tools that help our team make more informed travel decisions with respect to environmental impact), we recognize it will likely be difficult to ultimately reach >>

our goal of maintaining a 20% reduction in business travel emissions as our business continues to grow. However, we are encouraged by seeing a decline in the associated emissions intensity when we measure our business travel emissions relative to our overall revenue. We plan to use this intensity measure as a secondary gauge for progress as we seek additional initiatives to help the company reduce associated emissions. Our GHG intensity for business travel (mtCO₂e/million USD) in CY22 was 35% lower than our baseline.

AVNET'S SCOPE 1 AND SCOPE 2 CARBON EMISSIONS TREND (mtCO₂e)

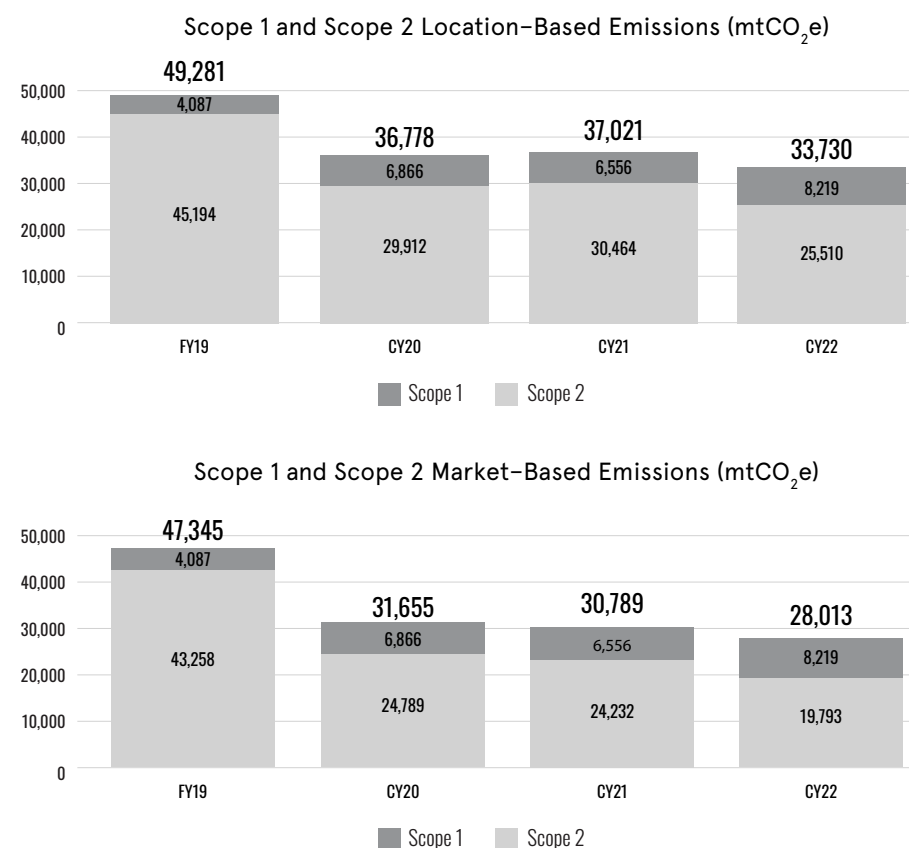


Fig. 31

AVNET'S SCOPE 3, CATEGORY 6 EMISSIONS INTENSITY¹⁰

SCOPE 3 CATEGORY	CY19 (BASE)	CY20	CY21	CY22
Category 6: Business travel emissions (mtCO ₂ e)/Revenue (millions USD)	0.00054	0.00011	0.00014	0.00035

Fig. 32

In FY23, our new ESG management platform enabled us to expand analysis of our Scope 3 GHG emissions by two new categories:

- Category 3: Fuel-and-Energy-Related Activities (not included in Scope 1 or 2)
- Category 5: Waste Generated in Operations

In addition, we engaged a third-party consultant to evaluate additional relevant Scope 3 emissions categories, including those linked to Category 1 Purchased Goods and Services, which is estimated as the most significant source of Avnet's GHGs across all scopes. We plan to use this analysis to inform our approach to Scope 3 emissions management and will report these emissions in future sustainability reporting.

¹⁰ Air, rental car and hotel travel data includes 100% of U.S. and EMEA and 50% of APAC. Avnet reports 85% of corporate transport data for CY22, and the remaining 15% was estimated using a percentage of actual airfare spend. Calculations are based on guidelines specified by the U.K. DEFRA and the Department of Energy and Climate Change (DECC). Business travel emissions data are provided by travel management companies. Mileage reimbursement (AMER and EMEA) emissions are calculated using GHG Protocol's distance-based method. For additional details regarding emission sources, see our 2023 CDP report.

GHG EMISSIONS SUMMARY (mtCO₂e)

GHG EMISSIONS	CY20	CY21	CY22
Total Scope 1 & 2 emissions (location based) ^{11,12}	36,778	37,021	33,730
Total Scope 1 & 2 emissions (market based)	31,655	30,789	28,013
Scope 1 GHG emissions	6,866	6,556	8,219
Scope 2 GHG emissions (location based)	29,912	30,464	25,510
Scope 2 GHG emissions (market based)	24,789	24,232	19,793
Total Scope 3 emissions	43,864	49,705	55,218
Category 3: Fuel- and energy-related activities (not included in Scope 1 or 2) ¹³	6,544	6,727	6,298
Category 4: Upstream transportation and distribution ¹⁴	14,798	19,811	20,383
Category 5: Waste generated in operations ¹⁵	797	558	864
Category 6: Business travel ¹⁶	1,932	3,064	9,127
Category 7: Employee commuting ¹⁷	1,519	1,409	1,574
Category 9: Downstream transportation and distribution ¹⁸	18,274	18,136	16,972

Fig. 33

¹¹Scope 1 emissions include sources of direct emissions owned/controlled by Avnet (generation of on-site combustion of heat or electricity examples: solar, natural gas, fuel oil). Collected emissions data represents an estimated 88% (CY22), 87% (CY21) and 85% (CY20) of Avnet's square footage, excluding land. Extrapolated data is estimated to 100% of Avnet's square footage. Fleet data was not extrapolated. Sources for emission calculations include EPA GHG Guidance: Direct Emissions from Stationary Sources and EPA GHG Inventory Guide Direct Emissions from Mobile Combustion Source, DEFRA Environmental Reporting Guidelines and IEA CO2 Emissions from Fuel Combustion. Corporate fleet data was sourced from EMEA fleet and fuel emission averages. For additional details regarding emission factor sources, see 2023 Carbon Disclosure Project (CDP) report.

¹²Scope 2 includes indirect emissions from purchased off-site generation of electricity, heating, cooling and steam consumed by Avnet facilities. Collected emissions data represents an estimated 88% (CY22), 87% (CY21) and 85% (CY20) of Avnet's square footage, excluding land. Extrapolated data is estimated to 100% of Avnet's square footage. Sources for emission factors and calculations include: EPA GHG Guidance, Indirect Emissions from Purchased Electricity, DEFRA Environmental Reporting Guidelines, U.S. EPA Emissions & Generation Resource Integrated Database (eGRID) and IEA Emission Factors. For additional details regarding emission factor sources, see our 2023 CDP report.

¹³Emissions calculated using standard average data method of 25% of Scope 1 emissions + 20% of Scope 2 emissions.

¹⁴Emission data sourced from carrier invoicing data provided by Data2Logistics. CO2 emissions were calculated based on DEFRA averages using mode, weight, distance and distance range (long haul, short haul, etc.) to determine the spent carbon. Data includes: Avnet: AMER, APAC, EMEA; and Farnell: AMER. Data does not include: Farnell: APAC and EMEA. Emissions are calculated for transportation and distribution logistics for carriers within Avnet's control. For additional details regarding emission sources, see our 2023 CDP report.

¹⁵Waste-type-specific emissions are calculated from waste generated during operations.

¹⁶Air, rental car and hotel travel data includes 100% of U.S. and EMEA and 50% of APAC. Avnet reports 85% of corporate transport data for CY22, and the remaining 15% was estimated using a percentage of actual airfare spend. Calculations are based on guidelines specified by the U.K. DEFRA and the Department of Energy and Climate Change (DECC). Business travel emissions data are provided by travel management companies. Mileage reimbursement (AMER and EMEA) emissions are calculated using GHG Protocol's distance-based method. For additional details regarding emission sources, see our 2023 CDP report.

¹⁷Commuter data was requested from Maricopa County Air Quality Department's Travel Reduction Program survey. Survey included data from Avnet's largest three Phoenix-based locations: 47th Street headquarters and the Morelos and McKemy facilities. Emissions were calculated using GHG Protocol's distance-based methodology, including mode of transportation and weekly miles traveled. Commuter data accounts for approximately 8% of Avnet's 2022 total head count. As survey completion was not 100%, data was extrapolated to represent 100% of employee commuting emissions from the three surveyed Arizona facilities. This does not represent companywide employee commuting. For additional details regarding emission sources, see our 2023 CDP report.

¹⁸Emission data sourced from carrier invoicing data provided by Data2Logistics. CO2 emissions were calculated based on DEFRA averages using mode, weight, distance and distance range (long haul, short haul, etc.) to determine the spent carbon. Data includes: Avnet: AMER, APAC, EMEA; and Farnell: AMER. Data does not include: Farnell: APAC and EMEA. Emissions are calculated for transportation and distribution logistics for carriers within Avnet's control. For additional details regarding emission sources, see our 2023 CDP report.

SPOTLIGHT: Supporting environmental action in our communities

Avnet Japan visits the Ecora Forest for restoration

On Oct. 15, 2022, 20 employees from Avnet volunteered with the Ecora Club, a local organization dedicated to caring for the man-made Ecora Forest in Hara Village, Nagano, Japan. As a man-made forest, the area was already susceptible to unnatural growth patterns, and it was in a state of neglect. Volunteers helped by clearing unwanted undergrowth and removing excess branches from the canopy. Their efforts will help improve the forest by allowing more sunlight to reach the forest floor, which encourages even growth. The day was rewarding for all involved. One Avnet volunteer notes, "Though the work was physically demanding, it was spiritually energizing to be tending these beautiful trees in the depths of a forest. I felt a great sense of satisfaction from helping create a 'Satoyama,' where the natural and human worlds meet in perfect harmony."



Avnet China returns to Shanghai Park to plant new trees

On March 23, 2023, a special event unfolded in the heart of Shanghai Gulf Park. More than 100 volunteers throughout Avnet APAC came together with a shared purpose: to plant trees for the environment and their community. This event followed the first tree planting event at Shanghai Gulf Park in 2021. Avnet China and 25 of its key suppliers planted 100 "friendship trees" celebrating Avnet's 100th anniversary. Observing those saplings flourishing into healthy young trees brought great satisfaction to those who returned. As a testament to their commitment to ESG, Avnet China has decided to make the tree-planting exercise an annual tradition. Grace Dong, regional president, Avnet China, notes, "ESG is at the heart of everything we do. The simple act of planting trees is nurturing the health of the environment, the health of all humankind and ultimately the health of our business and our partners' businesses."



Renewable energy

In CY22, renewable energy accounted for 18% of our overall energy consumption—down from 20% in CY21. The decrease was primarily driven by a reduction of purchased energy use from office and facility building consolidations. Across our operations, we continue to look for ways to expand generation and purchase of renewable energy and certificates of origin for renewable sources (wind, solar and hydropower). For example, solar power has been used for several years at our headquarters and McKemy distribution center in Arizona. In addition, Avnet's facilities in the U.K., Germany, Poland, Austria, Belgium, Romania and Switzerland use green electricity products, such as green tariffs supported by energy attribute certificates and invoices. In FY23, we extended 100% renewable electricity contracts to more locations, and we continue to look for opportunities to expand our use of renewable electricity.

Offices and facilities energy optimization

Across our operations, we continue to look for opportunities to update facility equipment with more energy-efficient systems, such as replacing lighting installations with LED solutions, intelligent lighting controls, efficient heating, ventilation and air conditioning (HVAC) systems, improved energy management systems, and more efficient building services. We engage with landlords to try to ensure that green technologies are considered when replacing infrastructure for leased facilities. In FY22, we introduced a new sustainability scorecard related to U.S. facility expansion. Using this scorecard, new brick-and-mortar facilities that Avnet leases or purchases in the U.S. are analyzed against environmental metrics, such as access to renewable energy and recycling and other sustainability metrics, and this information is then factored into the decision-making.

We support the transition from traditional combustion engines to EVs and hybrid vehicles through on-site charging stations, updating corporate car policies and expanding low-emission corporate car options. As of the end of FY23, across AMER and EMEA, we have 188 charging stations for EVs (up from 74 in FY23), with 129 more planned for coming years. In FY23, these charging stations were used for an average of over 115,000 kWh, reducing associated emissions by over 107,000 kg of carbon dioxide.

For our distribution operations, Avnet relies on third-party shipping, so we do not have direct control over the impact of this portion of our business. Our logistics team continues to assess and evaluate our carriers' potential carbon reduction plans.

Facility consolidation

In CY23, we further embedded our hybrid working models across many of our corporate offices. While the business recognizes the value of meeting and collaborating with colleagues and stakeholders in person, we have also enabled staff to work remotely. We have upgraded offices with improved AV and personal IT equipment, which enabled additional office consolidation.

AVNET'S ENERGY USAGE TREND¹⁹

Scope 1 and Scope 2 (MWh)

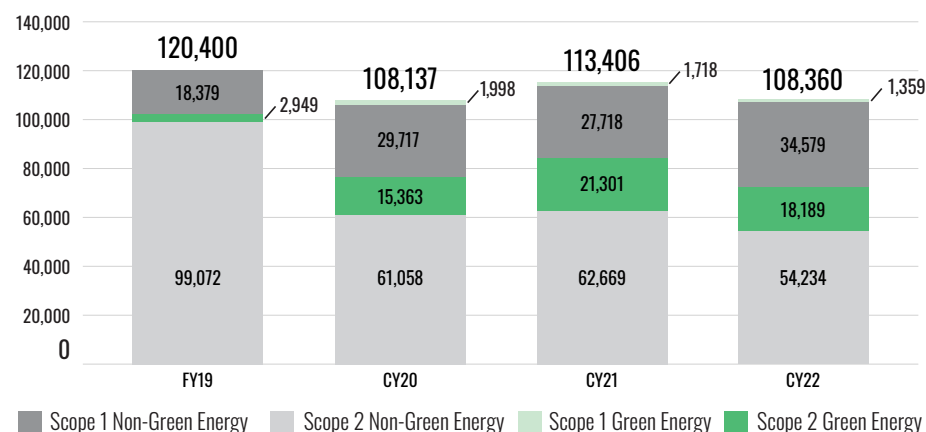


Fig. 34

¹⁹Collected energy data represents an estimated 88% (CY22), 87% (CY21) and 85% (CY20) of Avnet's square footage, excluding land. Extrapolated energy data is estimated to 100% of Avnet's square footage. Fleet data was not extrapolated.

Scope 1 = On-site generation of energy owned/controlled by Avnet (generation of on-site combustion of heat or electricity examples: solar, natural gas, fuel oil).

Scope 2 = Purchase of off-site generation of electricity, heating, cooling and steam consumed by Avnet facilities. It may contain a mix of both green and non-green energy. Facilities in Austria, Belgium, Germany, Poland, Romania, Switzerland and the U.K. use green electricity products, e.g., green tariffs, supported by energy attribute certificates and invoices.

SPOTLIGHT: Investing in sustainable facilities: an update on Avnet's Freiburg campus

June 2023 marks the exciting beginning of operations for Avnet's new design and manufacturing facility in Eschbach, Germany. Built specifically to achieve carbon-neutral operations, this facility will seek the German Sustainable Building Council (DGNB) gold standard. This standard is an internationally recognized benchmark for sustainability.

Here are some sustainable elements incorporated into the new construction:

- Attractive and friendly work environment with generous recreational and green spaces, creating a worksite employees embrace
- 100% carbon neutral design based on use of state-of-the-art automated manufacturing systems and building design
- Innovative and highly automated manufacturing and the use of leading-edge technologies along with sustainable manufacturing processes will aid in achieving the goal of carbon neutrality for site operations
- Enhanced insulation will help reduce energy consumption to about 40% of comparably sized buildings
- A photovoltaic system will independently produce most of the energy required for building operations and manufacturing activities
- The photovoltaic system with 532 kW peak and 308 kWh of electrical storage will also drive geothermal heat pumps to maximize heating/cooling efficiency, resulting in no consumption of fossil fuels for heating and cooling
- 20 EV charging points to support the shift to zero-emission vehicles

Waste and hazardous materials management

Our business is distribution, and in FY23, Avnet shipped approximately 247 billion units. The waste generated in these activities is primarily linked to component packaging, and we continue to look for ways to reduce the environmental impact of our shipments. Component packaging is controlled directly by the manufacturer and, as we sell mainly to business customers, the packaging waste from the components, plus any existing or added packaging for transport, has an impact downstream in our value chain.

Our overall waste management strategy is to increase zero-waste-to-landfill contracts where local market conditions allow. These contracts mean any non-recyclable waste is incinerated for energy production. We currently hold zero-waste-to-landfill contracts in the U.K., some European facilities and Singapore.

Beyond zero-waste-to-landfill contracts, we seek to increase on-site waste sorting to lift recycling rates at our distribution centers and large office sites, as well as implement programs to reduce the total amount of packaging used in our distribution operations. For FY23, Avnet recycled about 79% of all waste generated from the sites collected, down from roughly 87% in FY22; percentages based on extrapolated data. This decrease was primarily due to reduction in overall waste generated coupled with an increase in disposed waste.

We have a multifaceted approach to reduce the impact of packaging used when shipping products from our facilities. It starts with purchasing recycled packaging materials wherever possible. We also optimize our vendor partnerships to prioritize those that provide eco-friendly packing materials, focusing initially on void fill and product protection options. In FY23, we continued to implement a phased approach program to optimize the size and makeup of our transit boxes and other packaging types. Other examples of our initiatives to reduce the impact of packing waste include:

- Transitioning to single-wall corrugate from double-wall corrugate where possible
- Consolidating customer orders in our warehouses
- Reusing shipping pallets
- Recycling and reusing plastic reels and trays for customer orders >>

Avnet is also in the process of investigating other measures to reduce the impact of shipping products from our facilities, including:

- Alternative void fill solutions to complement paper
 - Using plastic pillow void fill with increased recycled content
 - Using paper-based pillows as an alternative to plastic
- Increasing postal bag use to reduce volume of transit boxes to ship small-volume orders to customers (reduction in use of corrugate)
- Using plant-based biodegradable electrostatic discharge conductive bubble bags
- Using corrugated pallets as opposed to traditional treated wood variants
- Increasing recycled content in plastic bubble wrap protection
- Investigating the redesign/engineering of the transit boxes to:
 - Reduce/eradicate the requirement for use of void fill
 - Reduce the volume of variants available for packing
 - Reduce use of poly tape to seal boxes (make them self-sealing and returnable)

In our programming centers, our 3D printing initiative also saves money and reduces waste. We only print the items we need using Polylactic Acid (PLA) filament, which is plant-based instead of fossil-based plastic. We design and print parts to replace broken parts that may be obsolete, which helps us maintain equipment instead of purchasing new equipment. This reduces packaging waste as well as the fuel that would be used to ship new materials.

Employee ideas to reduce business waste from our offices are collected through a specially designed stories app, and actions are taken based on this input. For example, we have increased awareness to improve battery recycling and reduced cafeteria waste at our headquarters in Phoenix.

We generate small amounts of hazardous waste from both maintenance activities for our infrastructure and facilities and our limited manufacturing processes. Our office facilities also generate hazardous waste, such as fluorescent tubes and toner cartridges.

When present, we handle such materials in accordance with the Material Safety Data Sheet and, as required, we control how these wastes are disposed of, including using separate hazardous waste bins (and storage areas) to avoid contaminating general waste. Procedures to handle chemical and hazardous waste are documented at the site level, are based on the type of waste present and follow local handling

regulations. Hazardous products shipped to customers are packaged by trained operators in line with International Civil Aviation Organization (ICAO) and International Air Transportation Association (IATA) standards, and the agreement concerning international carriage by road (ADR) regulations. We supply batteries and electrical and electronic devices and, where legislation dictates, we operate take-back schemes to ensure this hazardous waste is correctly controlled.

We also work to negate the negative impacts of our operations on the water supply. This includes working to minimize our water usage where possible and to eliminate any containments used by us from reaching the water supply. We have processes in place to minimize the potential risk of fire-water runoff or diesel fuel spillages entering the water systems. Operational sites have regularly maintained area-specific fire sprinkler systems in place to ensure water is dispensed only where needed. These sites have regular maintenance of alarm systems to ensure there is no accumulated waste. Diesel spillages are contained using spillage kits with absorbent granules and dedicated hazardous waste bins. Generators and fire pumps are designed to contain any fuel spills.

WASTE COLLECTED SUMMARY (METRIC TONNES)²⁰

WASTE	CY20	CY21	CY22
Waste generated by weight	4,589	6,354	5,738
Total hazardous waste	27	282	359
Waste diverted by weight and hazardous/nonhazardous (recycled)	3,505	5,764	4,483
Recycled hazardous waste	21	282	80
Recycled nonhazardous waste	3,484	5,483	4,403
Waste direct to disposal by weight and hazardous/nonhazardous (disposed)	1,084	590	1,255
Disposed hazardous waste	6	1	279 ²¹
Disposed nonhazardous waste	1,078	589	976
Percentage recycled (% calculated from extrapolated data)	69%	87%	79%

Fig. 35

²⁰Collected waste data represents an estimated 70% (CY22), 71% (CY21) and 68% (CY20) of Avnet's square footage, excluding land. For facilities with invoices without weight of waste, data was estimated by applying usage rates. Usage rates were based on collected data and categorized by waste and facility type.

²¹Increase in hazardous waste disposed from CY21 to CY22 was driven by disposal of hazardous waste at McKemy distribution center.

Water management

Avnet's water footprint is mainly from our office facilities. Avnet's limited manufacturing is not water intensive. Our [Global Environmental Policy](#) includes a commitment to increasing water conservation.

When we acquire new facilities or have an opportunity to update current facilities, we seek to install equipment that uses minimal water and automatic shutoff faucets, capture greywater for landscaping and deploy other water-saving devices. We also educate and engage our employees in water conservation practices through ISO14001 training sessions. In CY22, our overall water use decreased by approximately 21% from CY21, primarily due to facility consolidation.

AVNET'S WATER USE SUMMARY (CUBIC METERS)²²

WATER	CY20	CY21	CY22
Water withdrawn by source:	-	-	-
Surface water, including wetlands, rivers, lakes, oceans	0	0	0
Groundwater	0	0	0
Rainwater	0	0	0
Wastewater from another organization	0	0	0
Municipal water suppliers or other public or private water utilities	141,339	168,514	132,782
Total water withdrawn:	141,339	168,514	132,782
Domestic	128,384	145,182	121,275
Irrigation	6,223	5,296	5,303
Process Water	6,732	18,036	6,204
Total water consumed:	141,339	168,514	132,782
Domestic	128,384	145,182	121,275
Irrigation	6,223	5,296	5,303
Process Water	6,732	18,036	6,204

Fig. 36

AVNET'S WATER USE IN REGIONS WITH WATER STRESS²²

USE IN WATER STRESSED REGIONS	CY20	CY21	CY22
Total water withdrawn in regions with high or extremely high baseline water stress	15%	11%	13%
Total water consumed in regions with high or extremely high baseline water stress	15%	11%	13%

Fig. 37

²²Collected water data represents an estimated 68% (CY22), 73% (CY21) and 71% (CY20) of Avnet's square footage, excluding land.

/ APPENDIX

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The United Nations Sustainable Development Goals (SDGs) are a collaborative, global effort to achieve a better and more sustainable future for all. Represented by 17 Global Goals and 169 targets, the SDGs address challenges of poverty, inequality, climate change, environmental degradation, peace and justice. Avnet is committed to advancing the SDGs, and we continue to identify the key areas where we have the greatest influence and impact on the SDGs through our business strategy, products and services.

[Please see our website](#) for the stories described below and for more information on our actions to support the SDGs during FY23.

AVNET'S FY23 ACTIONS TO ADVANCE THE U.N. SUSTAINABLE DEVELOPMENT GOALS

SDG & APPLICABLE SUBTARGET	RELEVANCE	FY23 SELECT PROGRESS	FY23 IMPACT
Target 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities. 	Avnet helps customers reduce their environmental impact early in the design and production stages. For example, we help customers design products that reduce energy consumption and generation of e-waste. Our product lines have been used to maintain systems in place to aid in the transition to a smarter grid.	Brilliant TWTG x Avnet Abacus retrofit solution may prevent smart meter e-waste Did you know about 50 million tons of e-waste are generated each year? As technology continually advances and improves, it renders older tech obsolete. A leading electricity provider in Europe that provides smart-metered technology to 1.5 million households wanted to prevent this obsolescence from happening to their smart meters, so they went to TWTG for consultation. As voice and data services are transitioning to LTE-M cellular networks as the industry standard, the timeline for these existing meters to continue functioning properly on their original 2G/GPRS network was limited. TWTG identified the opportunity to retrofit these smart meters with a module that could enable it to send and receive data over 4G. Avnet Abacus was called to help procure this special device and provide implementation support.	-Potential waste reduction through retrofitting meters -Sponsorship of self-driving car contest advances autonomous vehicle technology -element14 robotic competition enables the innovation of a photovoltaic cell panel cleaning robot encouraging green energy production
Target 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries. 	Avnet's ability to provide new and modern solutions that advance our customers' ability to positively affect the world via their innovations is a critical component to improving the sustainability of our infrastructure. Our product lines, such as Avnet Silica, are directly making products that produce greener outcomes.	Avnet Silica presented smart cities for a sustainable future at Electronica 2022 Avnet Silica, an Avnet company, showcased a range of smart city applications at the Avnet City booth at the Electronica 2022 trade show in Munich, Germany. Smart city solutions are shaping the buildings and homes of the future to make our cities smarter, greener and more secure. Exhibits included electric vehicle charging, air quality monitoring, waste control, smart grid and energy management, e-mobility, and vehicle and traffic analytics. These exhibits showcased solutions that can make transportation more efficient, energy usage more sustainable and help cities reduce their environmental impact through energy-efficient buildings, air quality sensors and renewable energy sources — all utilizing technology. Highlights of the demos included: • Condition-based maintenance system for monitoring health, uptime and interval to next service for machines and tools • Smart parking use-case utilizing real-time parking lot detection within a city's open spaces • Asset tracking to locate goods, personnel or capital machinery, enabling supply chain visibility at all times	-Educating designers on the potential of smart city technology -Hackster.io, an Avnet community, and Nordic sustainable world contest led to development of a smartwater leak detection and more -Hackster.io, DFRobot and Arduino developed innovation to better their campus life, including smart laboratory management system and smart school farm

Fig. 38

AVNET'S FY23 ACTIONS TO ADVANCE THE U.N. SUSTAINABLE DEVELOPMENT GOALS (continued)

SDG & APPLICABLE SUBTARGET	RELEVANCE	FY23 SELECT PROGRESS	FY23 IMPACT
Target 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. 	Our overall waste management strategy is to increase zero-waste-to-landfill contracts where local market conditions allow. These contracts mean any nonrecyclable waste is incinerated for energy production. We currently hold zero-waste-to-landfill contracts in the U.K., some European facilities and Singapore. Beyond zero-waste-to-landfill contracts, we seek to increase on-site waste sorting to lift recycling rates at our distribution centers and large office sites, as well as implement programs to reduce the total amount of packaging used in our distribution operations.	All of Farnell's Leeds locations achieve zero-waste-to-landfill In April 2023, Avnet's Farnell was awarded the Greener Path Landfill Diversion Award for the entirety of 2022. Farnell moved to an alternate waste management provider for its Leeds operations and found one in line with their environmental goals, ACM Environmental PLC. Farnell is keeping this achievement in line with its vision and environmental waste goals for 2023 and the foreseeable future. This award demonstrates Farnell's ambitious commitment to waste responsibility and its awareness of how to seek opportunities to help the planet. Zero-waste-to-landfill was recognized by ACM for all three of Farnell's Leeds locations, including its global HQ and two distribution centers.	- These zero-waste-to-landfill projects enable our diversion of 78% of collected waste to landfill in calendar year 2022. - Hackster.io and other partners designed wearable garments that incorporate solar films instead of utilizing the hazardous waste disposal of batteries.
Target 17.7 Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favorable terms, including on concessional and preferential terms, as mutually agreed. 	As part of Avnet's holistic integration of sustainability practices into operations, we have aligned with the SDGs to demonstrate how our corporate actions and business model can positively affect the development goals set out by the United Nations via the SDGs and the UNDP. We share in our yearly ESG reporting and on our websites how we positively impact the world.	Hackster.io: How can drones help advance the UNSDGs? Hackster.io is no stranger to exploring the endless possibilities of how technology can benefit humanity. In FY23, Hackster held a monthlong initiative aimed at empowering the developer community to explore the concept of Drones for Good. During this same time frame, the United Nations Development Programme (UNDP) published a comprehensive report on how drones can play an active role in achieving each of the 17 UNSDGs. See more here. Another example of the work Hackster does in this space is its partnership with NXP to host the annual HoverGames contest. In the most recent contest, developers were asked how to leverage UAVs for sustainable food ecosystems — intelligent urban farming, detecting crop health, food production, supply chain and more.	- Hackster.io and NXP HoverGames contest enables innovation for sustainable food ecosystems. - Avnet's partnership on the ASUio contest produced a winning entry of IoT-enabled assistive devices for people with mobility issues. - Avnet's partnership with the Diamondbacks baseball team provided STEM scholarships to 14 students

Fig. 38

ESG PERFORMANCE SUMMARIES

For easy reference, the following tables collect key ESG metrics referenced throughout this report.

DESCRIPTION	UNIT	FY21	FY22	FY23
General/About Avnet				
About Avnet	-	Avnet Fact Sheet and Company Profile		
Annual Reports	-	2023 Annual Report		
Proxy Statements	-	2023 Proxy Statement		
Financial information	-	Financial information		
Avnet policies	-	Avnet policies		
ESG at Avnet				
Sustainability Reporting Archive	-	Sustainability Reporting		
Board committee with ESG oversight	-	Corporate Governance Committee Charter		
Executive compensation linked with ESG	-	Yes	Yes	Yes
Materiality assessment	-	2020 Sustainability ESG Materiality Study		
Governance and Ethics				
Board Composition ¹				
Total board members	#	10	11	10
Percentage of independent directors	%	100%	91%	90%
Percentage of female directors	%	30%	27%	30%
Percentage of ethnically diverse directors ²	%	50%	45%	50%
Percentage with ESG experience	%	50%	64%	80%
Average age	years	63	63	64
Average tenure	years	4.6	4.7	5.4
Ethics and Compliance				
Business Ethics Policy	-	Code of Conduct Manuals		
Policy on nonretaliation	-	Code of Conduct pgs. 5, 6-7, 17		
Policy on nonharassment	-	Code of Conduct pgs. 15-16		
Policy on collective bargaining	-	Code of Conduct p. 17		
Policy on political contributions/activities	-	Code of Conduct p. 25		
Whistleblower hotline	-	Ethics Alertline		
Anti-Corruption Policy	-	Global Anti-Corruption Policy		
Percent of employees completing compliance training	%	CY20 = 92%	CY21 = 99.5%	CY22 = 99.6%
Supply Chain Management				
Supplier Code of Conduct	-	Supplier Code of Conduct		
Global Supplier Quality Handbook	-	Global Supplier Quality Handbook		

¹All numbers align to Avnet's Proxy statement for each of their respective years.

²Includes directors who identify as Middle Eastern.

ESG PERFORMANCE SUMMARIES (continued)

DESCRIPTION	UNIT	FY21	FY22	FY23
Human rights policies	-	Global Human Rights Policy		
	-	Statement Against Modern Slavery and Human Trafficking		
Conflict minerals	-	Conflict Minerals Disclosures		
Responsible Minerals Sourcing Policy	-	Responsible Minerals Sourcing Policy		
Responsible sourcing policies	-	Global Indirect Procurement Integrity Policy		
	-	Global Responsible Sourcing Policy (Direct and Indirect)		
Percent of EMEA suppliers responding to supplier survey that reported having a corporate social responsibility program established	%	Not reported	62%	62.5%
Data Security and Privacy				
Privacy Policy	-	Global Privacy Policy		
Global Information Security Policy	-	Available under NDA/MCA; email requests to: security.foundation@avnet.com		
Frequency of mandatory data security training covering all employees	-	Annual		
Product Quality and Safety				
Quality certifications	-	Quality certifications		
NPS customer survey score	Net Promoter Score	29.0	33.7	36.3
Our People and Culture				
Talent Attraction, Engagement and Retention ³				
Total employee head count	# of employees	14,500	15,300	15,800 ⁴
Total number of contractors (not included in total employee head count)	# of contractors	Not reported	Not reported	95
Employees by region	# of employees	Not reported	Not reported	AMER: 4,700 EMEA: 6,800 APAC: 4,300
New hires (by gender)	# of employees	Not reported	Not reported	1,906 Male: 1,089 Female: 807
New hires (by age group)	# of employees	Not reported	Not reported	Under 30 years old: 812 30-50 years old: 918 Over 50 years old: 176
New hires (by region)	# of employees	Not reported	Not reported	AMER: 654 EMEA: 638 APAC: 614
Percentage of total employees covered by collective bargaining agreements	%	Not reported	Not reported	Less than 2% (255 employees)
Global voluntary turnover rate	%	8.3%	11.9%	9.1%
Voluntary turnover rate: U.S. female	%	8.3%	12.0%	9.0%
Voluntary turnover rate: U.S. minority	%	9.8%	18.4%	13.1%
Percentage of employees receiving regular performance reviews	%	93.5%	97.0%	97.6%
Employee engagement survey score	Engagement score	88.3	82.0	83.5
Participation in employee engagement survey	%	56%	71%	71.4%

³Excludes Softweb, Witekio, trainees, apprentices and interns.⁴Data from 2023 Form 10-K.

ESG PERFORMANCE SUMMARIES (continued)

DESCRIPTION	UNIT	FY21	FY22	FY23
Employee Health and Safety				
Health and Safety Policy	-	Global Workplace Health and Safety Policy		
Fatalities	#	0	0	0
Lost time injury (LTI) severity rate	# of lost days per 1,000 hours	0.02316	0.01746	0.01773
Lost time injury frequency rate (LTIFR)	LTI per 1 million man-hours worked	1.32954	1.31032	1.54316
Number and percentage of all employees covered by an occupational health and safety management system that has been internally audited and certified	#, %	Not reported	Not reported	2,487, 15%
Operational sites certified to ISO45001	%	Not reported	22%	34%
Employee Diversity³				
Diversity, Equity and Inclusion Policy	-	Equal Opportunity, Diversity and Inclusion Policy		
Percentage male in global workforce	%	55%	55%	55%
Percentage female in global workforce	%	45%	45%	45%
Percentage female in global workforce by management level:	-	-	-	-
Senior leadership (VP and above)	%	21%	19%	18%
Management (non-executive leadership management)	%	31%	33%	34%
Individual contributors	%	47%	47%	47%
Gender distribution by region:	-	-	-	-
AMER: Percentage male	%	Not reported	45%	55%
AMER: Percentage female	%	Not reported	55%	45%
EMEA: Percentage male	%	Not reported	56%	57%
EMEA: Percentage female	%	Not reported	44%	43%
APAC: Percentage male	%	Not reported	52%	52%
APAC: Percentage female	%	Not reported	48%	48%
Racial/ethnic diversity in workforce (U.S. employees only)	%	34%	30%	31%
Learning and Development				
Average learning hours	# hours	Not reported	APAC: 18.2 EMEA: 8.5 AMER: N/A	APAC: 18.1 EMEA: 11.0 AMER: 6.6
Total learning hours	# hours	Not reported	Not reported	135,840 ⁵
Philanthropy				
Total community giving	USD	\$232,919	\$721,028	\$869,398

³Excludes Softweb, Witekio, trainees, apprentices and interns.⁵This aggregated total training hour total includes a variety of sources from all regions, including LinkedIn Learning, Learning Management System hours logged in Workday, and Onboarding or other Course Offerings. Some regions may withhold training data from certain sources.

ESG PERFORMANCE SUMMARIES (continued)

DESCRIPTION	UNIT	FY21	FY22	FY23	FOOTNOTES
Environmental Stewardship					1
Environmental Management					-
Environmental policy	-	Global Environmental Policy			-
CDP responses	-	Avnet's CDP Responses			-
Percent of operational sites certified to ISO14001	-	Not reported	50%	62%	-
Percent of operational site employees trained on environmental topics	-	Not reported	71%	83%	-

DESCRIPTION	UNIT	CY20	CY21	CY22	FOOTNOTES
Energy					
Total energy consumed	MWh	108,137	113,406	108,360	2,3
Percentage green energy	%	16%	20%	18%	2,3
Percentage non-green energy	%	84%	80%	82%	2,3
Total Scope 1 energy	MWh	31,715	29,436	35,938	2
Total Scope 2 energy	MWh	76,421	83,970	72,423	3
Total energy consumed (collected data)	MWh	94,295	100,504	97,719	2,3
Nonrenewable electricity purchased	MWh	45,729	47,557	44,861	-
Renewable electricity purchased	MWh	15,363	19,936	17,028	-
Renewable electricity consumed from generated solar and air-to-heat pump	MWh	1,998	1,718	1,359	-
Consumption of fuel	MWh	27,339	25,732	32,628	-
Nonrenewable purchased steam/heat/cooling and other purchased energy	MWh	3,866	4,195	683	-
Renewable purchased steam/heat/cooling and other purchased energy	MWh	0	1,365	1,161	-
Percentage of total renewable energy (collected)	%	18%	23%	20%	2,3
Energy intensity ratio by floor area	MWh/'000 ft ²	16.60	17.82	19.02	2,3
Energy intensity ratio per employee	MWh/Employee	7.41	7.82	7.08	2,3
Total solar energy sell-back	MWh	1,006	832	690	2
GHG Emissions					
Scope 1 & 2 emissions (location-based)	mtCO ₂ e	36,778	37,021	33,730	4,5
Scope 1 & 2 emissions (market-based)	mtCO ₂ e	31,655	30,789	28,013	4,5
Scope 1 GHG emissions	mtCO ₂ e	6,866	6,556	8,219	4
Scope 2 GHG emissions (location-based)	mtCO ₂ e	29,912	30,464	25,510	5
Scope 2 GHG emissions (market-based)	mtCO ₂ e	24,789	24,232	19,793	5
Total Scope 3 emissions (collected)	mtCO ₂ e	43,864	49,705	55,218	-
Category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)	mtCO ₂ e	6,544	6,727	6,298	11
Category 4: Upstream transportation and distribution	mtCO ₂ e	14,798	19,811	20,383	7
Category 5: Waste generated in operations	mtCO ₂ e	797	558	864	10
Category 6: Business travel	mtCO ₂ e	1,932	3,064	9,127	6

ESG PERFORMANCE SUMMARIES (continued)

DESCRIPTION	UNIT	CY20	CY21	CY22	FOOTNOTES
Category 7: Employee commuting (Arizona only)	mtCO ₂ e	1,519	1,409	1,574	9
Category 9: Downstream transportation and distribution	mtCO ₂ e	18,274	18,136	16,972	8
GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO ₂ equivalent. Scope 1 (collected)	mtCO ₂ e	-	291	-	4
GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO ₂ equivalent. Scope 2 (collected)	mtCO ₂ e	-	-	1,744	5
Scope 1 & 2 GHG emissions intensity by floor area (market-based)	mtCO ₂ e/'000 ft ²	4.86	4.84	4.92	4,5
Scope 1 & 2 GHG emissions intensity by floor area (location-based)	mtCO ₂ e/'000 ft ²	5.65	5.82	5.92	4,5
Scope 1 & 2 GHG emissions intensity per employee (market-based)	mtCO ₂ e/employee	2.17	2.12	1.83	4,5
Scope 1 & 2 GHG emissions intensity per employee (location-based)	mtCO ₂ e/employee	2.52	2.55	2.20	4,5
Water (Collected)					
Water withdrawn by source:	-	-	-	-	-
Surface water, including wetlands, rivers, lakes, oceans	m ³	0	0	0	12
Groundwater	m ³	0	0	0	12
Rainwater	m ³	0	0	0	12
Wastewater from another organization	m ³	0	0	0	12
Municipal water suppliers or other public or private water utilities	m ³	141,339	168,514	132,782	12
Total water withdrawn	m ³	141,339	168,514	132,782	12
Domestic	m ³	128,384	145,182	121,275	12
Irrigation	m ³	6,223	5,296	5,303	12
Process water	m ³	6,732	18,036	6,204	12
Total water consumed	m ³	141,339	168,514	132,782	12
Domestic	m ³	128,384	145,182	121,275	12
Irrigation	m ³	6,223	5,296	5,303	12
Process water	m ³	6,732	18,036	6,204	12
Percentage of water withdrawn in regions with high or extremely high baseline water stress	%	15%	11%	13%	12
Percentage of water consumed in regions with high or extremely high baseline water stress	%	15%	11%	13%	12
Waste (Collected)					
Waste generated by weight	metric tonnes	4,589	6,354	5,738	13
Percentage of waste recycled (% calculated from extrapolated data)	%	69%	87%	79%	13
Total hazardous waste	metric tonnes	27	282	359	13
Waste diverted by weight and hazardous/nonhazardous (recycled)	metric tonnes	3,505	5,764	4,483	13
Recycled hazardous waste	metric tonnes	21	282	80	13
Recycled nonhazardous waste	metric tonnes	3,484	5,483	4,403	13
Waste direct to disposal by weight and hazardous/nonhazardous (disposed)	metric tonnes	1,084	590	1,255	13
Disposed hazardous waste	metric tonnes	6	1	279	13
Disposed nonhazardous waste	metric tonnes	1,078	589	976	13

ENVIRONMENTAL STEWARDSHIP DATA FOOTNOTES:

1. Overall change of data from migration to new ESG data management platform

In FY23, Avnet onboarded a new ESG data management platform to optimize our environmental, social and operational data collection process. All historical data was transferred to the platform database. Due to this transfer of data, there were changes in our data calculations and methodology, including, but not limited to, updated energy conversions, emission factors and data recategorization. During the software implementation process, historical data errors were also corrected for accuracy. These updates yielded changes to our historical energy, emissions, waste and water values, now captured in this report.

2. Scope 1 energy

Collected energy data represents an estimated 88% (CY22), 87% (CY21) and 85% (CY20) of Avnet's square footage, excluding land. Extrapolated energy data is estimated to 100% of Avnet's square footage. Fleet data was not extrapolated. Scope 1 = On-site generation of energy owned/controlled by Avnet (generation of on-site combustion of heat or electricity examples: solar, natural gas, fuel oil).

3. Scope 2 energy

Collected energy data represents an estimated 88% (CY22), 87% (CY21) and 85% (CY20) of Avnet's square footage, excluding land. Extrapolated energy data is estimated to 100% of Avnet's square footage. Scope 2 = Purchase of off-site generation of electricity, heating, cooling and steam consumed by Avnet facilities. It may contain a mix of both green and non-green energy. Facilities in Austria, Belgium, Germany, Poland, Romania, Switzerland and the U.K. use green electricity products, e.g., green tariffs, supported by energy attribute certificates and invoices.

4. Scope 1 emissions

Scope 1 emissions include sources of direct emissions owned/controlled by Avnet (generation of on-site combustion of heat or electricity examples: solar, natural gas, fuel oil). Collected emissions data represents an estimated 88% (CY22), 87% (CY21) and 85% (CY20) of Avnet's square footage, excluding land. Extrapolated data is estimated to 100% of Avnet's square footage. Fleet data was not extrapolated. Sources for emission calculations include EPA GHG Guidance: Direct Emissions from Stationary Sources and EPA GHG Inventory Guide Direct Emissions from Mobile Combustion Source, DEFRA Environmental Reporting Guidelines and IEA CO2 Emissions from Fuel Combustion. Corporate fleet data was sourced from EMEA fleet and fuel emission averages. For additional details regarding emission factor sources, see our 2023 CDP report.

5. Scope 2 emissions

Scope 2 includes indirect emissions from purchased off-site generation of electricity, heating, cooling and steam consumed by Avnet facilities. Collected emissions data represents an estimated 88% (CY22), 87% (CY21) and 85% (CY20) of Avnet's square footage, excluding land. Extrapolated data is estimated to 100% of Avnet's square footage. Sources for emission factors and calculations include: EPA GHG Guidance, Indirect Emissions from Purchased Electricity, DEFRA Environmental Reporting Guidelines, U.S. EPA Emissions & Generation Resource Integrated Database (eGRID) and IEA Emission Factors. For additional details regarding emission factor sources, see our 2023 CDP report.

6. Scope 3, Category 6: Business Travel

Air, rental car and hotel travel data includes 100% of U.S. and EMEA and 50% of APAC. Avnet reports 85% of corporate transport data for CY22, and the remaining 15% was estimated using a percentage of actual airfare spend. Calculations based on guidelines specified by the U.K. DEFRA and the Department of Energy and Climate Change (DECC). Business travel emissions data provided by travel management companies. Mileage reimbursement (AMER and EMEA) emissions calculated using GHG Protocol's distance-based method. For additional details regarding emission sources, see our 2023 CDP report.

7. Scope 3, Category 4: Upstream transportation and distribution

Emission data sourced from carrier invoicing data provided by Data2Logistics. CO2 emissions were calculated based on DEFRA averages using mode, weight, distance and distance range (long haul, short haul, etc.) to determine the spent carbon. Data includes: Avnet: AMER, APAC, EMEA; and Farnell: AMER. Data does not include: Farnell: APAC and EMEA. Emissions calculated for transportation and distribution logistics for carriers within Avnet's control. For additional details regarding emission sources, see our 2023 CDP report.

8. Scope 3, Category 9: Downstream transportation and distribution

Emission data sourced from carrier invoicing data provided by Data2Logistics. CO2 emissions were calculated based on DEFRA averages using mode, weight, distance and distance range (long haul, short haul, etc.) to determine the spent carbon. Data includes: Avnet: AMER, APAC, EMEA; and Farnell: AMER. Data does not include: Farnell: APAC and EMEA. Emissions calculated for transportation and distribution logistics for carriers within Avnet's control. For additional details regarding emission sources, see our 2023 CDP report.

9. Scope 3, Category 7: Employee Commuting

Commuter data requested from Maricopa County Air Quality Department's Travel Reduction Program survey. Survey included data from Avnet's largest three Phoenix-based locations: 47th Street headquarters and the Morelos and McKenny facilities. Emissions were calculated using GHG Protocol's distance-based methodology, including mode of transportation and weekly miles traveled. Commuter data accounts for approximately 8% of Avnet's 2022 total head count. As survey completion was not 100%, data was extrapolated to represent 100% of employee commuting emissions from the three surveyed Arizona facilities. This does not represent companywide employee commuting. For additional details regarding emission sources, see our 2023 CDP report.

10. Scope 3, Category 5: Waste Generated in Operations

Waste-type-specific emissions calculated from waste generated during operations.

11. Scope 3, Category 3: Fuel- and Energy-Related Activities (not included in Scope 1 or Scope 2)

Emissions calculated using standard average data method of 25% of Scope 1 emissions + 20% of Scope 2 emissions.

12. Water

Collected water data represents an estimated 68% (CY22), 73% (CY21) and 71% (CY20) of Avnet's square footage, excluding land.

13. Waste

Collected waste data represents an estimated 70% (CY22), 71% (CY21) and 68% (CY20) of Avnet's square footage, excluding land. For facilities with invoices without weight of waste, data was estimated by applying usage rates. Usage rates were based on collected data and categorized by waste and facility type.

SASB ALIGNMENT

The following tables incorporate the SASB accounting standards related to multiline and specialty retailers and distributors, with supplemental metrics from semiconductors and electronic manufacturing services. They include the relevant topic metric(s) where available and/or references to sections within this report where specific topics are discussed.

TOPIC	ACCOUNTING METRIC	SASB CODE	AVNET FY23 RESPONSE
Activity Metrics	Number of: (1) retail locations and (2) distribution centers	CG-MR-000.A	We have approximately 250 total facilities in 45+ countries, including 12 major distribution centers, 11 technology campuses and six programming centers.
	Total area of: (1) retail space and (2) distribution centers	CG-MR-000.B	Trade counter retail space is 6,888 square feet; approximately 0.12% of Avnet's total estimated square footage, excluding land. Distribution centers are approximately 2.5 million square feet of space — roughly 45% of Avnet's total estimated square footage, excluding land.
Energy Management in Retail & Distribution	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	CG-MR-130a.1 TC-SC-130a.1	(1) 97,719 MWh (CY22) (2) 63% (CY22) (3) 20% (CY22) Values shown represent collected energy data. See page 62 for extrapolated energy values.
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with high or extremely high baseline water stress	TC-ES-140a.1 TC-SC-140a.1	(1) 132,782 cubic meters, 13% (CY22) (2) 132,782 cubic meters, 13% (CY22)
Waste Management	Amount of hazardous waste from manufacturing, percentage recycled	TC-ES-150a.1 TC-SC-150a.1	Avnet has very limited manufacturing operations. Total hazardous waste from our operations was 359 metric tons in CY22, which represents 6% of our total waste. 22% of this hazardous waste was recycled.
Data Security	Description of approach to identifying and addressing data security risks	CG-MR-230a.1	Please see the Data Security and Privacy section of this report.
	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected	CG-MR-230a.2	There were no material cybersecurity incidents or data breaches in FY23. For more information about our legal and risk disclosures, please reference our 2023 Form 10-K .
Labor Practices ¹	(1) Average hourly wage and (2) percentage of in-store employees earning minimum wage, by region	CG-MR-310a.1	(1) Average hourly wage of global distribution center employees: \$16.37 (USD) Average in AMER: \$22.11 (USD) Average in APAC: \$10.57 (USD) Average in EMEA: \$16.43 (USD) (2) We pay at or above applicable minimum wage in all locations.
	(1) Voluntary turnover rate for employees	CG-MR-310a.2	(1) Overall voluntary turnover rate for FY23 was 9.1%. (2) Please see the Our People and Culture section of this report for more information on how we attract and retain talent.
	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	CG-MR-310a.3	Avnet had no material monetary losses associated with labor law violations in FY23. For more information about our legal and risk disclosures, please reference our 2023 Form 10-K .

¹This data consists of employees in our Workday HCM platform and a population from ALS Poing, a distribution center in Germany that does not leverage Workday. It does not include data from other groups not integrated/leveraging Workday, Softweb and Witekio.

SASB ALIGNMENT (continued)

TOPIC	ACCOUNTING METRIC	SASB CODE	AVNET FY23 RESPONSE
Workforce Diversity ¹	Percentage of gender and racial/ethnic group representation for (1) management and (2) all other employees	CG-MR-330a.1	(1) Percentage female in global workforce: • Senior leadership (VP and above): 18% • Management (non-executive leadership management): 34% • Individual contributors: 47% (2) Percentage racial/ethnic diversity in workforce (U.S. only): 31%
	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	CG-MR-330a.2	There were no material legal proceedings in FY23 associated with employment discrimination. For more information about our legal and risk disclosures, please reference our 2023 Form 10-K
Product Sourcing, Packaging & Marketing	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	CG-MR-410a.2	Please see the Waste and Hazardous Materials Management section of this report.
	Discussion of strategies to reduce the environmental impact of packaging	CG-MR-410a.3	Please see the Waste and Hazardous Materials Management section of this report.
Labor Conditions	(1) Total recordable incident rate (TRIR) and (2) near-miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	TC-ES-320a.1	(1) TRIR = 0.27084 (# reportable incidents per 200,000 hours) Lost time injury (LTI) severity rate (# of lost days per 1,000 hours): 0.017773 Lost time injury frequency rate (LTIFR) (LTI per 1 million man-hours worked): 1.54316 (2) NMFR is not calculated currently.

¹This data consists of employees in our Workday HCM platform and a population from ALS Posing, a distribution center in Germany that does not leverage Workday. It does not include data from other groups not integrated/leveraging Workday, Softweb and Witekio.

TCFD ALIGNMENT

In the below table, we detail our alignment to the TCFD recommendations. For further information on our approach to managing relevant climate-related risks and opportunities, please see our full [CDP response](#).

Governance

Disclose the company's governance around climate-related risks and opportunities

RECOMMENDED DISCLOSURE	AVNET FY23 RESPONSE
a) Describe the board's oversight of climate-related risks and opportunities.	Please see the ESG Governance section of this report.
b) Describe management's role in assessing and managing climate-related risks and opportunities.	Please see the ESG Governance section of this report.

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the company's businesses, strategy and financial planning where such information is material.

RECOMMENDED DISCLOSURE	AVNET FY23 RESPONSE
a) Describe the climate-related risks and opportunities the company has identified over the short, medium and long term.	Please see the Key Climate-Related Risks and Opportunities section of this report.

Strategy (continued)

RECOMMENDED DISCLOSURE	AVNET FY23 RESPONSE
b) Describe the impact of climate-related risks and opportunities on the company's businesses, strategy and financial planning.	There are several areas where climate-related risks and opportunities are influencing our strategy and associated financial planning. Impact on our strategy Product and services As our customers are asking for more energy-efficient and lower-emission products, we are working with our customers to provide those kinds of products to support the technology and design needs. For example, semiconductors allow photovoltaic cells to generate electricity from light and feed that energy into the grid with minimal losses. They also make drive systems more efficient, monitor myriad systems integrated into the energy chain in sensors and use the Internet of Things to link sustainable energy generation to consumers so that supply and demand are in balance. A second opportunity comes through the introduction of new regulations and funding to drive innovation and development of renewable energy to support electrification of automotive and other industrial products. Avnet is focusing on these climate-related vertical market opportunities. Avnet leverages our global expertise in semiconductor and other electronic components distribution, design and supply chains to help our customers turn their ideas into solutions for a more sustainable future. Our sales function includes teams that support the automotive and industrial verticals specifically (EV charging, battery storage and energy management). Supply chain and/or value chain Avnet relies on extensive logistics systems for the flow of goods into our distribution centers and then downstream to our customers. Climate-related incidents such as hurricanes and extensive flooding can disrupt modes of freight movement. While these have not historically had a material impact on us, these disruptions have had an impact on the costs of transport and availability of warehouses. Environmental factors, pandemic complications and supply chain constraints created a challenging and dynamic logistics flow for Avnet, particularly given our global scale. Even before the onset of the COVID pandemic, Avnet worked to collect and apply information to create a resilient supply line. This activity stemmed from specific disasters including volcanic clouds, floodplains, tsunamis and tariffs. Avnet's strategies are to continue to adapt to a higher incidence of catastrophic storms and sociopolitical impacts by more closely monitoring our supply chain impacts, identifying shipping alternatives and diversifying our supply chain sources to provide coverage should one region become unavailable. Investment in research and development Working with Digital Realty, Avnet is helping to address the challenges of market acceptance of liquid cooling technology for servers. Avnet invested in its recently announced Virtual Platform program to establish a liquid cooling test-bed at Digital Realty's Advanced Technology Lab in Ashburn, Virginia. The platform will be used for benchmarking purposes and for ongoing customer testing, virtually or on-site. The Advanced Technology Lab will enable customers to see the technology in action. Operations To reduce our climate-related risk, we have taken measures to reduce energy costs, diversify our energy portfolio in our operations and increase our renewable energy. See the Environmental Stewardship section of this report for more information on these measures and associated goals.

RECOMMENDED DISCLOSURE	AVNET FY23 RESPONSE
	Impact on our financial planning Revenues, direct costs, indirect costs and assets An acute physical risk is a major interruption or disruption in service at one of Avnet's distribution centers that, for any reason, such as natural disasters or severe weather, could cause cancellations or delays in a significant number of shipments to customers and, as a result, have an adverse impact on Avnet's business partners, operations and financial performance. Disruption at a major distribution center could exceed \$1M in lost revenue due to inability to ship/bill, and loss of customer orders. Below are the impacted financial elements due to extreme weather events in the short term: - Direct costs: Rise in product costs from suppliers; transportation cost increases due extreme weather events - Assets: Damage to distribution centers or offices - Revenues: Unable to get or ship product Avnet's global logistics services are operated through a network of company-owned and outsourced distribution centers around the globe. For the movement of goods, Avnet primarily relies on third-party transportation service providers for the delivery of products to its customers. An example of an acute physical risk identified as a top-10 risk for Avnet would be risk to supply chains due to the impact of natural disasters, extreme weather or pandemic, which can affect all aspects of the Avnet value chain: the supply chain, Avnet production facilities, warehouses and programming centers, and customer delivery logistics. The current logistics system relies on ground, sea and air transportation to deliver products to our customers on time and in the most cost-effective manner. Hurricanes disrupt all transportation modes for several hundred miles around the eye of the storm, bringing high wind, rain and torrential flooding. The regional impacts of storms may necessitate shifting operations to alternate warehouses across Avnet's global network and working with supply chain providers to reroute or identify alternate sources of raw materials. Adjusting to such disruptions requires a high degree of preplanning, coordination and investment in maintaining surge capacity at alternate locations to pick up lost capacity, all the time keeping a close eye on customer deliveries and commitments. Avnet integration and distribution centers monitor production and the potential impact of any disruptions. Utilizing flexibility with work schedules and close coordination with a network of global warehouses, managers ensure minimal disruptions to the flow of goods to our customers. Duplicate stock is a more fluid situation and is closely monitored by our global logistics team. Our Programming Centers have invested in technologies to allow for near-seamless transfer of workloads among six primary facilities across the world, creating a virtual center that is resilient and secure. Successful planning for these contingencies requires financial investment in equipment, technology and training for personnel to ensure work is done quickly and accurately. Due to the investment needs, the level of ability to shift work will be prioritized and implemented based on executive risk appetite and fiscal policy. Our strategy for transitioning to a low-carbon economy Please see the Our Environmental Goals section of this report for a summary of our key climate-related targets and progress to date against these goals. The Key Climate-Related Risks and Opportunities section also provides additional detail on the key climate-related risks and opportunities most likely to have a significant impact on our business.
c) Describe the resilience of the company's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Avnet understands that climate-related scenario analysis can help inform our business strategies and operations. Over the last year, we have focused on improving our carbon and energy footprint collection process, tools and reporting vs. focusing on climate-based scenario analysis due to resourcing priorities. As our environmental management system matures, the environmental data collection and reporting processes will be less resource intensive, and we can move to focus on other priorities, such as adopting the TCFD's recommendation for climate-related scenario analysis. We also believe that investor expectations and the global regulatory environment will drive the prioritization of climate-related scenario analysis for Avnet in the near term. We are currently engaging outside consultants to help us formulate climate-related scenarios over the next two to three years. This year, we will start by reporting against the rest of the TCFD's recommended disclosures and evolve our capabilities to include scenario analysis, which will be included in future sustainability reporting.

Risk management

Disclose how the company identifies, assesses and manages climate-related risks

RECOMMENDED DISCLOSURE	AVNET FY23 RESPONSE
a) Describe the company's processes for identifying and assessing climate-related risks.	Please see the Identification and Management of Climate-Related Risks section of this report.
b) Describe the company's processes for managing climate-related risks.	Please see the Identification and Management of Climate-Related Risks section of this report.
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the company's overall risk management.	Please see the Identification and Management of ESG Risks section of this report. Please see the Business Continuity Management Program section of this report.

Metrics and targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

RECOMMENDED DISCLOSURE	AVNET FY23 RESPONSE
a) Disclose the metrics used by the company to assess climate-related risks and opportunities in line with its strategy and risk management process.	Avnet collects and tracks a range of environmental metrics on an annual basis to inform the management of key environmental risks and opportunities, including those associated with climate change. These metrics include our Scope 1, 2 and 3 GHG emissions, collected waste (including hazardous waste) and water use. Please see the Environmental Stewardship section of this report for more information. These metrics are also summarized in the ESG Performance Summaries tables of this report. Information on how ESG goals are factored into our executive compensation can be found in the Integration of ESG into Executive Compensation section of this report.
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Please see the Energy Management and Climate Change Mitigation section of this report for a summary of our Scope 1, 2 and 3 emissions, along with associated notes on our methodology for calculation, which is in line with the GHG Protocol methodology. Our Scope 1, 2, and 3 emissions are also summarized in the ESG Performance Summaries tables of this report.
c) Describe the targets used by the company to manage climate-related risks and opportunities, and performance against targets.	Please see the Our Environmental Goals section of this report for a summary of our key climate-related targets and progress to date against these goals.

GRI CONTENT INDEX

Statement of use	Avnet, Inc. has reported in accordance with the GRI Standards for the period from July 3, 2022, through July 1, 2023. ¹
GRI used	GRI 1: Foundation 2021
Applicable sector standard(s)	None

DISCLOSURES	PRIMARY LOCATION	OMISSIONS
GRI 2: General Disclosures		
2-1 Organizational details	Pg. 6	-
2-2 Entities included in the organization's sustainability reporting	Pg. 6	-
2-3 Reporting period, frequency and contact point	Pg. 6	-
2-4 Restatements of information	Pg. 6	-
2-5 External assurance	Pg. 6	-
2-6 Activities, value chain and other business relationships	Pgs. 6-7, 47	-
2-7 Employees	Pgs. 60-61	-
2-8 Workers who are not employees	Pg. 60	-
2-9 Governance structure and composition	Pgs. 13-15 Please see our 2023 Proxy	-
2-10 Nomination and selection of the highest governance body	Please see our 2023 Proxy	-
2-11 Chair of the highest governance body	Please see our 2023 Proxy	-
2-12 Role of the highest governance body in overseeing the management of impacts	Pgs. 13-14	-
2-13 Delegation of responsibility for managing impacts	Pgs. 13-14	-
2-14 Role of the highest governance body in sustainability reporting	Pg. 14	-
2-15 Conflicts of interest	Please see our 2023 Proxy	-
2-16 Communication of critical concerns	Pg. 25 Please see our FY23 Form 10-K	-
2-17 Collective knowledge of the highest governance body	Pg. 18	-
2-18 Evaluation of the performance of the highest governance body	Please see our 2023 Proxy	Confidentiality constraints: Specific actions taken in response to performance evaluations are not disclosed.
2-19 Remuneration policies	Pg. 14 Please see our 2023 Proxy	-
2-20 Process to determine remuneration	Please see our 2023 Proxy	-
2-21 Annual total compensation ratio	Please see our 2023 Proxy	Information unavailable/incomplete: Year-over-year changes in the annual total compensation ratio are not disclosed.
2-22 Statement on sustainable development strategy	Pg. 3	-
2-23 Policy commitments	Pgs. 19, 59	-
2-24 Embedding policy commitments	Pg. 59	-
2-25 Processes to remediate negative impacts	Pg. 19	-
2-26 Mechanisms for seeking advice and raising concerns	Pg. 21	-
2-27 Compliance with laws and regulations	Please see our FY23 Form 10-K	-
2-28 Membership associations	Pg. 75	-
2-29 Approach to stakeholder engagement	Pgs. 10-11	-
2-30 Collective bargaining agreements	Pg. 60	-

¹We have also included specific subsequent initiatives that occurred after the end of this period, which we have endeavored to note as such. Environmental data is from CY22.

GRI CONTENT INDEX (continued)

DISCLOSURES	PRIMARY LOCATION	OMISSIONS
GRI 3: Material Topics		
3-1 Process to determine material topics	Pgs. 9-10	-
3-2 List of material topics	Pgs. 9-10	-
GRI 201: Economic Performance		
3-3 Management of material topics	Please see our FY23 Form 10-K	-
201-1 Direct economic value generated and distributed	Please see our FY23 Form 10-K	-
201-2 Financial implications and other risks and opportunities due to climate change	Pg. 67	-
GRI 205: Anti-Corruption		
3-3 Management of material topics	Pg. 20	-
205-1 Operations assessed for risks related to corruption	Pg. 20	-
205-2 Communication and training about anti-corruption policies and procedures	Pg. 20	-
205-3 Confirmed incidents of corruption and actions taken	Please see our FY23 Form 10-K	-
GRI 302: Energy		
3-3 Management of material topics	Pgs. 48-49	-
302-1 Energy consumption within the organization	Pg. 52	-
302-2 Energy consumption outside the organization	Pg. 49	Information unavailable/incomplete: Avnet is working to understand our energy use and associated emissions throughout our entire value chain (Scope 3 emissions), such as emissions linked to our supply chain. We currently report emissions associated with select Scope 3 categories and plan to extend this reporting to include additional categories in future sustainability reporting.
302-3 Energy intensity	Pgs. 49, 62	-
302-4 Reduction of energy consumption	Pgs. 49, 52	-
302-5 Reductions in energy requirements of products and services	-	Not applicable: As a distributor of electronic components, Avnet does not have direct control of the energy requirements of the products that we distribute.
GRI 303: Water and Effluents		
3-3 Management of material topics	Pgs. 48, 55	-
303-1 Interactions with water as a shared resource	Pg. 55	-
303-2 Management of water discharge-related impacts	-	Not applicable: Avnet's operations are not water intensive and do not create significant amounts of discharged water containing substances of concern.
303-3 Water withdrawal	Pg. 55	-
303-4 Water discharge	-	Not applicable: See above.
303-5 Water consumption	Pg. 55	-
GRI 305: Emissions		
3-3 Management of material topics	Pgs. 48-49	-
305-1 Direct (Scope 1) GHG emissions	Pg. 51	-
305-2 Energy indirect (Scope 2) GHG emissions	Pg. 51	-
305-3 Other indirect (Scope 3) GHG emissions	Pg. 51	-
305-4 GHG emissions intensity	Pg. 63	-
305-5 Reduction of GHG emissions	Pg. 62	-

GRI CONTENT INDEX (continued)

DISCLOSURES	PRIMARY LOCATION	OMISSIONS
GRI 306: Waste		
3-3 Management of material topics	Pgs. 48, 53	-
306-1 Waste generation and significant waste-related impacts	Pg. 53	-
306-2 Management of significant waste-related impacts	Pgs. 53-54	-
306-3 Waste generated	Pg. 54	-
306-4 Waste diverted from disposal	Pg. 54	-
306-5 Waste directed to disposal	Pg. 54	-
GRI 403: Occupational Health and Safety		
3-3 Management of material topics	Pg. 36	-
403-1 Occupational health and safety management system	Pg. 36	-
403-2 Hazard identification, risk assessment and incident investigation	Pg. 36	-
403-3 Occupational health services	Pg. 36	-
403-4 Worker participation, consultation and communication on occupational health and safety	Pg. 36	-
403-5 Worker training on occupational health and safety	Pg. 37	-
403-6 Promotion of worker health	Pg. 28	-
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pg. 36	-
403-8 Workers covered by an occupational health and safety management system	Pg. 61	-
403-9 Work-related injuries	Pg. 37	-
GRI 404: Training and Education		
3-3 Management of material topics	Pg. 30	-
404-1 Average hours of training per year per employee	Pg. 30	Information unavailable/incomplete: Average training hours by gender and employee category is not collected currently.
404-2 Programs for upgrading employee skills and transition assistance programs	Pg. 30	-
404-3 Percentage of employees receiving regular performance and career development reviews	Pg. 30	-
GRI 405: Diversity and Equal Opportunity		
3-3 Management of material topics	Pg. 31	-
405-1 Diversity of governance bodies and employees	Pgs. 59, 61	-
405-2 Ratio of basic salary and remuneration of women to men	Pg. 32	Information unavailable/incomplete: A pay equity analysis covering all the company's operations is not available at this time.
GRI 406: Nondiscrimination		
3-3 Management of material topics	Pg. 31	-
406-1 Incidents of discrimination and corrective actions taken	Pg. 31	-
GRI 418: Customer Privacy		
3-3 Management of material topics	Pg. 25	-
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Pg. 26	-

GLOSSARY OF TERMS

ADR – International Carriage of Dangerous Goods by Road

ALT – Avnet Leadership Team (also referred to as Avnet Executive Leadership Team)

AMER – Americas

APAC – Asia Pacific

AWOW – Avnet Ways of Working

BCMP – Business Continuity Management Program

CDP – Carbon Disclosure Project; nonprofit that runs global disclosure system for investors, companies, cities, states and regions to manage their environmental impact

CGC – Corporate Governance Committee

CLT – Core Leadership Team

CMRT – Conflict Minerals Reporting Template

COE – Center of Excellence

CSR – corporate social responsibility

DEI – diversity, equity and inclusion

E&C – Ethics and Compliance

EAP – employee assistance program

ECO – Ethics and Compliance Office

EHS – environmental, health & safety

ELT – Executive Leadership Team

EMEA – Europe, Middle East, Africa

ERG – employee resource group

ERM – enterprise risk management

ESG – environmental, social and governance

ESG materiality – the effectiveness and significance of a specific sustainability measure as part of a company's overall ESG risk and opportunity analysis

ESG materiality analysis – a tool using internal and external stakeholder feedback designed to help identify and understand the relative importance of specific ESG and sustainability topics to the organization

EV – electric vehicle

financial materiality – a specific measure that has a quantitative and qualitative financial impact to the company above the threshold defined under SEC Staff Accounting Bulletin 99 (SAB 99)

footprint – the total amount of greenhouse gases that are generated by our actions; e.g. carbon footprint, waste footprint, product footprint

GC&C – Global Cybersecurity and Compliance

GTC – Global Trade Controls

IATA – International Air Transport Association

ICAO – International Civil Aviation Organization

Internet of Things (IoT) – physical objects with sensors, processing ability, software and other technologies that connect and exchange data

MCA – mutual confidentiality agreement

mtCO₂e – Metric tonnes of carbon dioxide equivalent

NDA – nondisclosure agreement

operational sites – sites that physically touch product (distribution centers, warehouses, programming, integration, manufacturing, etc.); not sales and administrative offices

PLA filament – polylactic acid filament; a recyclable, natural thermoplastic polyester derived from renewable resources such as cornstarch or sugar cane

precautionary principle – taking early action to prevent and mitigate potential negative impacts in situations where conclusive scientific understanding or evidence is lacking, but there is sufficient reason to expect serious or irreversible damage

RBA – Responsible Business Alliance

Scope 1 emissions – direct emissions from sources owned or controlled by a company

Scope 2 emissions – indirect emissions from purchased electricity, steam, heat and cooling

Scope 3 emissions – upstream and downstream emissions associated with a company's activities

supplier – company that provides goods and services that Avnet resells and distributes, unless otherwise noted

Title 1 – a federal education program that supports low income students throughout the U.S.

UN SDGs – United Nations Sustainable Development Goals

vendor – company that provides goods and services that Avnet uses in its operations

YoY – year over year

LIST OF ASSOCIATIONS

Adaptive Computing Research Initiative (ACRi)	Greater Phoenix Economic Council (GPEC)*
Advanced Power Technology Industry-Academia Alliance (TW)	Greater Phoenix Leadership (GPL)*
Arizona Chamber of Commerce and Industry	Hachioji Traffic Safety Association
Arizona Cyber Threat Response Alliance (ACTRA)*	HRflag
Arizona Forward	HRRoot
Arizona Technology Council*	Indian Electronic Semiconductor Association (IESA)
Association of Electronics Districts in Italy	Infragard
Center for Information on Security Trade Control (CISTEC)	Jiangsu Energy Storage Association (CN)
The Conference Board – Leadership Council on Advancing Women*	LonMark Japan
Distributors Association of Semiconductors & Components (DAFS)	Mobility in Harmony (MIH)
DMASS Europe*	National Association of Wholesaler/Distributors (NAW)
Domestic Security Alliance Council	Overseas Security Alliance (OSAC)
Electronic Components Supply Network (ECSN Europe)	Phoenix Committee on Foreign Relations
Electronics Components Industry Association (ECIA)*	Semiconductor Industry Association (SIA)*
Electronics Manufacturer Services – Japan (EMS-JP)	Shenzhen Internet of Things Industry Association (SZIoT)*
Electronics Representatives Association (ERA)*	Singapore Human Resources Institute (SHRI)
Fachverband Bauelemente Distribution e. V. (Professional Association of Component Distribution in Germany)*	Taipei Electronic Components Suppliers' Association (TECSA)*
Greater Phoenix Chamber of Commerce	Warehousing Education and Research Council (WERC)
	Women in Electronics (WE)*

*Supported beyond membership dues

Forward-looking statements

This document contains forward-looking statements, which involve risks and uncertainties. You can find many of these statements by looking for words like “believes,” “projected,” “plans,” “expects,” “anticipates,” “should,” “will,” “may,” “estimates” or similar expressions. The following important factors — in addition to those discussed elsewhere in the company’s Annual Report on Form 10-K for the fiscal year ended July 2, 2023, and subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K — could affect the company’s future results of operations and could cause those results or other outcomes to differ materially from those expressed or implied in the forward-looking statements: geopolitical events and military conflicts; pandemics and other health-related crises; competitive pressures among distributors of electronic components; an industry downcycle in semiconductors, including supply shortages; relationships with key suppliers and allocations of products by suppliers, including increased non-cancelable/non-returnable orders; accounts receivable defaults; risks relating to the company’s international sales and operations, including risks relating to the ability to repatriate cash, foreign currency fluctuations, inflation, duties and taxes, sanctions and

trade restrictions, and compliance with international and U.S. laws; risks relating to acquisitions, divestitures and investments; adverse effects on the company’s supply chain, operations of its distribution centers, shipping costs, third-party service providers, customers and suppliers, including as a result of issues caused by military conflicts, terrorist attacks, natural and weather-related disasters, pandemics and health-related crises, and warehouse modernization and relocation efforts; risks related to cybersecurity attacks, other privacy and security incidents, and information systems failures, including those related to current or future implementations, integrations or upgrades; general economic and business conditions (domestic, foreign and global) affecting the company’s operations and financial performance and, indirectly, the company’s credit ratings, debt covenant compliance, liquidity and access to financing; constraints on employee retention and hiring; and legislative or regulatory changes affecting the company’s businesses. Information in this document is based on assumptions that we believe to be reasonable as of publication. Our ability to collect and evaluate data is subject to limitations. We undertake no duty to update this information unless required by law.

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