

Material Topic	2019	2020	2021	2022	2023	Context	GRI/SASB
<b>OVERALL STAFF DEMOGRAPHICS</b>							
<b>Total staff (employees + contractors) (FTEs)</b>	<b>1055</b>	<b>972</b>	<b>949</b>	<b>970</b>	<b>991</b>	Full time = 0.8 - 1 FTE Part time = 0.1 - 0.79 FTE	102-7
Employees = permanent; Contractors = fixed-term contracts							
<b>Staff by gender (all staff)</b>							
Male	759	711	690	704	721		
% of male staff	72%	73%	73%	73%	73%		
Female	296	261	259	266	270		
% of female staff	28%	27%	27%	27%	27%		
<b>Staff by employment contract &amp; gender (all staff)</b>							
Employees (Male)	580	542	519	537	534		102-8
Employees (Female)	243	204	197	203	206		
<b>Total Employees</b>	<b>823</b>	<b>746</b>	<b>716</b>	<b>740</b>	<b>740</b>		
Contractors (Male)	179	169	171	167	187		
Contractors (Female)	53	57	62	63	64		
<b>Total Contractors</b>	<b>232</b>	<b>226</b>	<b>233</b>	<b>230</b>	<b>251</b>		
<b>Staff by employment type &amp; gender (all staff)</b>							
Full-time (Male)	727	662	653	689	680		102-8
Full-time (Female)	259	228	225	255	252		
Part-time (Male)	32	49	37	15	41		
Part-time (Female)	37	33	34	11	18		
<b>Staff by region and gender (all staff )</b>							
						% of total workforce	102-8
Australia - Male	66	61	66	77	87		
Australia - Female	12	11	11	12	10		
<b>Total Australia</b>	<b>78</b>	<b>72</b>	<b>77</b>	<b>89</b>	<b>97</b>	10%	
Canada - Male	355	323	311	315	290		
Canada - Female	169	141	147	153	154		
<b>Total Canada</b>	<b>524</b>	<b>460</b>	<b>458</b>	<b>468</b>	<b>444</b>	45%	
France - Male	105	108	100	95	105		
France - Female	53	51	45	43	42		
<b>Total France</b>	<b>158</b>	<b>159</b>	<b>145</b>	<b>138</b>	<b>147</b>	15%	
Central & Eastern Europe - Male	11	10	10	10	12		
Central & Eastern Europe - Female	5	6	6	6	7		
<b>Total Central &amp; Eastern Europe</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>19</b>	2%	
Germany - Male	40	32	31	31	41		
Germany - Female	9	7	7	6	8		
<b>Total Germany</b>	<b>49</b>	<b>39</b>	<b>38</b>	<b>37</b>	<b>49</b>	5%	
Ireland - Male	66	64	63	65	69		
Ireland - Female	22	22	23	23	21		
<b>Total Ireland</b>	<b>88</b>	<b>86</b>	<b>86</b>	<b>88</b>	<b>90</b>	9%	
Netherlands - Male	92	91	86	85	91		
Netherlands - Female	12	13	10	14	17		

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<b>Total Netherlands</b>	<b>104</b>	<b>104</b>	<b>96</b>	<b>99</b>	<b>108</b>	11%		
United States - Male	24	22	23	26	26			
United States - Female	13	10	10	9	11			
<b>Total United States</b>	<b>38</b>	<b>32</b>	<b>33</b>	<b>35</b>	<b>37</b>	4%		
<b>Percentage of workers defined as self-employed</b>	<b>7%</b>	<b>8%</b>	<b>7%</b>	<b>6%</b>	<b>7%</b>		102-8	
<b>Significant variations in employment numbers (e.g. seasonal changes)</b>	<b>None</b>	<b>None</b>	<b>None</b>	<b>None</b>	<b>None</b>		102-8	
<b>Percentage of employees covered by collective bargaining agreements</b>	<b>18%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>16%</b>	Zero sites where collective bargaining is at risk	102-41, 407-1	
<b>DETAILED EMPLOYEE DEMOGRAPHICS - by Age and Gender</b>						Broken down by region 2013-20; streamlined 2021	401-1,405-1	
<b>Total employees by age and gender (#)</b>	Male age not reported: 49; Female age not reported: 17							
Male under 30	69	56	37	52	31			
Female under 30	19	14	11	22	14	<30: 6%		
Male 30-50	380	369	353	421	351			
Female 30-50	146	134	124	148	130	30-50: 65%		
Male over 50	116	117	129	182	152			
Female over 50	60	56	62	79	62	>50: 29%		
<b>New hires by age and gender (#)</b>								
Male under 30	37	6	6	8	9			
Female under 30	13	2	2	8	5			
Male 30-50	70	17	14	38	36			
Female 30-50	24	2	10	19	16			
Male over 50	10	3	3	8	10			
Female over 50	3	1	6	5	2			
<b>Total new hires</b>	<b>157</b>	<b>31</b>	<b>41</b>	<b>86</b>	<b>78</b>			
<b>Turnover by age and gender (#)</b>								
Male under 30	9	5	11	1	7			
Female under 30	3	2	3	1	0			
Male 30-50	28	27	30	20	32			
Female 30-50	12	17	16	13	12			
Male over 50	10	16	8	12	18			
Female over 50	11	8	5	11	9			
<b>Total turnover</b>	<b>73</b>	<b>75</b>	<b>73</b>	<b>58</b>	<b>78</b>			
<b>Turnover by age and gender (%)</b>								
Male under 30	1.2%	0.6%	1.5%	0.1%	0.9%			
Female under 30	0.4%	0.3%	0.4%	0.1%	0.0%			
Male 30-50	3.7%	3.4%	4.1%	2.7%	4.3%			
Female 30-50	0.4%	0.5%	0.5%	0.4%	0.4%			
Male over 50	1.3%	2.0%	1.1%	1.6%	2.4%			
Female over 50	1.4%	1.0%	0.7%	1.5%	1.2%			

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<b>Total Global Turnover Rate</b>	9.6%	9.8%	10.0%	8.0%	6.8%	Turnover based on average annual headcount *excludes positions reduced as a result of asset divestment in 2023	
<b>Net employment creation, permanent employees</b>	84	-44	-32	28	0	May not be exact match to Row 12 due to changes in contractor status during the year	401-1
<b>PARENTAL LEAVE (maternity, paternity, parental)</b>							401-3
<b>Proportion of employees entitled to parental leave %</b>	100	100	100	100	100	All employees eligible for parental leave for birth or adoption aligned with local legislation	
Number of male employees who took parental leave	5	5	16	10	6	Employees whose leave began in 2023	
Number of female employees who took parental leave	9	10	7	4	9	"	
<b>Total number of employees who took parental leave</b>	14	15	23	14	15	"	
Number of male employees returned after parental leave	5	5	15	10/10	6/6	Returned from leave as expected or early in 2023	
Number of female employees returned after parental leave	8	9	6	5/5	3/3	"	
<b>Total number of employees returned after parental leave</b>	13	14	21	15/15	9/9	"	
Rate of male employees who returned after parental leave	100%	100%	94%	100%	100%	"	
Rate of female employees who returned after parental leave	90%	93%	86%	100%	100%	"	
Retention: # of male employees 12 months after parental leave	5	5	8/9	15/16	11/11	Remained 12 months after their return date	
Retention: # of female employees 12 months after parental leave	7	8	5/6	5/6	5/5	"	
<b>12-month retention rate: male employees</b>	83%	100%	89%	94%	100%	"	
<b>12-month retention rate: female employees</b>	100%	100%	83%	83%	100%	"	
<b>WOMEN IN LEADERSHIP - PERMANENT EMPLOYEES</b>							
Number of women in all leadership roles (Team Lead and above)	28	30	31	27	26		
% of women in all leadership roles	16	17	17	15	17		
Number of women in executive roles (Vice President and above)			2	2	3	2021: first year of reporting	
% of women in executive roles			17%	18%	25%	2023: 12 executives total; 2022: 11; 2021: 12	
<b>TRAINING AND EDUCATION - PERMANENT EMPLOYEES</b>							404-1
Hours of Training - Male	12,687	8,905	6,629	13,036	14,624		
Hours of Training - Female	2,927	1,363	1,790	2,763	3,762		
<b>Total Hours of Training</b>	15,614	10,268	8,419	15,799	18,386	2020-21: Reduced training due to COVID	
Average Hours of Training per employee - Male	22	16	13	24	27		
Average Hours of Training per employee - Female	13	6	9	14	18		
<b>Average Hours of Training</b>	20	14	12	21	25		
Administration Staff Hours of Training - Male	531	510	251	1,647	1,477		
Administration Staff Hours of Training - Female	1,388	610	516	1,465	2,358		
Production Staff Hours of Training - Male	12,156	8,395	6,378	11,390	13,148		
Production Staff Hours of Training - Female	1,539	753	1,274	1,298	1,404		
Administration Staff Average Hours of Training - Male	6	6	3	17	3		
Administration Staff Average Hours of Training - Female	9	4	4	11	11		

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Production Staff Average Hours of Training - Male	26	18	15	25	25		
Production Staff Average Hours of Training - Female	25	14	22	22	7		
Hours of Training - all staff, including contractors / HSE Canada			13,864	19,889	20,936	2021: first year of reporting	
<b>PERFORMANCE AND CAREER DEVELOPMENT - PERMANENT EMPLOYEES</b>							404-3
Male employees with annual performance/career review	98%	97%	100%	100%	100%		
Female employees with annual performance/career review	95%	90%	95%	98%	98%		
<b>Total employees with annual performance/career review</b>	<b>97%</b>	<b>95%</b>	<b>99%</b>	<b>99%</b>	<b>99%</b>		