

PERFORMANCE METRICS

Consolidation of Sustainability Data

Environmental KPIs

Indicators	2024	2023	Change %	Unit
Emissions				
Total Scope 1 & 2 GHG Emissions	185,918	171,984	8%	tCO ₂ e
Total Scope 1 & 2 GHG Emissions Intensity	12.72	12.52	2%	tCO ₂ e per sales revenue (US\$ million)
Scope 1 Emissions by Region				
Americas	32,212	35,630	-10%	tCO ₂ e
ANZ	2,805	2,957	-5%	tCO ₂ e
Asia	2,258	2,289	-1%	tCO ₂ e
EMEA	11,127	10,144	10%	tCO ₂ e
Scope 1 Emissions by Activity				
Facilities	10,747	9,587	12%	tCO ₂ e
Fleet	36,185	40,170	-10%	tCO ₂ e
Refrigerants	1,469	1,263	16%	tCO ₂ e
Scope 2 Emissions by Region				
Americas	35,394	42,168	-16%	tCO ₂ e
ANZ	1,814	442	311%	tCO ₂ e
Asia	98,435	76,316	29%	tCO ₂ e
EMEA	1,874	2,038	-8%	tCO ₂ e

Baseline vs Growth Emissions

Total Baseline Emissions	152,955	157,352	-3%	tCO ₂ e
Total Growth Emissions	32,964	14,632	125%	tCO ₂ e
Total Emissions	185,918	171,984	8%	tCO ₂ e
Total Baseline Emissions Intensity	10.46	11.46	-9%	tCO ₂ e per sales revenue (US\$ million)
Total Growth Emissions Intensity	2.26	1.06	113%	tCO ₂ e per sales revenue (US\$ million)
Total Emissions Intensity	12.72	12.52	2%	tCO ₂ e per sales revenue (US\$ million)

Notes:

- Baseline emissions represent all facilities, excluding vertical integration facilities that were not apart of our business operations at the time of our target setting process in 2021. Please see Our Path to Decarbonization Section for more information.
- Growth emissions represents facilities added after 2021 with operational types that were not in existence at the time of our target setting in 2021.

Indicators

2023

Scope 3 Emissions

Scope 3 Emissions by Category (tCO₂e)

Category 1: Purchased Goods & Services	2,670,777
Category 2: Capital Goods	119,220
Category 3: Fuel and Energy-related Activities	Not Applicable
Category 4: Upstream Transportation and Distribution (T&D)	220,908
Category 5: Waste Generated in Operations	6,158
Category 6: Business Travel	38,163
Category 7: Employee Commuting	112,041
Category 8: Upstream Leased Assets	Not Applicable
Category 9: Downstream Transportation and Distribution (T&D)	108,366
Category 10: Processing Sold Products	Not Applicable
Category 11: Use of Sold Products	In Progress
Category 12: End-of-Life Treatment of Sold Products	In Progress
Category 13: Downstream Leased Assets	Not Applicable
Category 14: Franchises	Not Applicable
Category 15: Investments	Not Applicable

Scope 3 Emissions Intensity by Category (tCO₂e per sales revenue (US\$ million))

Category 1: Purchased Goods & Services	194.50
Category 2: Capital Goods	8.68
Category 3: Fuel and Energy-related Activities	Not Applicable
Category 4: Upstream Transportation and Distribution (T&D)	16.09
Category 5: Waste Generated in Operations	0.45
Category 6: Business Travel	2.78
Category 7: Employee Commuting	8.16
Category 8: Upstream Leased Assets	Not Applicable
Category 9: Downstream Transportation and Distribution (T&D)	7.89
Category 10: Processing Sold Products	Not Applicable
Category 11: Use of Sold Products	In Progress
Category 12: End-of-Life Treatment of Sold Products	In Progress
Category 13: Downstream Leased Assets	Not Applicable
Category 14: Franchises	Not Applicable
Category 15: Investments	Not Applicable

Notes:

- Scope 3 calculations follow GHG Protocol.
- Categories 1, 2, and 6 are calculated using the spend-based method.
- Categories 4, 7, and 9 are calculated using the distance-based method.
- Category 5 is calculated using the waste-type-specific method.
- Our Scope 3 data is presented one year in arrears.

Consolidation of Sustainability Data (continued)

Environmental KPIs (continued)

Indicators	2024	2023	Change %	Unit
Energy Consumption				
Total Energy Consumption	590,927,924	519,239,065	14%	kWh
Total Energy Consumption Intensity	40,415	37,814	7%	kWh per sales revenue (US\$ million)
Electricity	378,534,615	321,556,809	18%	kWh
Fuel	212,393,309	197,682,256	7%	kWh
Fuel by Activity				
Mobile Sources	147,005,877	136,184,649	8%	kWh
Stationary Sources	65,387,432	61,497,607	6%	kWh
Renewable vs Non-Renewable Energy Consumption				
Renewable	65,822,177	52,273,625	26%	kWh
% of Total	11%	10%		
Non-Renewable	525,105,747	466,965,440	12%	kWh
% of Total	89%	90%		
Water Stewardship				
Total Water Consumption	2,424	169,732	-99%	m ³
Total Water Consumption Intensity	0.17	12.36	-99%	m ³ per sales revenue (US\$ million)
Withdrawal	1,582,730	1,405,088	13%	m ³
Discharge	1,580,307	1,235,356	28%	m ³
Recycled	438	186,884	-99%	m ³
Water Consumption by Region				
Americas	10	3,811	-99%	m ³
ANZ	946	1,552	-39%	m ³
Asia	0	163,093	-99%	m ³
EMEA	1,467	1,275	15%	m ³
Water Consumption by Nature of Business				
Manufacturing	9	163,093	-99%	m ³
Distribution	660	1,292	-49%	m ³
Offices	1,654	5,242	-68%	m ³
Service Centers	100	102	-2%	m ³
Other	0	3	-91%	m ³
Water Withdrawal Source by Region				
Americas				
Municipal Supply	462,970	353,964	31%	m ³
Ground Water	17,878	10,437	71%	m ³
ANZ				
Municipal Supply	7,108	9,470	-25%	m ³
Asia				
Municipal Supply	1,075,030	1,018,181	6%	m ³
EMEA				
Municipal Supply	19,744	13,037	51%	m ³

Indicators	2024	2023	Change %	Unit
Waste Management				
Total Waste Generated	81,552	66,889	22%	Tonnes
Non-Hazardous Waste Generated	79,628	65,331	22%	Tonnes
Hazardous Waste Generated	1,924	1,558	23%	Tonnes
Total Waste Intensity	5.58	4.87	14%	Tonnes per sales revenue (US\$ million)
Non-Hazardous Waste Intensity	5.45	4.76	14%	Tonnes per sales revenue (US\$ million)
Hazardous Waste Intensity	0.13	0.11	16%	Tonnes per sales revenue (US\$ million)
Waste by Treatment				
Non-Hazardous Waste				
Landfill	11,323	9,582	18%	Tonnes
Recycled	61,411	52,297	17%	Tonnes
Combustion (with Energy Recovery)	6,850	3,438	99%	Tonnes
Composting	44	14	206%	Tonnes
Hazardous Waste				
Landfill	323	652	-50%	Tonnes
Recycled	1,197	772	55%	Tonnes
Combustion (with Energy Recovery)	404	134	202%	Tonnes
Waste % Diverted from/to Landfill				
Waste % Diverted to Landfill	14%	15%	-7%	Tonnes
Waste % Diverted from Landfill	86%	85%	1%	Tonnes

Packaging

Indicators	2024	2023	Change %	Unit
Paper Consumption				
Packaging material used for finished products	74,762	236,114	-68%	Tonnes
Total weight of recycled materials used in packaging	52,929	60,808	-13%	Tonnes

Notes:

- Emissions are being calculated using the latest published emission factors, based on location and commodity, including: DEFRA, EPA, GHG Protocol, IEA, NGA, and other regional factors.
- tCO₂e includes the following gases: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃.
- Consolidation approach used is the operational control method.
- Water consumption is calculated by subtracting water discharge from water withdrawal.
- Diverted from Landfill includes waste that was recycled, combusted with energy recovery, composted, and/or anaerobic digested.
- Diverted to Landfill includes waste that was sent to Landfill and combusted without energy recovery.
- Packaging data is based on purchased date of the packaging materials.
- Previous years' water consumption included onsite water treatment equipment that has since been removed as of Q4 2023. While our manufacturing processes rely on water as a coolant, we consume minimal water during manufacturing processes.

Consolidation of Social Data

Workforce KPIs

Indicators	2024		2023	
	Number	% of Total	Number	% of Total
Employment				
Total Number of Employees	46,580		42,846	
<i>By Gender</i>				
Female	15,551	33%	13,932	33%
Male	31,009	67%	28,895	67%
Non-Binary	20	0%	19	0%
<i>By Age Group</i>				
30 Years Old and Under	18,950	41%	17,032	40%
31-50	23,056	49%	21,684	50%
Over 51 Years Old	4,574	10%	4,130	10%
<i>By Region</i>				
Americas	17,952	39%	16,453	38%
ANZ	1,281	3%	1,278	3%
Asia	23,447	50%	21,644	51%
EMEA	3,900	8%	3,471	8%
<i>Permanent and Temporary by Gender</i>				
Females				
Permanent	14,958	96%	13,554	97%
Temporary	593	4%	378	3%
Males				
Permanent	30,502	98%	28,452	98%
Temporary	507	2%	443	2%
Non-Binary				
Permanent	20	100%	19	100%
Temporary	0	0%	0	0%
<i>Permanent and Temporary by Region</i>				
Americas				
Permanent	17,051	95%	15,894	97%
Temporary	901	5%	559	3%
ANZ				
Permanent	1,265	99%	1,169	91%
Temporary	16	1%	109	9%
Asia				
Permanent	23,407	100%	21,618	100%
Temporary	40	0%	26	0%
EMEA				
Permanent	3,757	96%	3,344	96%
Temporary	143	4%	127	4%

Notes:

- This table includes workers employed as of the end of the reporting period. This does not include employees departed before the end of the reporting period.
- Compiled using Age Group / Employee Contract Type / Employment Type as of the end of the reporting period.
- Interns & External Workers are not included as employees.
- 2023 data has been restated to exclude external workers that had previously been included.

Indicators	2024		2023	
	Number	% of Total	Number	% of Total
Employment (continued)				
<i>Full-Time and Part-Time by Gender</i>				
Females				
Full-Time	15,402	99%	13,761	99%
Part-Time	149	1%	171	1%
Males				
Full-Time	30,914	100%	28,812	100%
Part-Time	95	0%	83	0%
Non-Binary				
Full-Time	20	100%	19	100%
Part-Time	0	0%	0	0%
<i>Full-Time and Part-Time by Region</i>				
Americas				
Full-Time	17,900	100%	16,399	100%
Part-Time	52	0%	54	0%
ANZ				
Full-Time	1,238	97%	1,241	97%
Part-Time	43	3%	37	3%
Asia				
Full-Time	23,444	100%	21,638	100%
Part-Time	3	0%	6	0%
EMEA				
Full-Time	3,754	96%	3,314	95%
Part-Time	146	4%	157	5%
<i>Guaranteed and Non-Guaranteed Hours by Gender</i>				
Females				
Guaranteed	15,277	98%	13,477	97%
Non-Guaranteed	274	2%	455	3%
Males				
Guaranteed	30,604	99%	28,272	98%
Non-Guaranteed	405	1%	623	2%
Non-Binary				
Guaranteed	18	90%	17	89%
Non-Guaranteed	2	10%	2	11%

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Consolidation of Social Data (continued)

Workforce KPIs (continued)

Indicators	2024		2023	
	Number	% of Total	Number	% of Total
Employment (continued)				
<i>Guaranteed and Non-Guaranteed Hours by Region</i>				
Americas				
Guaranteed	17,276	96%	15,388	94%
Non-Guaranteed	676	4%	1,065	6%
ANZ				
Guaranteed	1,276	100%	1,278	100%
Non-Guaranteed	5	0%	0	0%
Asia				
Guaranteed	23,447	100%	21,629	100%
Non-Guaranteed	0	0%	15	0%
EMEA				
Guaranteed	3,900	100%	3,471	100%
Non-Guaranteed	0	0%	0	0%

- Notes:
- This table includes workers employed as of the end of the reporting period. This does not include employees departed before the end of the reporting period.
 - Compiled using Age Group / Employee Contract Type / Employment Type as of the end of the reporting period.
 - Interns & External Workers are not included as employees.
 - 2023 data has been restated to exclude external workers that had previously been included.

Indicators	2024		2023	
	Number	% of Total	Number	% of Total
New Hires and Employee Turnover				
Total Number of New Hires	27,718		16,156	
<i>By Gender</i>				
Female	8,629	31%	4,666	29%
Male	19,080	69%	11,477	71%
Non-Binary	9	0%	13	0%
<i>By Age Group</i>				
30 Years Old and Under	16,502	60%	8,557	53%
31-50	10,530	38%	6,957	43%
Over 51 Years Old	686	2%	642	4%
<i>By Region</i>				
Americas	8,642	31%	6,838	42%
ANZ	253	1%	304	2%
Asia	17,927	65%	8,191	51%
EMEA	896	3%	823	5%

Indicators	2024		2023	
	Number	% of Total	Number	% of Total
New Hires and Employee Turnover (continued)				
Total Number of Employee Departures	24,011		18,083	
<i>By Gender</i>				
Female	7,019	29%	5,859	32%
Male	16,984	71%	12,212	68%
Non-Binary	8	0%	12	0%
<i>By Age Group</i>				
30 Years Old and Under	13,045	55%	9,056	50%
31-50	10,141	42%	8,051	45%
Over 51 Years Old	825	3%	976	5%
<i>By Region</i>				
Americas	7,103	30%	6,879	38%
ANZ	264	1%	254	1%
Asia	16,099	67%	10,409	58%
EMEA	545	2%	541	3%

Indicators	2024		2023	
	New Hire Rate	Turnover Rate	New Hire Rate	Turnover Rate
New Hire and Turnover Rates				
	62%	54%	37%	41%
<i>By Gender</i>				
Female	59%	48%	32%	41%
Male	64%	57%	39%	42%
Non-Binary	46%	41%	70%	65%
<i>By Age Group</i>				
30 Years Old and Under	92%	73%	47%	50%
31-50	47%	45%	32%	37%
Over 51 Years Old	16%	19%	16%	24%
<i>By Region</i>				
Americas	50%	41%	42%	42%
ANZ	20%	21%	24%	20%
Asia	80%	71%	36%	46%
EMEA	24%	15%	25%	16%

- Note:
- New Hire & Turnover Rates are calculated using a 2-year average of total number of employees as a denominator.
 - Interns and External Workers are not included in Hires or Departures.
 - 2023 data has been restated to exclude external workers that had previously been included.

Consolidation of Social Data (continued)

Workforce KPIs (continued)

Indicators	2024		2023	
	Number	% of Total	Number	% of Total
Employees by Gender and Employment Category				
<i>C-Suite</i>	6	0%	6	0%
Female	0	0%	0	0%
Male	6	100%	6	100%
Non-Binary	0	0%	0	0%
<i>Director or Above</i>	866	2%	965	2%
Female	169	20%	179	19%
Male	696	80%	786	81%
Non-Binary	1	0%	0	0%
<i>Managerial</i>	4,668	10%	4,391	10%
Female	1,196	26%	1,090	25%
Male	3,468	74%	3,298	75%
Non-Binary	4	0%	3	0%
<i>General Employee</i>	41,040	88%	37,484	88%
Female	14,186	35%	12,663	34%
Male	26,839	65%	24,805	66%
Non-Binary	15	0%	16	0%
<i>By Management Role</i>				
Total Employees in Management	5,534	12%	5,356	13%
Percentage of Females in Management	25%		24%	

Interns

<i>Total Number of Interns by Gender</i>	652	1%	877	2%
Female	255	39%	283	32%
Male	397	61%	593	68%
Non-Binary	0	0%	1	0%

Indicators	2024		2023	
	Number	% Change	Number	% Change
<i>Total Number of External Workers</i>	13,273	16%	11,490	

Notes:

1. If employees change job category throughout year, the employment category as of the end of the reporting period is used.
2. Interns include all interns employed during the reporting period.
3. External Workers include all external workers employed during the reporting period.
4. 2023 data has been restated to exclude external workers that had previously been included.

Indicators	2024		2023	
	Number	% of Total	Number	% of Total
Return to Work and Retention after Parental Leave				
<i>Return to Work Rate</i>	82%		85%	
Female	66%		73%	
Male	93%		92%	
Non-Binary	0%		0%	
<i>Retention Rate</i>	76%		72%	
Female	63%		69%	
Male	83%		74%	
Non-Binary				
<i>Total Number of Employees that were Entitled to Parental Leave</i>	42,825		40,694	
Female	14,523	34%	13,432	33%
Male	28,298	66%	27,243	67%
Non-Binary	4	0%	19	0%
<i>Total Number of Employees Who Took Parental Leave</i>	1,526		1,352	
Female	603	40%	512	38%
Male	922	60%	840	62%
Non-Binary	–	0%	–	0%
<i>Total Number of Employees that Returned to Work After Parental Leave Ended</i>	1,257		1,143	
Female	397	32%	373	33%
Male	860	68%	770	67%
Non-Binary	–	0%	–	0%
<i>Total Number of Employees that Returned to Work After Parental Leave Ended that Were Still Employed 12 Months After Their Return to Work</i>	871		755	
Female	235	27%	320	42%
Male	636	73%	435	58%
Non-Binary	–	0%	–	0%
<i>Number of Employees Due to Return to Work After Taking Parental Leave</i>	855		569	
Female	355	42%	267	47%
Male	499	58%	302	53%
Non-Binary	1	0	–	0%

Note:

1. Return to Work Rate is calculated using the following formula: (Total Number of Employees Who Took Parental Leave in the reporting period + Number of Employees Due to Return to Work After Taking Parental Leave in the reporting period) / Total Number of Employees Who Took Parental Leave in the reporting period.
2. Retention Rate is calculated using the following formula: Total Number of Employees that Returned to Work After Parental Leave Ended that Were Still Employed 12 Months After Their Return to Work in the reporting period / Total Number of Employees that Returned to Work in the previous reporting period After Parental Leave Ended.
3. Total Number of Employees Entitled to Parental Leave are those covered by an organizational or government policy to take Job-protected Parental Leave in event of birth or adoption of child. Included in this for example would be employees covered under the United States Family and Medical Leave Act (FMLA).
4. Total Number of Employees with Parental Leave Qualified Activity during Year are employees who had a qualifying event take place such as a birth or adoption of a child during the year.

Consolidation of Social Data (continued)

Occupational Health & Safety KPIs

Indicators	2024	2023	2022
Total Number of Hours Worked	107,353,630	100,279,551	93,836,439
Total Number of Hours – Employees	92,562,887	–	–
Total Number of Work Days Lost due to Work Injuries	4,449	6,116	6,706
Total Number of Recordable Injuries – Employees	324	408	449
<i>By Type of Recordable Work Injury</i>			
Injuries from contact with objects/equipment	159	176	221
Injuries from exposure to harmful substance or environments	9	19	11
Injuries from overextension/muscle strains	98	126	111
Injuries from slips, trips, and falls	42	61	63
Injuries from vehicles related accidents	14	15	34
Injuries caused by persons/animals/insects	2	11	1
Injuries from other causes	–	–	8
Rate of Recordable Work-Related Injuries	0.70	0.81	0.96
Total High Consequences Injuries – Employees	11	19	24
<i>By Type of Recordable High Consequence Work Injury</i>			
Injuries from contact with objects/equipment	7	10	14
Injuries from exposure to harmful substance or environments	2	–	–
Injuries from overextension/muscle strains	–	2	4
Injuries from slips, trips, and falls	1	2	4
Injuries from vehicles related accidents	1	4	2
Injuries caused by persons/animals/insects	–	1	–
Injuries from other causes	–	–	–
Rate of High Consequence Injuries	0.02	0.04	0.05
Total Number of Hours – External Workers	14,790,743	–	–
Total Number of Work Days Lost due to Work Injuries	633	–	–
Total Number of Recordable Injuries – External Workers	37	–	–
<i>By Type of Recordable Work Injury</i>			
Injuries from contact with objects/equipment	23	–	–
Injuries from exposure to harmful substance or environments	2	–	–
Injuries from overextension/muscle strains	9	–	–
Injuries from slips, trips, and falls	2	–	–
Injuries from vehicles related accidents	1	–	–
Injuries caused by persons/animals/insects	–	–	–
Injuries from other causes	–	–	–
Rate of Recordable Work-Related Injuries	0.50	–	–

Indicators	2024	2023	2022
Total High Consequences Injuries – External Workers	1	–	–
<i>By Type of Recordable High Consequence Work Injury</i>			
Injuries from contact with objects/equipment	1	–	–
Injuries from exposure to harmful substance or environments	–	–	–
Injuries from overextension/muscle strains	–	–	–
Injuries from slips, trips, and falls	–	–	–
Injuries from vehicles related accidents	–	–	–
Injuries caused by persons/animals/insects	–	–	–
Injuries from other causes	–	–	–
Rate of High Consequence Injuries	0.01	–	–
Cases of Work-Related Ill Health			
Employees	–	–	11
External Workers	–	–	–
Number of Fatalities			
Number of Employee Fatalities due to Work-Related Ill Health	–	–	–
Number of External Worker Fatalities due to Work-Related Ill Health	–	–	–
Number of Employee Fatalities due to Work-Related Injuries	2	–	–
Number of External Worker Fatalities due to Work-Related Injuries	–	1	–
Fatality Rate	0.00	0.00	–

Notes:

- Total Hours Worked include total gross hours by all employees during the reporting period (If actual hours could not be recorded, we assumed 2080 hours for salaried + additional hourly logged hours).
- Total Hours Worked includes time worked by employees departed during the reporting period.
- Total Hours Worked includes Intern hours.
- High consequence injuries are those from which the worker cannot recover (e.g., amputation of a limb), or does not or is not expected to recover fully to pre-injury health status within 6 months (e.g., fracture with complications).
- Includes injuries as a result of commuting incidents only where transport has been organized by the organization (business-use travel).
- External Workers are those who are not employees but whose work and/or workplace is controlled by the organization (typically those who are working on our premises). Common examples include construction workers and independent contractors.
- Injury & fatality rates have been calculated using 200,000 hours worked normalization factor.
- Previous years total number of hours worked includes external workers.

Consolidation of Social Data (continued)

Training and Development

Indicators	2024	2023
Total Number of Hours of Training Received by Employees	737,725	641,499
Average Hours of Training per Employee	15.8	13.6
<i>By Gender</i>		
Female	14.6	11.5
Male	16.5	14.6
Non-Binary	18.3	16.1
<i>By Employment Category</i>		
C-Suite	8.2	6.2
Director or Above	13.7	8.3
Managerial	22.2	14.5
General Employee	15.0	13.6
Percentage of Employees Receiving Training – E-Learning	36%	40%
<i>By Gender</i>		
Female	31%	36%
Male	39%	43%
Non-Binary	25%	47%
<i>By Employment Category</i>		
C-Suite	100%	100%
Director or Above	70%	75%
Managerial	73%	79%
General Employee	31%	36%

Indicators	2024	2023
Percentage of Employees Receiving Training – Other Training	36%	41%
<i>By Gender</i>		
Female	42%	41%
Male	33%	41%
Non-Binary	20%	42%
<i>By Employment Category</i>		
C-Suite	100%	83%
Director or Above	40%	55%
Managerial	30%	59%
General Employee	36%	40%
Percentage of Employees Receiving Formal Performance Review	74%	61%
<i>By Gender</i>		
Female	73%	61%
Male	74%	60%
Non-Binary	90%	84%
<i>By Employment Category</i>		
C-Suite	67%	67%
Director or Above	91%	91%
Managerial	96%	88%
General Employee	71%	58%

Notes:

1. This table only includes workers active as of the end of the reporting period.
2. E-Learning Training include our e-learning platform and other forms of online training (if applicable).
3. This table includes workers who received a Performance and/or Career Development Review during the reporting period, and remained employed as of the end of the reporting period.
4. If employees change job category throughout the year, the employment category as of the end of the reporting period is used.
5. Average Training Hours = Total number of hours of training received by employees / Total employees.
6. Percentage of employees receiving training = Total number of employees who received training / Total employees.
7. Percentage of employees receiving formal performance review = Total number of employees who received a formal performance review / Total employees.