

PERFORMANCE METRICS

Consolidation of Sustainability Data

Environmental KPIs

Indicators	2025	2024	Change %	Unit
Emissions				
Total Scope 1 & 2 (Market-Based) GHG Emissions	180,316	185,980	-3%	tCO ₂ e
Total Scope 1 & 2 (Market-Based) GHG Emission Intensity	11.82	12.72	-7%	tCO ₂ e per sales revenue (US\$ million)
Total Scope 1, 2 (Location-Based) GHG Emissions	225,313	224,629	0%	tCO ₂ e
Total Scope 1 & 2 (Location-Based) GHG Emission Intensity	14.77	15.36	-4%	tCO ₂ e per sales revenue (US\$ million)
Scope 1 Emissions by Region				
Americas	28,764	32,270	-11%	tCO ₂ e
ANZ	2,190	2,805	-22%	tCO ₂ e
Asia	2,191	2,258	-3%	tCO ₂ e
EMEA	12,000	11,130	8%	tCO ₂ e
Scope 1 Emissions by Activity				
Facilities	10,910	10,809	1%	tCO ₂ e
Fleet	33,125	36,185	-8%	tCO ₂ e
Refrigerants	1,110	1,469	-24%	tCO ₂ e
Scope 2 (Market-Based) Emissions by Region				
Americas	38,429	35,394	9%	tCO ₂ e
ANZ	1,411	1,814	-22%	tCO ₂ e
Asia	93,068	98,178	-5%	tCO ₂ e
EMEA	2,263	2,131	6%	tCO ₂ e
Scope 2 (Location-Based) Emissions by Region				
Americas	70,472	69,429	2%	tCO ₂ e
ANZ	3,488	3,336	5%	tCO ₂ e
Asia	100,807	98,178	3%	tCO ₂ e
EMEA	5,402	5,223	3%	tCO ₂ e

Baseline vs Growth Emissions (Market-Based)

Total Baseline Emissions	142,312	153,017	-7%	tCO ₂ e
Total Growth Emissions	38,004	32,964	15%	tCO ₂ e
Total Scope 1 & 2 GHG Emissions	180,316	185,980	-3%	tCO ₂ e
Total Baseline Emissions Intensity	9.33	10.47	-11%	tCO ₂ e per sales revenue (US\$ million)
Total Growth Emissions Intensity	2.49	2.25	10%	tCO ₂ e per sales revenue (US\$ million)
Total Scope 1 & 2 GHG Emission Intensity	11.82	12.72	-7%	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 Target Progress Section for more information.
- Growth emissions represent facilities added after 2021 with operational types that were not in existence at the time of our target setting in 2021.

Indicators	2024	2023	Change %
Scope 3 Emissions			
Scope 3 Emissions by Category (tCO₂e)	4,626,337	4,140,992	12%
Category 1: Purchased Goods & Services	1,767,938	1,681,376	5%
Category 2: Capital Goods	53,005	94,204	-44%
Category 4: Upstream T&D	178,132	140,222	27%
Category 5: Waste Generated in Operations	10,067	9,448	7%
Category 6: Business Travel	12,627	10,330	22%
Category 7: Employee Commuting	119,929	110,991	8%
Category 9: Downstream T&D	92,912	78,072	19%
Category 11: Use of Sold Products	2,387,135	2,009,943	19%
Category 12: End-of-Life Treatment of Sold Products	4,593	6,405	-28%
Scope 3 Emissions Intensity by Category (tCO₂e per sales revenue (US\$ million))	316.40	301.57	5%
Category 1: Purchased Goods & Services	120.91	122.45	-1%
Category 2: Capital Goods	3.63	6.86	-47%
Category 4: Upstream T&D	12.18	10.21	19%
Category 5: Waste Generated in Operations	0.69	0.69	0%
Category 6: Business Travel	0.86	0.75	15%
Category 7: Employee Commuting	8.20	8.08	1%
Category 9: Downstream T&D	6.35	5.69	12%
Category 11: Use of Sold Products	163.26	146.38	12%
Category 12: End-of-Life Treatment of Sold Products	0.31	0.47	-33%

Notes:

- 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 emissions data is presented one year in arrears.
- 2023 Scope 3 emissions have been recalculated to align to 2024 methodology. Please see our ESG Reporting Methodology for more information on how these are calculated.
- Categories 3, 8, 10, 13, 14, 15 were initially mapped but deemed Not Applicable to our business.

Consolidation of Sustainability Data (continued)

Environmental KPIs (continued)

Indicators	2025	2024	Change %	Unit
Energy Consumption				
Total Energy Consumption	622,065,756	602,855,499	3%	kWh
Total Energy Consumption Intensity	40,766	41,230	-1%	kWh per sales revenue (US\$ million)
Electricity	407,265,496	380,328,479	7%	kWh
Fuel	214,800,260	222,527,020	-3%	kWh
Fuel by Activity				
Mobile Sources	149,217,203	154,590,558	-3%	kWh
Stationary Sources	65,583,057	67,936,462	-3%	kWh
Renewable vs Non-Renewable Energy Consumption				
Renewable	133,866,830	65,822,177	103%	kWh
% of Total	22%	11%		
Non-Renewable	488,198,926	537,033,322	-9%	kWh
% of Total	78%	89%		
Water Stewardship				
Total Water Consumption	25,962	2,424	971%	m ³
Total Water Consumption Intensity	1.70	0.17	926%	m ³ per sales revenue (US\$ million)
Withdrawal	1,636,894	1,582,730	3%	m ³
Discharge	1,610,931	1,580,307	2%	m ³
Recycled	0	438	-100%	m ³
Water Consumption by Region				
Americas	21,204	10	204749%	m ³
ANZ	3,711	946	292%	m ³
Asia	0	0		m ³
EMEA	1,047	1,467	-29%	m ³
Water Consumption by Nature of Business				
Manufacturing	1,096	9	11971%	m ³
Distribution	10,020	660	1417%	m ³
Offices	4,959	1,654	200%	m ³
Service Centers	230	100	129%	m ³
Other	9,658	0	N/A	m ³
Water Withdrawal Source by Region				
Americas				
Municipal Supply	511,455	462,970	10%	m ³
Ground Water	12,090	17,878	-32%	m ³
ANZ				
Municipal Supply	8,614	7,108	21%	m ³
Asia				
Municipal Supply	1,084,891	1,075,030	1%	m ³
EMEA				
Municipal Supply	19,841	19,744	1%	m ³

Indicators	2025	2024	Change %	Unit
Waste Management				
Total Waste Generated	84,717	81,552	4%	Tonnes
Non-Hazardous Waste Generated	81,466	79,628	2%	Tonnes
Hazardous Waste Generated	3,250	1,924	69%	Tonnes
Total Waste Intensity	5.55	5.34	4%	Tonnes per sales revenue (US\$ million)
Non-Hazardous Waste Intensity	5.34	5.22	2%	Tonnes per sales revenue (US\$ million)
Hazardous Waste Intensity	0.21	0.13	69%	Tonnes per sales revenue (US\$ million)
Waste by Treatment				
Non-Hazardous Waste				
Landfill	9,859	11,323	-13%	Tonnes
Recycled	66,584	61,411	8%	Tonnes
Combustion (with Energy Recovery)	4,308	6,850	-37%	Tonnes
Composting	716	44	1515%	Tonnes
Hazardous Waste				
Landfill	119	323	-63%	Tonnes
Recycled	2,105	1,197	76%	Tonnes
Combustion (with Energy Recovery)	1,026	404	154%	Tonnes
Waste % Diverted from/to Landfill				
Waste % Diverted to Landfill	12%	14%	-18%	
Waste % Diverted from Landfill	88%	86%	3%	

Packaging

Indicators	2025	2024	Change %
Paper Consumption			
Packaging material used for finished products	74,205	74,762	-1%
Total weight of recycled materials used in packaging	46,326	52,929	-12%

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.
- Baseline emissions represent all facilities, excluding vertical integration facilities that were not a part of our business operations at the time of our target setting process in 2021. Please see Target Progress Section for more information.
- Growth emissions represent facilities added after 2021 with operational types that were not in existence at the time of our target setting in 2021.
- Scope 3 calculations follow GHG Protocol.
- 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.
- 2025 Water Consumption values include an estimate of 50% water discharge for all water withdrawn for irrigation use.

Consolidation of Social Data

Workforce KPIs

Indicators	2025		2024	
	Number	% of Total	Number	% of Total
Employment				
Total Number of Employees	48,318		46,580	
<i>By Gender</i>				
Female	16,580	34%	15,551	33%
Male	31,715	66%	31,009	67%
Non-Binary	23	0%	20	0%
<i>By Age Group</i>				
30 Years Old and Under	19,067	39%	18,950	41%
31-50	24,504	51%	23,056	49%
Over 51 Years Old	4,746	10%	4,574	10%
<i>By Region</i>				
Americas	18,751	39%	17,952	39%
ANZ	1,592	3%	1,281	3%
Asia	23,925	50%	23,447	50%
EMEA	4,050	8%	3,900	8%
<i>Permanent and Temporary by Gender</i>				
Females				
Permanent	15,736	95%	14,958	96%
Temporary	844	5%	593	4%
Males				
Permanent	31,090	98%	30,502	98%
Temporary	625	2%	507	2%
Non-Binary				
Permanent	23	100%	20	100%
Temporary	0	0%	0	0%
<i>Permanent and Temporary by Region</i>				
Americas				
Permanent	17,486	93%	17,051	95%
Temporary	1,265	7%	901	5%
ANZ				
Permanent	1,578	99%	1,265	99%
Temporary	14	1%	16	1%
Asia				
Permanent	23,864	100%	23,407	100%
Temporary	61	0%	40	0%
EMEA				
Permanent	3,921	97%	3,757	96%
Temporary	129	3%	143	4%

- Notes:
1. 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.
 2. Compiled using Age Group / Employee Contract Type / Employment Type as of the end of the reporting period.
 3. Interns & External Workers are not included as employees.

Indicators	2025		2024	
	Number	% of Total	Number	% of Total
Employment (continued)				
<i>Full-Time and Part-Time by Gender</i>				
Females				
Full-Time	16,411	99%	15,402	99%
Part-Time	169	1%	149	1%
Males				
Full-Time	31,650	100%	30,914	100%
Part-Time	65	0%	95	0%
Non-Binary				
Full-Time	23	100%	20	100%
Part-Time	0	0%	0	0%
<i>Full-Time and Part-Time by Region</i>				
Americas				
Full-Time	18,730	100%	17,900	100%
Part-Time	21	0%	52	0%
ANZ				
Full-Time	1,540	97%	1,238	97%
Part-Time	52	3%	43	3%
Asia				
Full-Time	23,918	100%	23,444	100%
Part-Time	7	0%	3	0%
EMEA				
Full-Time	3,896	96%	3,754	96%
Part-Time	154	4%	146	4%
<i>Guaranteed and Non-Guaranteed Hours by Gender</i>				
Females				
Guaranteed	16,568	100%	15,277	98%
Non-Guaranteed	12	0%	274	2%
Males				
Guaranteed	31,705	100%	30,604	99%
Non-Guaranteed	10	0%	405	1%
Non-Binary				
Guaranteed	23	100%	18	90%
Non-Guaranteed	0	0%	2	10%

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Consolidation of Social Data (continued)

Workforce KPIs (continued)

Indicators	2025		2024	
	Number	% of Total	Number	% of Total
Employment (continued)				
<i>Guaranteed and Non-Guaranteed Hours by Region</i>				
Americas				
Guaranteed	18,736	100%	17,276	96%
Non-Guaranteed	15	0%	676	4%
ANZ				
Guaranteed	1,587	100%	1,276	100%
Non-Guaranteed	5	0%	5	0%
Asia				
Guaranteed	23,925	100%	23,447	100%
Non-Guaranteed	0	0%	0	0%
EMEA				
Guaranteed	4,048	100%	3,900	100%
Non-Guaranteed	2	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.

Indicators	2025		2024	
	Number	% of Total	Number	% of Total
New Hires and Employee Turnover				
Total Number of New Hires	17,291		27,718	
<i>By Gender</i>				
Female	6,596	38%	8,629	31%
Male	10,688	62%	19,080	69%
Non-Binary	7	0%	9	0%
<i>By Age Group</i>				
30 Years Old and Under	10,580	61%	16,502	60%
31-50	6,187	36%	10,530	38%
Over 51 Years Old	524	3%	686	2%
<i>By Region</i>				
Americas	7,479	43%	8,642	31%
ANZ	300	2%	253	1%
Asia	8,852	51%	17,927	65%
EMEA	660	4%	896	3%

Indicators	2025		2024	
	Number	% of Total	Number	% of Total
New Hires and Employee Turnover (continued)				
Total Number of Employee Departures	15,800		24,011	
<i>By Gender</i>				
Female	5,633	36%	7,019	29%
Male	10,164	64%	16,984	71%
Non-Binary	3	0%	8	0%
<i>By Age Group</i>				
30 Years Old and Under	8,405	53%	13,045	54%
31-50	6,510	41%	10,141	42%
Over 51 Years Old	885	6%	825	3%
<i>By Region</i>				
Americas	6,685	42%	7,103	30%
ANZ	284	2%	264	1%
Asia	8,339	53%	16,099	67%
EMEA	492	3%	545	2%

Indicators	2025		2024	
	New Hire Rate	Turnover Rate	New Hire Rate	Turnover Rate
New Hire and Turnover Rates				
	36%	33%	62%	54%
<i>By Gender</i>				
Female	41%	35%	59%	48%
Male	34%	32%	64%	57%
Non-Binary	33%	14%	46%	41%
<i>By Age Group</i>				
30 Years Old and Under	56%	44%	92%	73%
31-50	26%	27%	47%	45%
Over 51 Years Old	11%	19%	16%	19%
<i>By Region</i>				
Americas	41%	36%	50%	41%
ANZ	21%	20%	20%	21%
Asia	37%	35%	80%	71%
EMEA	17%	12%	24%	15%

- Notes:
- This table includes a cumulative count of new hires and departures throughout the reporting period.
 - 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.

Consolidation of Social Data (continued)**Workforce KPIs** (continued)

Indicators	2025		2024	
	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>	986	2%	866	2%
Female	192	20%	169	20%
Male	793	80%	696	80%
Non-Binary	1	0%	1	0%
<i>Managerial</i>	4,545	9%	4,668	10%
Female	1,261	28%	1,196	26%
Male	3,280	72%	3,468	74%
Non-Binary	4	0%	4	0%
<i>General Employee</i>	42,781	89%	41,040	88%
Female	15,127	35%	14,186	35%
Male	27,636	65%	26,839	65%
Non-Binary	18	0%	15	0%
<i>By Management Role</i>				
Total Employees in Management	5,531	11%	5,534	12%
Percentage of Females in Management	26%		25%	

Interns

Indicators	2025	2024
<i>Total Number of Interns by Gender</i>	669	652
Female	162	255
Male	506	397
Non-Binary	1	0

Indicators	2025		2024	
	Number	% Change	Number	% Change
<i>Total Number of External Workers</i>	6,090	-54%	13,273	16%

Notes:

1. If employees change job category throughout year, the employment category as of the end of the reporting period is used.
2. Includes all External Workers employed during the reporting period.

Indicators	2025		2024	
	Number	% of Total	Number	% of Total
Return to Work and Retention after Parental Leave				
<i>Return to Work Rate</i>	82%		82%	
Female	63%		66%	
Male	94%		93%	
Non-Binary	0%		0%	
<i>Retention Rate</i>	82%		76%	
Female	61%		63%	
Male	92%		83%	
Non-Binary				
<i>Total Number of Employees that were Entitled to Parental Leave</i>	47,306		42,825	
Female	16,145	34%	14,523	34%
Male	31,156	66%	28,298	66%
Non-Binary	5	0%	4	0%
<i>Total Number of Employees Who Took Parental Leave</i>	1,674		1,526	
Female	620	37%	603	40%
Male	1,054	63%	922	60%
Non-Binary	–	0%	1	0%
<i>Total Number of Employees that Returned to Work After Parental Leave Ended</i>	1,377		1,257	
Female	388	28%	397	32%
Male	989	72%	860	68%
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>	1,035		871	
Female	241	23%	235	27%
Male	794	77%	636	73%
Non-Binary	–	0%	–	0%
<i>Number of Employees Due to Return to Work After Taking Parental Leave</i>	589		855	
Female	282	48%	355	42%
Male	307	52%	499	58%
Non-Binary	–	0%	1	0%

Notes:

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	2025	2024	2023
Total Number of Hours Worked	107,871,046	107,353,630	100,279,551
Total Number of Hours – Employees	96,209,713	92,562,887	
Total Number of Work Days Lost due to Work Injuries	4,632	4,449	6,116
Total Number of Recordable Injuries – Employees	304	324	408
<i>By Type of Recordable Work Injury</i>			
Injuries from contact with objects/equipment	142	159	176
Injuries from exposure to harmful substance or environments	7	9	19
Injuries from overexertion/muscle strains	86	98	126
Injuries from slips, trips, and falls	39	42	61
Injuries from vehicles related accidents	22	14	15
Injuries caused by persons/animals/insects	7	2	11
Injuries from other causes	1	–	–
Rate of Recordable Work–Related Injuries	0.63	0.70	0.81
Total High Consequences Injuries – Employees	4	11	19
<i>By Type of Recordable High Consequence Work Injury</i>			
Injuries from contact with objects/equipment	–	7	10
Injuries from exposure to harmful substance or environments	1	2	–
Injuries from overexertion/muscle strains	2	–	2
Injuries from slips, trips, and falls	1	1	2
Injuries from vehicles related accidents	–	1	4
Injuries caused by persons/animals/insects	–	–	1
Injuries from other causes	–	–	–
Rate of High Consequence Injuries	0.01	0.02	0.04
Total Number of Hours – External Workers	11,661,334	14,790,743	–
Total Number of Work Days Lost due to Work Injuries	89	633	–
Total Number of Recordable Injuries – External Workers	32	37	–
<i>By Type of Recordable Work Injury</i>			
Injuries from contact with objects/equipment	20	23	–
Injuries from exposure to harmful substance or environments	–	2	–
Injuries from overexertion/muscle strains	5	9	–
Injuries from slips, trips, and falls	5	2	–
Injuries from vehicles related accidents	1	1	–
Injuries caused by persons/animals/insects	1	–	–
Injuries from other causes	–	–	–
Rate of Recordable Work–Related Injuries	0.55	0.50	–

Indicators	2025	2024	2023
Total High Consequences Injuries – External Workers	1	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 overexertion/muscle strains	–	–	–
Injuries from slips, trips, and falls	–	–	–
Injuries from vehicles related accidents	1	–	–
Injuries caused by persons/animals/insects	–	–	–
Injuries from other causes	–	–	–
Rate of High Consequence Injuries	0.02	0.01	–
Cases of Work–Related Ill Health			
Employees	3	–	–
External Workers	1	–	–
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.
- Rate of Injuries have been calculated using 200,000 hours worked normalization factor.
- Previous years' total hours worked includes External Workers.

Consolidation of Social Data (continued)

Training and Development

Indicators	2025	2024
Total Number of Hours of Training Received by Employees	669,624	737,725
Average Hours of Training per Employee	13.9	15.8
By Gender		
Female	13	14.6
Male	14	16.5
Non-Binary	22	18.3
By Employment Category		
C-Suite	3.8	2.0
Director or Above	8.9	13.7
Managerial	15.6	22.2
General Employee	13.6	15.0
Percentage of Employees Receiving Training – E-Learning	41%	36%
By Gender		
Female	34%	31%
Male	45%	39%
Non-Binary	78%	25%
By Employment Category		
C-Suite	100%	100%
Director or Above	75%	70%
Managerial	85%	73%
General Employee	35%	31%

Indicators	2025	2024
Percentage of Employees Receiving Training – Other Training	45%	35%
By Gender		
Female	42%	42%
Male	47%	32%
Non-Binary	26%	20%
By Employment Category		
C-Suite	100%	100%
Director or Above	34%	40%
Managerial	56%	30%
General Employee	44%	36%
Percentage of Employees Receiving Formal Performance Review	74%	74%
By Gender		
Female	72%	73%
Male	76%	74%
Non-Binary	87%	90%
By Employment Category		
C-Suite	100%	100%
Director or Above	90%	91%
Managerial	94%	96%
General Employee	72%	71%