

# KEY METRICS

		2019	2020	2021	2022
<b>OVERVIEW</b>					
<b>Economic Performance</b>	Revenue (USD billions)	\$3.11	\$2.38	\$2.33	\$2.53
	Adjusted EBITDA %	6.5%	1.5%	(0.3%)	1.5%
	Free cash flow (USD millions)	(\$67)	(\$108)	(\$212)	(\$107)
<b>Total Sales by Region</b>	North America	53%	51%	52%	58%
	South America	3%	3%	3%	4%
	Europe	28%	26%	24%	20%
	Asia Pacific	16%	20%	21%	18%
<b>Operations</b>	# of countries of operation	21	21	21	21
	# of facilities	174	121	129	129
<b>Employees by Region</b> (% contingent)	North America	43% (7%)	47% (7%)	47% (7%)	49% (8%)
	South America	6% (0%)	5% (0%)	6% (0%)	7% (0%)
	Europe	34% (2%)	30% (3%)	29% (1%)	27% (1%)
	Asia Pacific	17% (1%)	17% (4%)	18% (4%)	17% (3%)
<b>Innovation</b>	New customer programs launched	271	137	155	122
	Annual net new business (USD millions)	\$451	\$190	\$186	\$246
<b>WINNING IN THE WORKPLACE</b>					
<b>Employee Retention</b>	Total number of employees (includes contingent workers)	27,968	25,100	22,584	22,940
	Total number of contingent workers	-	-	-	2,907
	Total number of new employee hires (includes contingent workers)	9,801	9,847	8,312	11,758
	Total number of new contingent workers hired	-	-	-	4,498
	% internal fill rate (director & above)	70.3%	55.6%	60.0%	80.8%
	% internal fill rate (manager level)	47.0%	58.6%	50.4%	59.3%
	% voluntary employee turnover	14.7%	12.7%	19.8%	19.2%
	% total employee turnover	26.0%	26.0%	34.5%	35.8%
<b>Talent Development</b>	% employees receiving performance reviews (% of eligible salaried employees)	-	-	99.7%	99.9%

\*Original report published May 17, 2023 stated 135 facilities for 2022. As of May 3, 2024, this number has been updated to 129 to align with what we reported in our 2022 10K.

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<b>WINNING IN THE WORKPLACE</b>					
<b>Diversity &amp; Inclusion</b>	% women in the enterprise (salaried & hourly)	35.9%	36.4%	37.5%	38.4%
	% women in leadership (vice president & above)	24.0%	20.0%	22.2%	22.2%
	% women in leadership (including directors & above)	17.2%	16.4%	16.7%	15.9%
<b>Workforce Demographics</b>	<b>% U.S. Workforce by Ethnicity</b>				
	White	82%	83%	82%	81%
	Black	9%	8%	8%	8%
	Hispanic	4%	3%	3%	4%
	Asian	3%	3%	3%	3%
	Other	2%	3%	3%	4%
	<b>% U.S. Workforce by Age</b>				
	Under 30	20%	19%	19%	18%
	30-50	43%	44%	41%	42%
	Over 50	37%	38%	40%	41%
Not disclosed	0%	0%	0%	0%	
<b>Workforce Health &amp; Safety</b>	Total Recordable Incident Rate (employees & contractors / workers)	0.50	0.32	0.40	0.33
	Lost Time Incident Rate (employees & contractors / workers)	0.25	0.11	0.21	0.14
	Total Days Away, Restricted or Transferred (employees & contractors / workers)	-	-	1,318	1,221
	# of fatalities	0	0	0	0
	# of locations with 0 incident rate	19	29	23	25
	% of facilities ISO 45001 certified	24.7%	24.7%	37%	42%
<b>Community Involvement</b>	# of charities supported (since 2013)	120+	125+	140+	146+
	# of countries participating in community engagement (since 2013)	18	18	18	18
	Annual contributions (USD millions, approximately half from employee engagement)	\$1.5	\$0.7	\$0.6	\$0.4
	Total contributions (USD millions, approximately half from employee engagement)	\$13.5	\$14.2	\$14.8	\$15.4
	# of community engagements held	35,000	37,000	47,000	55,870
	Total employee volunteer hours	-	-	-	7,059
<b>ENHANCING PRODUCT VALUE</b>					
<b>Innovation, Materials &amp; Product Lifecycle</b>	<b>Innovation</b>				
	# of patents	23	23	8	21
	% research & development spend	3.7%	4.3%	3.9%	3.2%
	Major innovations introduced to market	11	16	7	12

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<b>ENHANCING PRODUCT VALUE</b>					
<b>Innovation, Materials &amp; Product Lifecycle</b>	<b>Product Lifecycle</b>				
	% of recycled materials used in products	-	-	-	-
	% revenue from products providing resource efficiency benefits <sup>1</sup>	\$424M / 14%	\$520M / 22%	\$725M / 31%	-
	% of products with resource-use benefits for customers or consumers	5%	8%	-	-
<b>Product Quality &amp; Safety</b>	<b>Product Quality</b>				
	# of recalls issued	0	0	1	0
	# of units recalled	0	0	572	0
	# of voluntary recalls	0	0	0	0
	# of involuntary recalls	0	0	1	0
	Fines associated with false marketing / advertising	0	0	0	0
	# of violations for non-conformance w/ labeling or marketing regulation	0	0	0	0
	% of significant product and service categories for which health and safety impacts are assessed for improvement	-	-	-	-
<b>Customer Satisfaction</b>	<b>Customer Scorecards</b>				
	% negative	7%	3.7%	2.4%	1.8%
	% positive	93%	96.3%	97.6%	98.2%
<b>RESPONSIBLE BUSINESS</b>					
<b>Board of Directors</b>	Total Directors	10	10	11	10
	# of Independent Directors	9	9	10	9
	% Independent Directors	90%	90%	91%	90%
<b>Board Demographics</b>	<b>% Directors by Ethnicity</b>				
	White	-	80%	82%	60%
	Black	-	0%	9%	10%
	Hispanic	-	10%	9%	10%
	Asian	-	0%	0%	0%
	Other	-	0%	0%	10%
	Not disclosed	-	10%	0%	10%
	<b>% Directors by Age</b>				
	Under 30	-	0%	0%	0%
	30-50	-	0%	0%	0%
Over 50	-	100%	100%	100%	

<sup>1</sup> The Company is re-evaluating a better approach to determine the metric "% revenue from products providing resource efficiency benefits" and may share updated data in our 2023 report.

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<b>RESPONSIBLE BUSINESS</b>					
<b>Board Demographics</b>	<b>% Directors by Gender</b>				
	Male	-	-	-	50%
	Female	-	-	-	30%
	Undisclosed	-	-	-	20%
<b>Business Ethics &amp; Integrity</b>	Employees completing Code of Conduct Training	-	98.2%	99.0%	99.6%
<b>Political Contributions</b>	Political contributions	\$0	\$0	\$0	\$0
	Lobbying contributions	\$0	\$0	\$0	\$0
	Trade association expenditures	\$0	\$0	\$0	\$0
<b>Responsible Sourcing</b>	% of new suppliers screened using social criteria	-	-	-	0%
	Average number of social issues per audit	-	-	-	0
	% of new suppliers screened using environmental criteria	-	-	-	0%
	Average number of environmental issues per audit	-	-	-	0
	% of procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally)	-	-	-	58%
<b>Energy, Emissions &amp; Waste</b>	<b>ISO Certification</b>				
	% of sites with ISO 14001 certification	84%	84%	82%	87%
	% of sites with ISO 50001 certification	-	-	10%	11%
	<b>Energy</b>				
	% grid electricity	100%	100%	100%	100%
	Natural gas (TWh)	0.43	0.34	0.32	0.34
	Coal consumption	-	-	0	0
	Other fuel (diesel)	-	-	0	0
	Electric power (TWh)	0.65	0.46	0.47	0.46
	Energy intensity (MWh / \$1000 revenue)	0.34	0.33	0.34	0.32
	% renewable energy	0	0	0	0
	% reduction in energy consumption	2.9%	27.6%	(1.4%)	1.6%

		2019	2020	2021	2022
<b>RESPONSIBLE BUSINESS</b>					
<b>Energy, Emissions &amp; Waste</b>	<b>Emissions</b>				
	Absolute Scope 1 emissions (thousand tonnes)	81.16	61.34	58.22	62.98
	Absolute Scope 2 emissions (thousand tonnes)	290.95	208.36	189.91	182.29
	% reduction in Scope 1 and 2 emissions (indexed over sales)	(9.7%)	5.2%	6.2%	8.8%
	Total CO <sub>2</sub> emissions (thousand tonnes)	372	270	248	245
	Total CO <sub>2</sub> emissions Intensity (tonnes CO <sub>2</sub> e / \$1,000 revenue)	0.1197	0.1135	0.1065	0.0971
	<b>Waste</b>				
	Total manufacturing waste to landfill (tonnes)	24,552	4,759	4,488	5,524
	% hazardous waste	4.0%	2.8%	4.9%	9.5%
	% waste recycled	78.7%	94.2%	93.2%	87.9%
	% of plants reporting >90% diversion rate	62%	69%	69%	69%
	Total waste generated (tonnes)	115,462	82,283	65,672	45,610
	Total waste to landfill (tonnes)	24,552	4,759	4,488	5,524
	Total hazardous waste (tonnes)	4,561	2,319	3,229	4,320
Total waste intensity (tonnes / \$1,000 revenue)	0.037	0.035	0.028	0.018	
<b>Other Environmental</b>	<b>Water</b>				
	Water withdrawn from public inlet (1,000 cubic meters)	2,702	1,934	1,857	1,765
	Water withdrawn from surface water (stream)	-	-	-	0
	Total water discharge	2,702	1,934	1,857	1,765
	Total water consumption	2,702	1,934	1,857	1,765
	Total freshwater use intensity (cubic meters / \$1,000 revenue)*	0.869	0.814	0.797	0.699
% of water usage in high or extremely high baseline stress area	26.0%	31.3%	29.5%	46.4%	
<b>Data Privacy, Cyber Security, and Digitization</b>	# of substantiated complaints received concerning breaches of customer privacy	-	-	-	0
	# of substantiated complaints received concerning breaches of customer privacy from outside parties	-	-	-	0
	# of substantiated complaints received concerning breaches of customer privacy from regulatory bodies	-	-	-	0