

KEY METRICS

		2021	2022	2023	2024
OVERVIEW					
Economic Performance	Revenue (USD billions)	\$2.33	\$2.53	\$2.82	\$2.73
	Adjusted EBITDA %	(0.3%)	1.5%	5.9%	6.6%
	Free cash flow (USD millions)	(\$212)	(\$107)	\$37	\$26
Total Sales by Region	North America	52%	58%	55%	58%
	South America	3%	4%	4%	4%
	Europe	24%	20%	24%	22%
	Asia Pacific	21%	18%	17%	16%
Operations	# of countries of operation	21	21	21	20
	# of facilities	129	129	128	124
Employees by Region (% contingent)	North America	47% (7%)	49% (8%)	51% (9%)	51% (8%)
	South America	6% (0%)	7% (0%)	8% (0%)	8% (0%)
	Europe	29% (1%)	27% (1%)	27% (2%)	27% (2%)
	Asia Pacific	18% (4%)	17% (3%)	15% (3%)	14% (2%)
Innovation	New customer programs launched	155	122	120	101
	Annual net new business (USD millions)	\$186	\$246	\$175	\$181
WINNING IN THE WORKPLACE					
Employee Retention	Total number of employees (includes contingent workers)	22,584	22,940	23,305	21,938
	Total number of contingent workers	-	2,907	3,309	2,579
	Total number of new employee hires (includes contingent workers)	8,312	11,758	11,311	7,929
	Total number of new contingent workers hired	-	4,498	5,166	3,416
	% internal fill rate (director & above)	60.0%	80.8%	36.4%	85.1%
	% internal fill rate (manager level)	50.4%	59.3%	59.5%	59.8%
	% voluntary employee turnover	19.8%	19.2%	15.2%	13.1%
	% total employee turnover	34.5%	35.8%	30.2%	26.2%
Talent Development	% employees receiving performance reviews (% of eligible salaried employees)	99.7%	99.9%	99.9%	100.0%

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WINNING IN THE WORKPLACE					
Diversity & Inclusion	% women in the enterprise (salaried & hourly)	37.5%	38.4%	39.5%	39.9%
	% women in leadership (vice president & above)	22.2%	22.2%	23.7%	20.6%
	% women in leadership (including directors & above)	16.7%	15.9%	17.1%	16.6%
Workforce Demographics	% U.S. Workforce by Ethnicity				
	White	82%	81%	81%	80%
	Black	8%	8%	8%	8%
	Hispanic	3%	4%	3%	3%
	Asian	3%	3%	3%	3%
	Other	3%	4%	5%	6%
	% U.S. Workforce by Age				
	Under 30	19%	18%	18%	18%
	30-50	41%	42%	41%	41%
	Over 50	40%	41%	41%	41%
	Not disclosed	0%	0%	0%	0%
Workforce Health & Safety	Total Recordable Incident Rate (employees & contractors / workers)	0.40	0.33	0.32	0.30
	Lost Time Incident Rate (employees & contractors / workers)	0.21	0.14	0.15	0.14
	Total Days Away, Restricted or Transferred (employees & contractors / workers)	1,318	1,221	1,180	1252.00
	# of fatalities	0	0	0	0
	# of locations with 0 incident rate	23	25	24	22
	% of facilities ISO 45001 certified	37%	42%	42%	42%
Community Involvement	Annual contributions (USD millions, approximately half from employee engagement)	\$0.6	\$0.4	\$0.6	\$0.4
	Total employee volunteer hours	-	7,059	6,830	7,097
ENHANCING PRODUCT VALUE					
Innovation, Materials & Product Lifecycle	Innovation				
	# of new patents filed	8	21	18	14
	% research, development & engineering spend	3.9%	3.2%	3.0%	2.9%
	Major innovations introduced to market	7	12	6	11

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ENHANCING PRODUCT VALUE					
Product Quality & Safety	Product Quality				
	# of recalls issued	1	0	2	1
	# of units recalled	572	0	1,017	362
	# of voluntary recalls	0	0	2	0
	# of involuntary recalls	1	0	0	1
	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	-	-	-	-
Customer Satisfaction	% positive customer scorecards	97.6%	98.2%	98.0%	97.4%
RESPONSIBLE BUSINESS					
Board of Directors	Total Directors	11	10	10	10
	# of Independent Directors	10	9	9	9
	% Independent Directors	91%	90%	90%	90%
Board Demographics	% Directors by Age				
	Under 30	0%	0%	0%	0%
	30-50	0%	0%	0%	0%
	Over 50	100%	100%	100%	100%
Business Ethics & Integrity	Employees completing Code of Conduct Training	99.0%	99.6%	98.6%	99.6%
Political Contributions	Political contributions	\$0	\$0	\$0	\$0
	Lobbying contributions	\$0	\$0	\$0	\$0
	Trade association expenditures	\$0	\$0	\$0	\$0
Responsible Sourcing	% of new suppliers screened using social criteria	-	0%	0%	0%
	Average number of social issues per audit	-	0	0	0
	% of new suppliers screened using environmental criteria	-	0%	0%	0%
	Average number of environmental issues per audit	-	0	0	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%	63%	64%

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RESPONSIBLE BUSINESS					
Energy, Emissions & Waste	ISO Certification				
	% of sites with ISO 14001 certification	82%	87%	90%	90%
	% of sites with ISO 50001 certification	10%	11%	10%	15%
	Energy				
	% grid electricity	100%	100%	100%	100%
	Natural gas (TWh)	0.32	0.34	0.39	0.34
	Coal consumption	0	0	0	0
	Other fuel (diesel)	0	0	0	0
	Electric power (TWh)	0.47	0.46	0.48	0.46
	Energy intensity (MWh / \$1000 revenue)	0.34	0.32	0.31	0.29
	% renewable energy	0	0	0	9.5%
	% reduction in energy consumption	(1.4%)	1.6%	(4.9%)	5.5%
	Emissions				
	Absolute Scope 1 emissions (thousand tonnes)	58.22	62.98	66.56	60.71
	Absolute Scope 2 emissions (thousand tonnes)	189.91	182.29	198.11	173.21
	% reduction in Scope 1 and 2 emissions (indexed over sales)	6.2%	8.8%	3.3%	5.4%
	Total CO ₂ emissions (thousand tonnes)	248	245	265	238
	Total CO ₂ emissions Intensity (tonnes CO ₂ e / \$1,000 revenue)	0.1065	0.0971	0.0939	0.0851
Energy, Emissions & Waste	Waste				
	Total manufacturing waste to landfill (tonnes)	4,488	5,524	6,488	7,060
	% hazardous waste	4.9%	9.5%	15.4%	16.2%
	% waste recycled	93.2%	87.9%	88.5%	88.8%
	% of plants reporting >90% diversion rate	69%	69%	60%	60%
	Total waste generated (tonnes)	65,672	45,610	56,621	62,972
	Total waste to landfill (tonnes)	4,488	5,524	6,488	7,060
	Total hazardous waste (tonnes)	3,229	4,320	8,694	10,172
	Total waste intensity (tonnes / \$1,000 revenue)	0.028	0.018	0.020	0.023

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RESPONSIBLE BUSINESS					
Water	Water withdrawn from public inlet (1,000 cubic meters)	1,857	1,765	1,617	1,613
	Water withdrawn from surface water (stream)	-	0	0	0
	Total water discharge	1,857	1,765	1,617	1613
	Total water consumption	1,857	1,765	1,617	1613
	Total freshwater use intensity (cubic meters / \$1,000 revenue)*	0.797	0.699	0.573	0.577
	% of water usage in high or extremely high baseline stress area	29.5%	46.4%	46.9%	41.0%
Data Privacy, Cybersecurity, A.I. & Digitization	# of substantiated complaints received concerning breaches of customer privacy	-	0	0	0
	# of substantiated complaints received concerning breaches of customer privacy from outside parties	-	0	0	0
	# of substantiated complaints received concerning breaches of customer privacy from regulatory bodies	-	0	0	0