Material Topic	2017	2018	2019	2020	2021	Context	GRI
OVERALL STAFF DEMOGRAPHICS Total staff (employees + contractors) (FTEs)						Full time = 0.8 - 1 FTE	
Employees = permanent; Contractors = fixed-term contracts	685	1023	1055	972	949	Part time = 0.8 - 1 FTE Part time = 0.1 - 0.79 FTE	102-7
Staff by gender (all staff) Male	484	736	759	711	690		
% of male staff	71%	730	72%	73%	73%		
Female % of female staff	201 29%	287 28%	296 28%	261 27%	259 27%		
Staff by employment contract & gender (all staff)		2070	2070	<u>'</u>	2770		102-8a
Employees (Male) Employees (Female)	360 146	488 210	580 243	542 204	519 197		
Total Employees	506	698	823	746	716		
Contractors (Male) Contractors (Female)	124 55	248 77	179 53	169 57	171 62		
Total Contractors	179	325	232	226	233		
Staff by employment type & gender (all staff) Full-time (Male)	454	703	727	662	653		102-8c
Full-time (Female)	175	250	259	228	225		
Part-time (Male) Part-time (Female)	30 26	33 37	32 37	49 33	37 34	17	
Staff by region and gender (all staff)	20	3/	3/	55	54		102-8c
Australia - Male Australia - Female	72 20	71 11	66 12	61 11	66 11		
Total Australia	92	82	78	72	77		
Canada - Male Canada - Female	168 102	335 165	355 169	323 141	311 147		
Total Canada	270	499	524	460	458		
France - Male France - Female	163 50	113 53	105 53	108 51	100 45		
Total France	166	166	158	159	145		
Central & Eastern Europe - Male Central & Eastern Europe - Female	7	8	11 5	10 6	10 6		
Total Central & Eastern Europe Total Central & Eastern Europe	9	11	16	16	16		
Germany - Male	31	36	40	32 7	31		
Germany - Female Total Germany	6 37	8 44	9 49	7 39	7 38		
Ireland - Male		75 22	66	64	63		
Ireland - Female Total Ireland		23 98	22 88	22 86	23 86		
Netherlands - Male	84	82	92	91	86		
Netherlands - Female Total Netherlands	16 100	14 96	12 104	13 104	10 96		
United States - Male	6	16	24	22	23		
United States - Female Total United States	5 11	11 27	13 38	10 32	10 33		
Percentage of workers defined as self-employed	5%	11%	7%	8%	7%		102-8d
Significant variations in employment numbers (e.g. seasonal changes) Percentage of employees covered by collective bargaining agreements	None 31%	None 23%	None 18%	None 20%	None 20%	Tour cites where collective becauseing in the sigh	102-8e
Percentage of employees covered by collective bargaining agreements	31%	23%	10%	20%	20%	Zero sites where collective bargaining is at risk	102-41, 407-1
DETAILED EMPLOYEE DEMOGRAPHICS - by Age and Gender	Regional breakdo	own available by				Broken down by region 2013-20; streamlined 2021	401-1
			request			Broken down by region 2010 20, occasionica 2021	401-1
Total employees by age and gender (#) Male under 30	34	50	69	56	37	51010111051110511105111051110511105111	401-1
Male under 30 Female under 30	34	17	69 19	14	11	<30: 7%	401-1
Male under 30 Female under 30 Male 30-50	10 234		69	14 369			4011
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50	10 234 90 92	17 332 133 106	69 19 380 146 116	14 369 134 117	11 353 124 129	<30: 7% 30-50: 66%	4011
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50	10 234 90	17 332 133	69 19 380 146	14 369 134	11 353 124	<30: 7% 30-50: 66% >50: 27%	4011
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30	10 234 90 92 46	17 332 133 106 60	69 19 380 146 116 60	14 369 134 117 56	11 353 124 129 62	<30: 7% 30-50: 66%	4011
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30	10 234 90 92 46	17 332 133 106 60 26 9	69 19 380 146 116 60	14 369 134 117 56	11 353 124 129 62 62	<30: 7% 30-50: 66% >50: 27%	4011
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female 30-50	10 234 90 92 46 10 1 21	17 332 133 106 60 26 9 109 52	69 19 380 146 116 60 37 13 70 24	14 369 134 117 56 6 2 17 2	11 353 124 129 62	<30: 7% 30-50: 66% >50: 27%	4011
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50	10 234 90 92 46 10 1 21 6	17 332 133 106 60 26 9 109 52 16	69 19 380 146 116 60 37 13 70 24 10	14 369 134 117 56 6 2 17 2 3	11 353 124 129 62 6 2 14 10	<30: 7% 30-50: 66% >50: 27%	7011
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female 30-50 Female over 50 Total new hires (includes 10 contract conversions)	10 234 90 92 46 10 1 21	17 332 133 106 60 26 9 109 52	69 19 380 146 116 60 37 13 70 24	14 369 134 117 56 6 2 17 2	11 353 124 129 62 62 6 2	<30: 7% 30-50: 66% >50: 27%	7011
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female 30-50 Female over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#)	10 234 90 92 46 10 1 21 6 9	17 332 133 106 60 26 9 109 52 16	69 19 380 146 116 60 37 13 70 24 10 3 157	14 369 134 117 56 6 2 17 2 3 1 1	11 353 124 129 62 6 2 14 10 3 6 41	<30: 7% 30-50: 66% >50: 27%	
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female 30-50 Female over 50 Female over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Female under 30	10 234 90 92 46 10 1 21 6 9 1 48	17 332 133 106 60 26 9 109 52 16 16 228	69 19 380 146 116 60 37 13 70 24 10 3 157	14 369 134 117 56 6 2 17 2 3 1 31	11 353 124 129 62 6 2 14 10 3 6 41	<30: 7% 30-50: 66% >50: 27%	
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Male 30-50	10 234 90 92 46 10 1 21 6 9 1 48	17 332 133 106 60 26 9 109 52 16 16 228	69 19 380 146 116 60 37 13 70 24 10 3 157	14 369 134 117 56 6 2 17 2 3 1 31 5 2	11 353 124 129 62 6 2 14 10 3 6 41	<30: 7% 30-50: 66% >50: 27%	
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Female under 30 Female 30-50 Female 30-50 Female 30-50 Female 30-50 Female 30-50 Male over 50	10 234 90 92 46 10 1 21 6 9 1 48	17 332 133 106 60 26 9 109 52 16 16 228 4 2 18 10 13	69 19 380 146 116 60 37 13 70 24 10 3 157	14 369 134 117 56 6 2 17 2 3 1 31 5 2 27 17 16	11 353 124 129 62 6 2 14 10 3 6 41	<30: 7% 30-50: 66% >50: 27%	
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Male 30-50 Female 30-50 Male over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Female 30-50 Female 30-50 Female 30-50 Female over 50 Female over 50	10 234 90 92 46 10 1 21 6 9 1 48 2 1 15 8 14	17 332 133 106 60 26 9 109 52 16 228 4 2 18 10 13 9	69 19 380 146 116 60 37 13 70 24 10 3 157	14 369 134 117 56 6 2 17 2 3 1 31 5 2 27 17 16 8	11 353 124 129 62 6 2 14 10 3 6 41 11 3 30 16 8 5	<30: 7% 30-50: 66% >50: 27%	
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Male 30-50 Female under 30 Male over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Male 30-50 Female 30-50 Female over 50 Total turnover 50 Turnover by age and gender (%)	10 234 90 92 46 10 1 21 6 9 1 48 2 1 15 8 14 4	17 332 133 106 60 26 9 109 52 16 228 4 2 18 10 13 9 56	69 19 380 146 116 60 37 13 70 24 10 3 157	14 369 134 117 56 6 2 17 2 3 1 31 5 2 27 17 16 8 75	11 353 124 129 62 6 2 14 10 3 6 41 11 3 30 16 8 5 73	<30: 7% 30-50: 66% >50: 27%	
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Male 30-50 Female under 30 Male 30-50 Female over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Male 30-50 Female over 50 Total new hires (impludes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Male 30-50 Female over 50 Female over 50 Total turnover Turnover by age and gender (%) Male under 30	10 234 90 92 46 10 1 21 6 9 1 48 2 1 15 8 14 4 4	17 332 133 106 60 26 9 109 52 16 16 228 4 2 18 10 13 9 56	69 19 380 146 116 60 37 13 70 24 10 3 157 9 3 28 12 10 11 73	14 369 134 117 56 6 2 17 2 3 1 31 5 2 27 17 16 8 75	11 353 124 129 62 6 2 14 10 3 6 41 11 3 30 16 8 5 73	<30: 7% 30-50: 66% >50: 27%	
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Male 30-50 Female over 50 Temale over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Female over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Male 30-50 Female over 50 Total turnover Turnover by age and gender (%) Male under 30 Female under 30 Male 30-50	10 234 90 92 46 10 1 21 6 9 1 48 2 1 15 8 14 4 4 4 4 4 4 0.4% 0.2% 3.0%	17 332 133 106 60 26 9 109 52 16 16 228 4 2 18 10 13 9 56	69 19 380 146 116 60 37 13 70 24 10 3 157 9 3 28 12 10 11 73 1.2% 0.4% 3.7%	14 369 134 117 56 6 2 17 2 3 1 31 5 2 27 17 16 8 75 0.6% 0.3% 3.4%	11 353 124 129 62 6 2 14 10 3 6 41 11 3 3 0 16 8 5 73 1.5% 0.4% 4.1%	<30: 7% 30-50: 66% >50: 27%	
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Female over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Male 30-50 Female over 50 Total turnover Turnover by age and gender (%) Male under 30 Female 30-50 Female 30-50 Female 30-50 Female 30-50 Female 30-50 Female 30-50	10 234 90 92 46 10 1 21 6 9 1 48 2 1 15 8 14 4 4 4 4 4 4 0.4% 0.2% 3.0% 0.4%	17 332 133 106 60 26 9 109 52 16 16 228 4 2 18 100 13 9 56 0.7% 0.3% 3.0% 0.4%	69 19 380 146 116 60 37 13 70 24 10 3 157 9 3 28 12 10 11 73 1.2% 0.4% 3.7% 0.4%	14 369 134 117 56 6 2 17 2 3 1 31 5 2 27 17 16 8 75 0.6% 0.3% 3.4% 0.5%	11 353 124 129 62 6 2 14 10 3 6 41 11 3 3 0 16 8 5 73 1.5% 0.4% 4.1% 0.5%	<30: 7% 30-50: 66% >50: 27%	
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Male 30-50 Female under 30 Male 30-50 Female under 30 Male 30-50 Female over 50 Total turnover Turnover by age and gender (%) Male under 30 Female over 50 Female over 50 Female over 50 Total turnover Turnover by age and gender (%) Male under 30 Male 30-50 Female over 50	10 234 90 92 46 10 1 21 6 9 1 48 2 1 15 8 14 4 4 4 4 4 4 4 2 2 3.0% 0.2% 3.0% 0.4% 0.2% 0.2% 0.2% 0.4% 0.2% 0.2% 0.2% 0.2% 0.2% 0.2% 0.2% 0.2	17 332 133 106 60 26 9 109 52 16 16 228 4 2 18 10 13 9 56 0.7% 0.3% 3.0% 0.4% 2.2% 1.5%	69 19 380 146 116 60 37 13 70 24 10 3 157 9 3 28 12 10 11 73 1.2% 0.4% 3.7% 0.4% 1.3% 1.4%	14 369 134 117 56 6 2 17 2 3 1 31 5 2 27 17 16 8 75 0.6% 0.3% 3.4% 0.5% 2.0% 1.0%	11 353 124 129 62 62 14 10 3 6 41 11 3 30 16 8 5 73 1.5% 0.4% 4.1% 0.5% 1.1%	<30: 7% 30-50: 66% >50: 27% 0.8-1.0 FTE permanent hires, including contractor conversions	
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Female over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Male 30-50 Female over 50 Total turnover Turnover by age and gender (%) Male under 30 Female over 50 Total Global Turnover Rate	10 234 90 92 46 10 1 1 21 6 9 1 48 2 1 15 8 14 4 4 4 4 4 4 4 4 4 0.4% 0.2% 3.0% 0.4% 2.8% 0.8% 8.7%	17 332 133 106 60 26 9 109 52 16 16 228 4 2 18 10 13 9 56 0.7% 0.3% 3.0% 0.4% 2.2% 1.5% 9.3%	69 19 380 146 116 60 37 13 70 24 10 3 157 9 3 28 12 10 11 73 1.2% 0.4% 3.7% 0.4% 1.3% 1.4% 9.6%	14 369 134 117 56 6 2 17 2 3 1 31 5 2 27 17 16 8 75 0.6% 0.3% 3.4% 0.5% 2.0% 1.0%	11 353 124 129 62 6 6 2 14 10 3 6 41 11 3 30 16 8 5 73 1.5% 0.4% 4.1% 0.5% 1.1% 0.7% 10.0%	<30: 7% 30-50: 66% >50: 27% 0.8-1.0 FTE permanent hires, including contractor conversions Turnover based on average annual headcount	
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Male 30-50 Female under 30 Male 30-50 Female under 30 Male 30-50 Female over 50 Total turnover Turnover by age and gender (%) Male under 30 Female over 50 Female over 50 Female over 50 Total turnover Turnover by age and gender (%) Male under 30 Male 30-50 Female over 50	10 234 90 92 46 10 1 21 6 9 1 48 2 1 15 8 14 4 4 4 4 4 4 4 2 2 3.0% 0.2% 3.0% 0.4% 0.2% 0.2% 0.2% 0.4% 0.2% 0.2% 0.2% 0.2% 0.2% 0.2% 0.2% 0.2	17 332 133 106 60 26 9 109 52 16 16 228 4 2 18 10 13 9 56 0.7% 0.3% 3.0% 0.4% 2.2% 1.5%	69 19 380 146 116 60 37 13 70 24 10 3 157 9 3 28 12 10 11 73 1.2% 0.4% 3.7% 0.4% 1.3% 1.4%	14 369 134 117 56 6 2 17 2 3 1 31 5 2 27 17 16 8 75 0.6% 0.3% 3.4% 0.5% 2.0% 1.0%	11 353 124 129 62 62 14 10 3 6 41 11 3 30 16 8 5 73 1.5% 0.4% 4.1% 0.5% 1.1%	<30: 7% 30-50: 66% >50: 27% 0.8-1.0 FTE permanent hires, including contractor conversions	401-1
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Female over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Male 30-50 Female over 50 Total turnover Turnover by age and gender (%) Male under 30 Female over 50 Total Global Turnover Rate	10 234 90 92 46 10 1 1 21 6 9 1 48 2 1 15 8 14 4 4 4 4 4 4 4 4 4 0.4% 0.2% 3.0% 0.4% 2.8% 0.8% 8.7%	17 332 133 106 60 26 9 109 52 16 16 228 4 2 18 10 13 9 56 0.7% 0.3% 3.0% 0.4% 2.2% 1.5% 9.3%	69 19 380 146 116 60 37 13 70 24 10 3 157 9 3 28 12 10 11 73 1.2% 0.4% 3.7% 0.4% 1.3% 1.4% 9.6%	14 369 134 117 56 6 2 17 2 3 1 31 5 2 27 17 16 8 75 0.6% 0.3% 3.4% 0.5% 2.0% 1.0%	11 353 124 129 62 6 6 2 14 10 3 6 41 11 3 30 16 8 5 73 1.5% 0.4% 4.1% 0.5% 1.1% 0.7% 10.0%	<30: 7% 30-50: 66% >50: 27% 0.8-1.0 FTE permanent hires, including contractor conversions Turnover based on average annual headcount May not be exact match to Row 14 due to changes in contractor status during the year	401-1
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Mew hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female under 30 Male over 50 Female over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Male 30-50 Female under 30 Male 30-50 Female under 30 Male 30-50 Female over 50 Total turnover Turnover by age and gender (%) Male under 30 Female over 50 Total durnover Turnover by age and gender (%) Male under 30 Female under 30 Female over 50 Total turnover Turnover by age and gender (%) Male under 30 Female under 30 Female under 30 Female over 50 Total Global Turnover Rate Net employment creation, permanent employees	10 234 90 92 46 10 1 1 21 6 9 1 48 2 1 15 8 14 4 4 4 4 4 4 4 4 4 0.4% 0.2% 3.0% 0.4% 2.8% 0.8% 8.7%	17 332 133 106 60 26 9 109 52 16 16 228 4 2 18 10 13 9 56 0.7% 0.3% 3.0% 0.4% 2.2% 1.5% 9.3%	69 19 380 146 116 60 37 13 70 24 10 3 157 9 3 28 12 10 11 73 1.2% 0.4% 3.7% 0.4% 1.3% 1.4% 9.6%	14 369 134 117 56 6 2 17 2 3 1 31 5 2 27 17 16 8 75 0.6% 0.3% 3.4% 0.5% 2.0% 1.0%	11 353 124 129 62 6 6 2 14 10 3 6 41 11 3 30 16 8 5 73 1.5% 0.4% 4.1% 0.5% 1.1% 0.7% 10.0%	<30: 7% 30-50: 66% >50: 27% 0.8-1.0 FTE permanent hires, including contractor conversions Turnover based on average annual headcount May not be exact match to Row 14 due to changes in contractor status	401-1
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female over 50 Female over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Female under 30 Female under 30 Male 30-50 Female under 30 Male 30-50 Female under 50 Total turnover Turnover by age and gender (%) Male over 50 Total turnover Turnover by age and gender (%) Male over 50 Female over 50 Total durnover Turnover by age and gender (%) Male under 30 Female over 50 Total Global Turnover Rate Net employment creation, permanent employees PARENTAL LEAVE (maternity, paternity, parental) Proportion of employees entitled to parental leave % Number of male employees who took parental leave	10 234 90 92 46 10 1 21 6 9 1 48 2 1 15 8 14 4 4 4 4 4 4 4 4 4 4 4 4 4	17 332 133 106 60 26 9 109 52 16 16 228 4 2 18 10 13 9 56 0.7% 0.3% 3.0% 0.4% 2.2% 1.5% 9.3% 171	69 19 380 146 116 60 37 13 70 24 10 3 157 9 3 28 12 10 11 73 1.2% 0.4% 3.7% 0.4% 1.3% 1.4% 9.6% 84	14 369 134 117 56 6 2 17 2 3 1 31 5 2 27 17 16 8 75 0.6% 0.3% 3.4% 0.5% 2.0% 1.0% 9.8% -44	11 353 124 129 62 6 6 2 14 10 3 6 41 11 3 30 16 8 5 73 1.5% 0.4% 4.1% 0.5% 1.1% 0.7% 10.0%	<30: 7% 30-50: 66% >50: 27% 0.8-1.0 FTE permanent hires, including contractor conversions Turnover based on average annual headcount May not be exact match to Row 14 due to changes in contractor status during the year All employees eligible for parental leave for birth or adoption aligned with	401-1
Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 New hires by age and gender (#) Male under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 Total new hires (includes 10 contract conversions) Turnover by age and gender (#) Male under 30 Female under 30 Female under 30 Female under 30 Female under 30 Male 30-50 Female 30-50 Male over 50 Female over 50 Total turnover Turnover by age and gender (%) Male under 30 Female over 50 Female over 50 Female under 30 Female under	10 234 90 92 46 10 1 21 6 9 1 48 2 1 15 8 14 4 4 4 4 4 4 4 4 4 4 4 4 4	17 332 133 106 60 26 9 109 52 16 16 228 4 2 18 100 13 9 56 0.7% 0.3% 3.0% 0.4% 2.2% 1.5% 9.3% 171	69 19 380 146 116 60 37 13 70 24 10 3 157 9 3 28 12 10 11 73 1.2% 0.4% 3.7% 0.4% 1.3% 1.4% 9.6% 84	14 369 134 117 56 6 2 17 2 3 1 31 5 2 27 17 16 8 75 0.6% 0.3% 3.4% 0.5% 2.0% 1.0% 9.8% -44	11 353 124 129 62 62 6 2 14 10 3 6 41 11 3 30 16 8 5 73 1.5% 0.4% 4.1% 0.5% 1.1% 10.0% -32	<30: 7% 30-50: 66% >50: 27% 0.8-1.0 FTE permanent hires, including contractor conversions Turnover based on average annual headcount May not be exact match to Row 14 due to changes in contractor status during the year All employees eligible for parental leave for birth or adoption aligned with local legislation Based on employees whose leave finished that year	401-1
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Material Topic	2017	2018	2019	2020	2021	Context	GRI
Number of women in all leadership roles (Team Lead and above)	21	32	28	30	31		
% of women in all leadership roles	16	19	16	17	17		
Number of women in executive roles (Vice President and above)					2	2021: first year of reporting	
% of women in executive roles						2021: 12 executive roles total	
TRAINING AND EDUCATION - PERMANENT EMPLOYEES							404-1
Hours of Training - Male	6,888	10,105	12,687	8,905	6,629		
Hours of Training - Female	1,638	2,918	2,927	1,363	1,790		
Total Hours of Training	8,526	13,023	15,614	10,268	8,419	2020-21: Reduced training due to COVID	
Average Hours of Training per employee - Male	19	21	22	16	13		
Average Hours of Training per employee - Female	11	14	13	6	9		
Average Hours of Training	17	19	20	14	12		
Administration Staff Hours of Training - Male	391	684	531	510	251		
Administration Staff Hours of Training - Female	877	1,427	1,388	610	516		
Production Staff Hours of Training - Male	6,497	9,422	12,156	8,395	6,378		
Production Staff Hours of Training - Female	391	1,491	1,539	753	1,274		
Administration Staff Average Hours of Training - Male	5	9	6	6	3		
Administration Staff Average Hours of Training - Female	8	11	9	4	4		
Production Staff Average Hours of Training - Male	23	23	26	18	15		
Production Staff Average Hours of Training - Female	24	19	25	14	22		
Hours of Training - all staff, including HSE and emergency response					13,864		
PERFORMANCE AND CAREER DEVELOPMENT - PERMANENT EMPLOYEES	5						404-3
Male employees with annual performance/career review	95%	100%	98%	97%	100%		
Female employees with annual performance/career review	94%	97%	95%	90%	95%		
Total employees with annual performance/career review	92%	99%	97%	95%	99%		