

Material Topic	2017	2018	2019	2020	2021	Context	GRI	
OVERALL STAFF DEMOGRAPHICS								
Total staff (employees + contractors) (FTEs) Employees = permanent; Contractors = fixed-term contracts	685	1023	1055	972	949	Full 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%	72%	72%	73%	73%			
Female	201	287	296	261	259			
% of female staff	29%	28%	28%	27%	27%			
Staff by employment contract & gender (all staff)								
Employees (Male)	360	488	580	542	519		102-8a	
Employees (Female)	146	210	243	204	197			
Total Employees	506	698	823	746	716			
Contractors (Male)	124	248	179	169	171			
Contractors (Female)	55	77	53	57	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)	30	33	32	49	37	17		
Part-time (Female)	26	37	37	33	34			
Staff by region and gender (all staff)								
Australia - Male	72	71	66	61	66		102-8c	
Australia - Female	20	11	12	11	11			
Total Australia	92	82	78	72	77			
Canada - Male	168	335	355	323	311			
Canada - Female	102	165	169	141	147			
Total Canada	270	499	524	460	458			
France - Male	163	113	105	108	100			
France - Female	50	53	53	51	45			
Total France	166	166	158	159	145			
Central & Eastern Europe - Male	7	8	11	10	10			
Central & Eastern Europe - Female	2	3	5	6	6			
Total Central & Eastern Europe	9	11	16	16	16			
Germany - Male	31	36	40	32	31			
Germany - Female	6	8	9	7	7			
Total Germany	37	44	49	39	38			
Ireland - Male		75	66	64	63			
Ireland - Female		23	22	22	23			
Total Ireland		98	88	86	86			
Netherlands - Male	84	82	92	91	86			
Netherlands - Female	16	14	12	13	10			
Total Netherlands	100	96	104	104	96			
United States - Male	6	16	24	22	23			
United States - Female	5	11	13	10	10			
Total United States	11	27	38	32	33			
Percentage of workers defined as self-employed	5%	11%	7%	8%	7%		102-8d	
Significant variations in employment numbers (e.g. seasonal changes)	None	None	None	None	None		102-8e	
Percentage of employees covered by collective bargaining agreements	31%	23%	18%	20%	20%	Zero sites where collective bargaining is at risk	102-41, 407-1	
DETAILED EMPLOYEE DEMOGRAPHICS - by Age and Gender								
	Regional breakdown available by request					Broken down by region 2013-20; streamlined 2021		401-1
Total employees by age and gender (#)								
Male under 30	34	50	69	56	37			
Female under 30	10	17	19	14	11	<30: 7%		
Male 30-50	234	332	380	369	353			
Female 30-50	90	133	146	134	124	30-50: 66%		
Male over 50	92	106	116	117	129			
Female over 50	46	60	60	56	62	>50: 27%		
New hires by age and gender (#)								
						0.8-1.0 FTE permanent hires, including contractor conversions		
Male under 30	10	26	37	6	6			
Female under 30	1	9	13	2	2			
Male 30-50	21	109	70	17	14			
Female 30-50	6	52	24	2	10			
Male over 50	9	16	10	3	3			
Female over 50	1	16	3	1	6			
Total new hires (includes 10 contract conversions)	48	228	157	31	41			
Turnover by age and gender (#)								
Male under 30	2	4	9	5	11			
Female under 30	1	2	3	2	3			
Male 30-50	15	18	28	27	30			
Female 30-50	8	10	12	17	16			
Male over 50	14	13	10	16	8			
Female over 50	4	9	11	8	5			
Total turnover	44	56	73	75	73			
Turnover by age and gender (%)								
Male under 30	0.4%	0.7%	1.2%	0.6%	1.5%			
Female under 30	0.2%	0.3%	0.4%	0.3%	0.4%			
Male 30-50	3.0%	3.0%	3.7%	3.4%	4.1%			
Female 30-50	0.4%	0.4%	0.4%	0.5%	0.5%			
Male over 50	2.8%	2.2%	1.3%	2.0%	1.1%			
Female over 50	0.8%	1.5%	1.4%	1.0%	0.7%			
Total Global Turnover Rate	8.7%	9.3%	9.6%	9.8%	10.0%	Turnover based on average annual headcount		
Net employment creation, permanent employees	4	171	84	-44	-32	May not be exact match to Row 14 due to changes in contractor status during the year	401-1	
PARENTAL LEAVE (maternity, paternity, parental)								
								401-3
Proportion of employees entitled to parental leave %	100	100	100	100	100	All employees eligible for parental leave for birth or adoption aligned with local legislation		
Number of male employees who took parental leave	7	6	5	5	16	Based on employees whose leave finished that year		
Number of female employees who took parental leave	6	7	9	10	7	"		
Total number of employees who took parental leave	13	13	14	15	23	"		
Number of male employees returned after parental leave	7	6	5	5	15	Returned from leave in the year forecast for return		
Number of female employees returned after parental leave	5	7	8	9	6	"		
Total number of employees returned after parental leave	12	13	13	14	21	"		
Rate of male employees who returned after parental leave	100%	100%	100%	100%	94%	"		
Rate of female employees who returned after parental leave	83%	100%	90%	93%	86%	"		
Retention: # of male employees 12 months after parental leave	6	6	5	5	8/9	Employed 12 months after their return date		
Retention: # of female employees 12 months after parental leave	2	5	7	8	5/6	"		
12-month retention rate: male employees	86%	100%	83%	100%	89%	"		
12-month retention rate: female employees	66%	100%	100%	100%	83%	"		
WOMEN IN LEADERSHIP - PERMANENT EMPLOYEES								

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					17	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							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%		