

Material Topic	2017	2018	2019	2020	2021	2022	Context	GRI/SASB
OVERALL STAFF DEMOGRAPHICS								
Total staff (employees + contractors) (FTEs) Employees = permanent; Contractors = fixed-term contracts	685	1023	1055	972	949	970	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	704		
% of male staff	71%	72%	72%	73%	73%	73%		
Female	201	287	296	261	259	266		
% of female staff	29%	28%	28%	27%	27%	27%		
Staff by employment contract & gender (all staff)								
Employees (Male)	360	488	580	542	519	537		102-8
Employees (Female)	146	210	243	204	197	203		
Total Employees	506	698	823	746	716	740		
Contractors (Male)	124	248	179	169	171	167		
Contractors (Female)	55	77	53	57	62	63		
Total Contractors	179	325	232	226	233	230		
Staff by employment type & gender (all staff)								
Full-time (Male)	454	703	727	662	653	689		102-8
Full-time (Female)	175	250	259	228	225	255		
Part-time (Male)	30	33	32	49	37	15		
Part-time (Female)	26	37	37	33	34	11		
Staff by region and gender (all staff)								
							% of total workforce	102-8
Australia - Male	72	71	66	61	66	77		
Australia - Female	20	11	12	11	11	12		
Total Australia	92	82	78	72	77	89	9%	
Canada - Male	168	335	355	323	311	315		
Canada - Female	102	165	169	141	147	153		
Total Canada	270	499	524	460	458	468	48%	
France - Male	163	113	105	108	100	95		
France - Female	50	53	53	51	45	43		
Total France	166	166	158	159	145	138	14%	
Central & Eastern Europe - Male	7	8	11	10	10	10		
Central & Eastern Europe - Female	2	3	5	6	6	6		
Total Central & Eastern Europe	9	11	16	16	16	16	2%	
Germany - Male	31	36	40	32	31	31		
Germany - Female	6	8	9	7	7	6		
Total Germany	37	44	49	39	38	37	4%	
Ireland - Male		75	66	64	63	65		
Ireland - Female		23	22	22	23	23		
Total Ireland		98	88	86	86	88	9%	
Netherlands - Male	84	82	92	91	86	85		
Netherlands - Female	16	14	12	13	10	14		
Total Netherlands	100	96	104	104	96	99	10%	
United States - Male	6	16	24	22	23	26		

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United States - Female	5	11	13	10	10	9			
Total United States	11	27	38	32	33	35	4%		
Percentage of workers defined as self-employed	5%	11%	7%	8%	7%	6%		102-8	
Significant variations in employment numbers (e.g. seasonal changes)	None	None	None	None	None	None		102-8	
Percentage of employees covered by collective bargaining agreements	31%	23%	18%	20%	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	401-1,405-1
Total employees by age and gender (#)							Male age not reported: 49; Female age not reported: 17		
Male under 30	34	50	69	56	37	52			
Female under 30	10	17	19	14	11	22	<30: 7%		
Male 30-50	234	332	380	369	353	421			
Female 30-50	90	133	146	134	124	148	30-50: 66%		
Male over 50	92	106	116	117	129	182			
Female over 50	46	60	60	56	62	79	>50: 27%		
New hires by age and gender (#)									
Male under 30	10	26	37	6	6	8			
Female under 30	1	9	13	2	2	8			
Male 30-50	21	109	70	17	14	38			
Female 30-50	6	52	24	2	10	19			
Male over 50	9	16	10	3	3	8			
Female over 50	1	16	3	1	6	5			
Total new hires	48	228	157	31	41	86			
Turnover by age and gender (#)									
Male under 30	2	4	9	5	11	1			
Female under 30	1	2	3	2	3	1			
Male 30-50	15	18	28	27	30	20			
Female 30-50	8	10	12	17	16	13			
Male over 50	14	13	10	16	8	12			
Female over 50	4	9	11	8	5	11			
Total turnover	44	56	73	75	73	58			
Turnover by age and gender (%)									
Male under 30	0.4%	0.7%	1.2%	0.6%	1.5%	0.1%			
Female under 30	0.2%	0.3%	0.4%	0.3%	0.4%	0.1%			
Male 30-50	3.0%	3.0%	3.7%	3.4%	4.1%	2.7%			
Female 30-50	0.4%	0.4%	0.4%	0.5%	0.5%	0.4%			
Male over 50	2.8%	2.2%	1.3%	2.0%	1.1%	1.6%			
Female over 50	0.8%	1.5%	1.4%	1.0%	0.7%	1.5%			
Total Global Turnover Rate	8.7%	9.3%	9.6%	9.8%	10.0%	8.0%	Turnover based on average annual headcount		
Net employment creation, permanent employees	4	171	84	-44	-32	28	May not be exact match to Row 12 due to changes in contractor status during the year	401-1	
PARENTAL LEAVE (maternity, paternity, parental)								401-3	

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Proportion of employees entitled to parental leave %	100	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	10	Employees whose leave began in 2022	
Number of female employees who took parental leave	6	7	9	10	7	4	"	
Total number of employees who took parental leave	13	13	14	15	23	14	"	
Number of male employees returned after parental leave	7	6	5	5	15	10/10	Returned from leave as expected or early in 2022	
Number of female employees returned after parental leave	5	7	8	9	6	5/5	"	
Total number of employees returned after parental leave	12	13	13	14	21	15/15	"	
Rate of male employees who returned after parental leave	100%	100%	100%	100%	94%	100%	"	
Rate of female employees who returned after parental leave	83%	100%	90%	93%	86%	100%	"	
Retention: # of male employees 12 months after parental leave	6	6	5	5	8/9	15/16	Remained 12 months after their return date	
Retention: # of female employees 12 months after parental leave	2	5	7	8	5/6	5/6	"	
12-month retention rate: male employees	86%	100%	83%	100%	89%	94%	"	
12-month retention rate: female employees	66%	100%	100%	100%	83%	83%	"	
WOMEN IN LEADERSHIP - PERMANENT EMPLOYEES								
Number of women in all leadership roles (Team Lead and above)	21	32	28	30	31	27		
% of women in all leadership roles	16	19	16	17	17	15		
Number of women in executive roles (Vice President and above)					2	2	2021: first year of reporting	
% of women in executive roles					17%	18%	2022: 11 executive roles (VP+) total; 2021 12 VP+	
TRAINING AND EDUCATION - PERMANENT EMPLOYEES								
Hours of Training - Male	6,888	10,105	12,687	8,905	6,629	13,036	Includes mandatory, compliance training vs MOI KPI, which does not	404-1
Hours of Training - Female	1,638	2,918	2,927	1,363	1,790	2,763		
Total Hours of Training	8,526	13,023	15,614	10,268	8,419	15,799		
Average Hours of Training per employee - Male	19	21	22	16	13	24	2020-21: Reduced training due to COVID	
Average Hours of Training per employee - Female	11	14	13	6	9	14		
Average Hours of Training	17	19	20	14	12	21		
Administration Staff Hours of Training - Male	391	684	531	510	251	1,647		
Administration Staff Hours of Training - Female	877	1,427	1,388	610	516	1,465		
Production Staff Hours of Training - Male	6,497	9,422	12,156	8,395	6,378	11,390		
Production Staff Hours of Training - Female	391	1,491	1,539	753	1,274	1,298		
Administration Staff Average Hours of Training - Male	5	9	6	6	3	17		
Administration Staff Average Hours of Training - Female	8	11	9	4	4	11		
Production Staff Average Hours of Training - Male	23	23	26	18	15	25		
Production Staff Average Hours of Training - Female	24	19	25	14	22	22		
Hours of Training - all staff, including contractors with HSE/emergency response training					13,864	19,889		
PERFORMANCE AND CAREER DEVELOPMENT - PERMANENT EMPLOYEES								
Male employees with annual performance/career review	95%	100%	98%	97%	100%	100%		404-3
Female employees with annual performance/career review	94%	97%	95%	90%	95%	98%		
Total employees with annual performance/career review	92%	99%	97%	95%	99%	99%		