

Material Topic	2020	2021	2022	2023	2024	Context	GRI/SASB
OVERALL STAFF DEMOGRAPHICS							
Total staff (employees + contractors) (FTEs)	972	949	970	991	964	Full time = 0.8 - 1 FTE Part time = 0.1 - 0.79 FTE	102-7
Employees = permanent; Contractors = fixed-term contracts							
% of male staff	73%	73%	73%	73%	74%		
% of female staff	27%	27%	27%	27%	26%		
Total Employees	746	716	740	740	743		
% of male employees	73%	72%	73%	72%	72%		
% female employees	27%	28%	27%	28%	28%		
Total Contractors	226	233	230	251	221		
% of male contractors	75%	73%	75%	75%	80%		
% of female contractors	25%	27%	25%	25%	20%		
Staff by region (all staff)						% of total workforce	102-8
Total Australia	72	77	89	97	37	4%	
Total Canada	460	458	468	444	339	35%	
Total France	159	145	138	147	122	13%	
Total Central & Eastern Europe	16	16	16	19	17	2%	
Total Germany	39	38	37	49	46	5%	
Total Ireland	86	86	88	90	79	8%	
Total Netherlands	104	96	99	108	73	8%	
Total United States	32	33	35	37	30	3%	
Percentage of employees covered by collective bargaining agreements	20%	20%	20%	16%	18%	Zero sites where collective bargaining is at risk	102-41, 407-1
DETAILED EMPLOYEE DEMOGRAPHICS						Broken down by region 2013-20; streamlined 2021	401-1,405-1
Total employees by age (%)							
Total under 30	9%	7%	10%	6%	5%		
Total 30 - 50	67%	67%	77%	65%	66%		
Total over 50	23%	27%	35%	29%	28%		
Total turnover	75	73	58	78	77		
Total Global Voluntary Turnover Rate	3.0%	8.0%	5.0%	4.0%	6.9%		
WOMEN IN LEADERSHIP - PERMANENT EMPLOYEES							
Number of women in all leadership roles (Team Lead and above)	30	31	27	26	30		
% of women in all leadership roles	17%	17%	15%	17%	18%		
Number of women in executive roles (Vice President and above)		2	2	3	3	2021: first year of reporting	
% of women in executive roles		17%	18%	25%	27%		
TRAINING AND EDUCATION - PERMANENT EMPLOYEES							404-1
Hours of Training - Male	8,905	6,629	13,036	14,624	19,239		
Hours of Training - Female	1,363	1,790	2,763	3,762	3,624		
Total Hours of Training	10,268	8,419	15,799	18,386	22,863	2020-21: Reduced training due to COVID	

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Average Hours of Training per employee - Male	16	13	24	27	36		
Average Hours of Training per employee - Female	6	9	14	18	17		
Average Hours of Training	14	12	21	25	31		
Hours of Training - all staff, including contractors / HSE Canada		13,864	19,889	20,936	27,735	2021: first year of reporting	
PERFORMANCE AND CAREER DEVELOPMENT - PERMANENT EMPLOYEES							404-3
Male employees with annual performance/career review	97%	100%	100%	100%	98%		
Female employees with annual performance/career review	90%	95%	98%	98%	97%		
Total employees with annual performance/career review	95%	99%	99%	99%	98%		