

Material Topic	2021	2022	2023	2024	2025	Context	SASB
OVERALL STAFF DEMOGRAPHICS						Note: as of 2025 we are no longer able to track training hours	
Total staff (employees + contractors) (FTEs)	949	970	991	964	847	Full time = 0.8 - 1 FTE Part time = 0.1 - 0.79 FTE	
Staff = permanent employees + contractors							
% of male staff	73	73	73	74	74		
% of female staff	27	27	27	26	26		
Total Employees	716	740	740	743	636		
% of male employees	72	73	72	72	72		
% female employees	28	27	28	28	28		
Total Contractors	233	230	251	221	211		
% of male contractors	73	73	75	80	81		
% of female contractors	27	27	25	20	19		
Staff by region (all staff)						Note: 2024 data revised to reflect all staff	
						% of total workforce	
Total Australia	77	89	97	107	105	11%	
Total Canada	458	468	444	419	357	37%	
Total France	145	138	147	133	127	13%	
Total Central & Eastern Europe	16	16	19	18	19	2%	
Total Germany	38	37	49	57	60	6%	
Total Ireland	86	88	90	98	89	9%	
Total Netherlands	96	99	108	100	90	9%	
Percentage of employees covered by collective bargaining agreements	20	20	16	18	25	Zero sites where collective bargaining is at risk	
DETAILED EMPLOYEE DEMOGRAPHICS							
Total employees by age (%)							
Total under 30	7	10	6	5	6		
Total 30 - 50	67	77	65	66	65		
Total over 50	27	35	29	28	30		
Total new hires	41	86	78	81	94		
% of positions filled internally	24	56	63	51	43		
Total turnover	73	58	78	77	203		

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Total Global Voluntary Turnover Rate (%)	8.0	5.0	4.0	6.9	9		
Total Global Turnover Rate (%)	10	8	7	10	18	Turnover based on average annual headcount *excludes positions reduced as a result of asset divestments in 2023 and 2025	
WOMEN IN LEADERSHIP - PERMANENT EMPLOYEES							
Number of women in all leadership roles (Team Lead and above)	31	27	26	30	30		
% of women in all leadership roles	17	15	17	18	20		
Number of women in executive roles (Vice President and above)	2	2	3	3	4	2021: first year of reporting	
% of women in executive roles	17	18	25	27	36		
PERFORMANCE AND CAREER DEVELOPMENT - PERMANENT EMPLOYEES							
% of male employees with annual performance/career review	100	100	100	98	100		
% of female employees with annual performance/career review	95	98	98	97	99		
Total % of employees with annual performance/career review	99	99	99	98	100		