

KEY METRICS

		2018	2019	2020	2021
OVERVIEW					
Economic Performance	Revenue (USD billions)	\$3.63	\$3.11	\$2.38	\$2.33
	Adjusted EBITDA %	10.3%	6.5%	1.5%	(0.3%)
	Free cash flow (USD millions)	(\$69)	(\$67)	(\$108)	(\$212)
Total Sales by Region	North America	53%	53%	51%	52%
	South America	3%	3%	3%	3%
	Europe	28%	28%	26%	24%
	Asia Pacific	16%	16%	20%	21%
Operations	# of countries of operation	21	21	21	21
	# of facilities	150+	174	121	129
Employees by Region (% contingent)	North America	-	43% (7%)	47% (7%)	47% (7%)
	South America	-	6% (0%)	5% (0%)	6% (0%)
	Europe	-	34% (2%)	30% (3%)	29% (1%)
	Asia Pacific	-	17% (1%)	17% (4%)	18% (4%)
Innovation	New customer programs launched	196	271	137	155
	Annual net new business (USD millions)	\$441	\$451	\$190	\$186
WINNING IN THE WORKPLACE					
Employee Retention	Total number of employees (includes contingent workers)	30,000	27,968	25,100	22,584
	Total number of new employee hires (includes contingent workers)	13,392	9,801	9,847	8,312
	% internal fill rate (director & above)	38.2%	70.3%	55.6%	60.0%
	% internal fill rate (manager level)	-	47.0%	58.6%	50.4%
	% voluntary employee turnover	13.6%	14.7%	12.7%	19.8%
	% total employee turnover	23.6%	26.0%	26.0%	34.5%
Talent Development	% employees receiving performance reviews (% of eligible salaried employees)	-	-	-	99.7%
Diversity & Inclusion	% women in the enterprise (salaried & hourly)	35.2%	35.9%	36.4%	37.5%
	% women in leadership (vice president & above)	21.6%	24.0%	20.0%	22.2%
	% women in leadership (including directors)	16.1%	17.2%	16.4%	16.7%

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WINNING IN THE WORKPLACE					
Workforce Demographics	% U.S. Workforce by Ethnicity				
	White	86%	82%	83%	82%
	Black	7%	9%	8%	8%
	Hispanic	3%	4%	3%	3%
	Asian	2%	3%	3%	3%
	Other	2%	2%	3%	3%
	% U.S. Workforce by Age				
	Under 30	20%	20%	19%	19%
	30-50	43%	43%	44%	41%
	Over 50	37%	37%	38%	40%
Not disclosed	0%	0%	0%	0%	
Workforce Health & Safety	Total Recordable Incident Rate (employees & contractors / workers)	0.58	0.50	0.32	0.40
	Lost Time Incident Rate (employees & contractors / workers)	0.25	0.25	0.11	0.21
	Total Days Away, Restricted or Transferred (employees & contractors / workers)	-	-	-	1318.00
	# of fatalities	0	0	0	0
	# of locations with 0 incident rate	19	19	29	23
	% of facilities ISO 45001 certified	17%	24.7%	24.7%	37%
Community Involvement (since 2013)	# of charities supported	100+	120+	125+	140+
	# of countries participating in community engagement	18	18	18	18
	Annual contributions (millions, approximately half from employee engagement)	\$2	\$1.5	\$0.7	\$0.6
	Total contributions (millions, approximately half from employee engagement)	\$12	\$13.5	\$14.2	\$14.8
	# of community engagements held	28,000	35,000	37,000	47,000
Innovation, Materials & Product Lifecycle*	Innovation				
	# of patents	39	23	23	8
	% research & development spend	3.4%	3.7%	4.3%	3.9%
	Major innovations introduced to market	10	11	16	7
	Product Lifecycle				
	% revenue from products providing resource efficiency benefits	-	\$424M / 14%	\$520M / 22%	\$725M / 31%

*The Company is re-evaluating a better approach to determine the metric "future % of products with resource-use benefits for customers or consumers" and may share updated data in our 2022 report."

		2018	2019	2020	2021
ENHANCING PRODUCT VALUE					
Product Quality & Safety	Product Quality				
	# of recalls issued	1	0	0	1
	# of units recalled	48,990	0	0	572
	# of voluntary recalls	0	0	0	0
	# of involuntary recalls*	1	0	0	1
	Fines associated with false marketing / advertising	0	0	0	0
	# of violations for non-conformance w/ labeling or marketing regulation	0	0	0	0
Customer Satisfaction	Customer Scorecards				
	% negative	-	7%	3.7%	2.4%
	% positive	-	93%	96.3%	97.6%
RESPONSIBLE BUSINESS					
Board of Directors	Total Directors	9	10	10	11
	# of Independent Directors	7	9	9	10
	% Independent Directors	77.8%	90%	90%	91%
Board Demographics	White	-	-	80%	82%
	Black	-	-	0%	9%
	Hispanic	-	-	10%	9%
	Asian	-	-	0%	0%
	Other	-	-	0%	0%
	Not disclosed	-	-	10%	0%
	Under 30	-	-	0%	0%
	30-50	-	-	0%	0%
Over 50	-	-	100%	100%	
Business Ethics & Integrity	Employees completing Code of Conduct Training	-	-	98.2	99%
Political Contributions	Political contributions	\$0	\$0	\$0	\$0
	Lobbying contributions	\$0	\$0	\$0	\$0
	Trade association expenditures	\$0	\$0	\$0	\$0
Energy, Emissions & Waste	ISO Certification				
	% of sites with ISO 14001 certification	81%	84%	84%	82%
	% of sites with ISO 50001 certification	-	-	-	10%

*Original report published May 17, 2022 stated 0 involuntary recalls for 2021. As of August 8, 2022, this number has been updated to 1 involuntary recall to reflect the recall recorded for the same year.

		2018	2019	2020	2021
RESPONSIBLE BUSINESS					
Energy, Emissions & Waste	Energy				
	% grid electricity	100%	100%	100%	100%
	Natural Gas (TWh)	0.46	0.43	0.34	0.32
	Coal Consumption	-	-	-	0
	Other Fuel (Diesel)	-	-	-	0
	Electric power (TWh)	0.67	0.65	0.46	0.47
	Energy intensity (MWh / \$1000 revenue)	0.31	0.34	0.33	0.34
	% renewable energy	-	-	-	-
	% reduction in energy consumption	3.7%	2.9%	27.6%	-1.4%
	Emissions				
	Absolute Scope 1 emissions (thousand tonnes)	85.26	81.16	61.34	58.22
	Absolute Scope 2 emissions (thousand tonnes)	310.66	290.95	208.36	189.91
	% reduction in Scope 1 and 2 emissions (indexed over sales)	7.9%	-9.7%	5.2%	6.2%
	Total CO2 emissions (thousand tonnes)	396	372	270	248
	Total CO2 emissions Intensity (tonnes CO2e / \$1000 revenue)	0.1091	0.1197	0.1135	0.1065
	Waste				
	Total manufacturing waste to landfill (tonnes)	-	24,552	4,759	4,488
	% hazardous waste	-	4.0%	2.8%	4.9%
	% waste recycled	-	78.7%	94.2%	93.2%
	% Of plants reporting >90% diversion rate	47%	62%	69%	69%
Total waste generated (tonnes)	-	115,462	82,283	65,672	
Total waste to landfill (tonnes)	-	24,552	4,759	4,488	
Total hazardous waste (tonnes)	-	4,561	2,319	3,229	
Total waste intensity (tonnes / \$1000 revenue)	-	0.037	0.035	0.028	
Other Environmental	Water				
	Water withdrawn from public inlet (1,000 cubic meters)	-	2,702	1,934	1,857
	Water withdrawn from surface water (stream)	-	-	-	-
	Total water discharge	-	2702	1934	1857
	Total water consumption	-	2702	1934	1857
	Total freshwater use intensity (cubic meters / \$1000 revenue)*	-	0.869	0.814	0.797
	% of water usage in high or extremely high baseline stress area	-	26.0%	31.3%	29.5%

*Original report published May 17, 2022 stated total freshwater use intensity points for 2020 and 2021 respectively 0.830 and 0.782 cubic meters per \$1000 revenue. These metrics have been updated as of August 8, 2022 due to an adjustment in sales figures for the corresponding years.