

KEY METRICS

		2020	2019	2018	2017
OVERVIEW					
Economic Performance	Revenue (USD billions)	\$2.38	\$3.11	\$3.63	\$3.62
	Adjusted EBITDA %	1.5%	6.5%	10.3%	12.5%
	Free cash flow (USD millions)	(\$108)	(\$67)	(\$69)	\$126
Total Sales by Region	North America	51%	53%	53%	52%
	South America	3%	3%	3%	3%
	Europe	26%	28%	28%	29%
	Asia Pacific	20%	16%	16%	16%
Operations	# of countries of operation	21	21	21	20
	# of facilities	121	174	150+	120+
Employees by Region (% Contingent)	North America	47% (7%)	43% (7%)	-	-
	South America	5% (0%)	6% (0%)	-	-
	Europe	30% (3%)	34% (2%)	-	-
	Asia Pacific	17% (4%)	17% (1%)	-	-
Innovation	New customer programs launched	137	271	196	169
	Annual net new business (USD millions)	\$190	\$451	\$441	\$453
WINNING IN THE WORKPLACE					
Employee Retention	Total number of employees (includes contingent workers)	25,100	27,968	30,000	32,000
	Total number of new employee hires (includes contingent workers)	9,847	9,801	13,392	12,427
	% internal fill rate (director & above)	55.6%	70.3%	38.2%	55.7%
	% internal fill rate (manager level)	58.6%	47.0%	-	-
	% voluntary employee turnover	12.7%	14.7%	13.6%	16.7%
	% total employee turnover	26.0%	26.0%	23.6%	24.8%
Diversity & Inclusion	% women in the enterprise (salaried & hourly)	36.4%	35.9%	35.2%	35.1%
	% women in leadership (vice president & above)	20.0%	24.0%	21.6%	20.0%
	% women in leadership (including directors)	16.4%	17.2%	16.1%	13.7%
Workforce Demographics	% U.S. Workforce by Ethnicity				
	White	83%	82%	86%	83%
	Black	8%	9%	7%	9%
	Hispanic	3%	4%	3%	3%
	Asian	3%	3%	2%	2%
	Other	3%	2%	2%	3%

		2020	2019	2018	2017
WINNING IN THE WORKPLACE					
Workforce Demographics	% U.S. Workforce by Age				
	Under 30	19%	20%	20%	18%
	30-50	44%	43%	43%	44%
	Over 50	38%	37%	37%	38%
	Not disclosed	0%	0%	0%	0%
Workforce Health & Safety	Total Recordable Incident Rate (employees & contractors / workers)	0.32	0.50	0.58	0.50
	Lost Time Incident Rate (employees & contractors / workers)	0.11	0.25	0.25	0.21
	# of Fatalities	0	0	0	0
	% of locations with 0 incident rate	29	19	19	20
	% of facilities ISO 45001 certified	24.7%	24.7%	17%	-
Community Involvement (since 2013)	# of charities supported	125+	120+	100+	100+
	# of countries participating in community engagement	18	18	18	16
	Annual contributions (millions, approximately half from employee engagement)	\$0.7	\$1.5	\$2	-
	Total contributions (millions, approximately half from employee engagement)	\$14.2	\$13.5	\$12	\$10
	# of community engagements held	37,000+	35,000+	28,000+	20,000+
ENHANCING PRODUCT VALUE					
Innovation, Materials & Product Lifecycle	Innovation				
	# of patents	23	23	39	22
	% research & development spend	4.3%	3.7%	3.4%	3.5%
	Major innovations introduced to market	16	11	10	9
	Product Lifecycle				
	% revenue from products that provide resource efficiency benefits during their use phase	\$520M / 22%	\$424M / 14%	-	-
	% of products with resource-use benefits for customers or consumers	8%	5%	-	-
Product Quality & Safety	Product Quality				
	# of recalls issued	0	0	1	0
	# of units recalled	0	0	48,990	0
	# of voluntary recalls	0	0	0	0
	# of involuntary recalls	0	0	1	0
	Fines associated with false marketing / advertising	\$0	\$0	\$0	\$0
Customer Satisfaction	Customer Scorecards				
	% negative	3.7%	7%	-	-
	% positive	96.3%	93%	-	-
RESPONSIBLE BUSINESS					
Board of Directors	Total Directors	10	10	9	9
	# of Independent Directors	9	9	7	7
	% Independent Directors	90%	90%	77.8%	77.8%

		2020	2019	2018	2017
RESPONSIBLE BUSINESS					
Board Demographics	% of Board by Ethnicity				
	White	80%	-	-	-
	Black	0%	-	-	-
	Hispanic	10%	-	-	-
	Asian	0%	-	-	-
	Other	0%	-	-	-
	Not disclosed	10%	-	-	-
	% of Board by Age				
	Under 30	0%	-	-	-
	30-50	0%	-	-	-
Over 50	100%	-	-	-	
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	84%	84%	81%	80%
	Energy				
	% grid electricity	100%	100%	100%	100%
	Electric power (TWh)	0.46	0.65	0.67	0.70
	% reduction in total energy consumption (Scope 1 and 2)	27.6%	2.9%	3.7%	-2.4%
	Emissions				
	Absolute Scope 1 emissions (thousand tonnes)	61.34	81.16	85.26	87.03
	Absolute Scope 2 emissions (thousand tonnes)	208.36	290.95	310.66	338.40
	% reduction in Scope 1 and 2 emissions (indexed to \$ sales)	5.2%	-9.7%	7.9%	9.6%
	Waste				
	Total manufacturing waste to landfill (tonnes)	4,759	24,552	-	-
	% hazardous waste	2.8%	4.0%	-	-
	% waste recycled	94.2%	78.7%	-	-
	% Of plants reporting >90% diversion rate	69%	62%	47%	35%
	Total waste generated (tonnes)	82,283	56,976	-	-
Total waste to landfill (tonnes)	4,759	24,552	-	-	
Total hazardous waste (tonnes)	2,319	4,561	-	-	
Other Environmental	Water				
	Water withdrawn from public inlet (1,000 cubic meters)	1,934	2,702	-	-
	Water withdrawn from surface water (stream)	0	0	-	-
	Total water discharge	1,934	2,702	-	-
	Total water consumption	1,934	2,702	-	-
% of water usage in high or extremely high baseline stress area	31.3%	26.0%	-	-	