

Community & Sustainable Healthcare

2022	2023	2024	
70	73	135	
\$800,000	\$730,000	\$1,353,850	
2022	2023	2024	
13	20	7	
\$1.7 million	\$3.7 million	\$1.06 million	
2022	2023	2024	
8	12	18	
\$1 million	\$4.8 million	\$2.2 million	
2022	2023	2024	
185,000	250,000	269,993	
2022	2023	2024	
2022 29	2023 17	2024 18	
	70 \$800,000 2022 13 \$1.7 million 2022 8 \$1 million	70 73 \$800,000 \$730,000 2022 2023 13 20 \$1.7 million \$3.7 million 2022 2023 8 12 \$1 million \$4.8 million	



Planet & Environment

Greenhouse Gas Emissions (metric tonnes CO ₂ e)	2019	2023	2024
Scope 1 & 2	86,628	74,455	70,239
Scope 1	15,877	16,126	16,256
Scope 2 (market-based)	70,751	58,329	53,983
Scope 3	391,390	370,718	
Purchased goods and services	299,828	288,693	
Upstream transportation and distribution	64,423	59,296	
Waste generation in operations	2,508	1,999	
Business travel	24,631	20,730	
Total Emissions	478,018	445,173	

^{*}We plan to share our remaining scope 3 2024 emissions later in 2025.

Total Energy Usage (kWh)	2019	2023	2024
Total Electricity	139,916,946	120,968,972	118,666,451
Renewable electricity	66,479	7,516,136	7,236,702
Purchased electricity	139,850,467	113,452,836	111,429,749
Gas	36,127,381	20,875,340	19,577,734
Total Energy	176,044,327	141,844,312	138,244,185



Planet & Environment

Waste (kg)	2019	2023	2024
Hazardous	677,196	403,143	455,883
Non-Hazardous	6,068,778	5,595,278	5,237,906
Waste to Landfill	2,342,384	1,413,921	1,102,107
Water Usage (m3)	2019	2023	2024
Water	560,788	581,493	410,031



Talent Recruitment	2022	2023	2024
% of U.S. hires for externally filled roles came via an employee referral ⁸	27%	22%	26%
Employee referral bonus sum ¹⁴	\$460,000	\$360,000	\$245,500
New hire response rate ⁸	87%	87%	81%
New hire survey satisfaction rate ⁸	100%	100%	100%

Employee Engagement	2022	2023	2024
Employee experience survey response rate	83%	85%	91%
Employee experience survey satisfaction score (eSat)	77	75	77

% of open roles filled with internal candidates ⁸	2022	2023	2024
Total	24%	24%	31%

Global New Hires	2022		2023		2024	
Gender	#	%	#	%	#	%
Female	3,304	58.4%	2,104	55.2%	1,501	58.9%
Male	2,345	41.5%	1,703	44.7%	1,044	41.0%
Unknown/Undeclared	5	0.1%	5	0.1%	2	0.1%
Grand Total	5,654	100.0%	3,812	100.0%	2,547	100.0%



¹⁴ Employee referral bonuses for U.S. only.

Global New Hires	2022		2023		2024	
Age Band	#	%	#	%	#	%
<30	3,271	57.9%	1,909	50.1%	1,013	39.8%
30-39	1,336	23.6%	1,059	27.8%	789	31.0%
40-49	706	12.5%	579	15.2%	447	17.5%
50+	341	6.0%	265	6.9%	298	11.7%
Grand Total	5,654	100.0%	3,812	100.0%	2,547	100.0%

Global New Hires	2022		2023		2024	
Region	#	%	#	%	#	%
Asia-Pacific	2,010	35.6%	286	7.5%	354	13.9%
Europe, Middle East and Africa	543	9.6%	259	6.8%	301	11.8%
Latin America	2,087	36.9%	2,221	58.3%	1,054	41.4%
North America	1,014	17.9%	1,046	27.4%	838	32.9%
Grand Total	5,654	100.0%	3,812	100.0%	2,547	100.0%



U.S. New Hires	2022		2023		2024	
Ethnicity	#	%	#	%	#	%
American Indian/Alaskan Native	3	0.3%	4	0.4%	5	0.6%
Asian	127	12.6%	121	11.6%	145	17.4%
Black	231	22.9%	253	24.3%	121	14.5%
Choose not to answer	25	2.5%	85	8.1%	37	4.4%
Hawaiian/Other Pacific Island	2	0.2%	2	0.2%	0	0.0%
Hispanic	97	9.6%	89	8.5%	98	11.7%
Two or More Races	22	2.2%	28	2.7%	34	4.1%
Two or More Races	501	49.7%	461	44.2%	395	47.3%
Grand Total	1008	100.0%	1,043	100.0%	835	100.0%

Global Tenure	2022		2023		2024	
Workforce	#	%	#	%	#	%
<1	3,543	22.9%	2,034	14.2%	1,825	12.9%
1-2	2,808	18.2%	4,003	28.0%	3,634	25.7%
3-5	3,349	21.6%	2,772	19.3%	2,690	19.0%
6-11	2,454	15.9%	2,517	17.6%	2,957	21.0%
11-14	1,034	6.7%	873	6.1%	878	6.2%
15+	2,281	14.7%	2,117	14.8%	2,148	15.2%
Grand Total	15,469	100.0%	14,316	100.0%	14,132	100.0%
Average Tenure	6.8		6.9		7.3	



Global Tenure	2022 2023		2024			
Senior Management ⁹	#	%	#	%	#	%
<1	4	4.4%	2	2.4%	5	6.7%
1-2	11	12.1%	9	11.0%	5	6.7%
3-5	12	13.2%	14	17.1%	6	8.0%
6-11	21	23.1%	16	19.5%	17	22.7%
11-14	20	22.0%	21	25.6%	17	22.7%
15+	23	25.2%	20	24.4%	25	33.3%
Grand Total	91	100.0%	82	100.0%	75	100%
Average Tenure	10.8		11.8		12.1	

Global Workforce Turnover Rate	2022	2023	2024
Involuntary	9.5%	15.2%	5.2%
Voluntary	21.7%	20.5%	14.4%
Total	31.2%	35.7%	19.6%
Global Senior Management ⁹ Turnover Rate	2022	2023	2024

Involuntary Voluntary	8.8%	6.0%	5.3%
Total	8.8%	6.0%	5.3%
	15.4%	18.1%	21.3%



Training hours for full-time non-manufacturing employees (via Connect Learning Platform and LinkedIn Learning) ¹⁵	Average # of Hours 2022	2023	2024
Male	7.2	7.9	10.5
Female	8.0	8.7	11.7
Other	3.8	5.6	6.5

Training hours for full-time non-manufacturing employees (via Connect Learning Platform and LinkedIn Learning) ¹⁵	Average # of Hours 2022	2023	2024
Senior Management ⁹	8.6	6.5	5.3
Manager	10.0	13.1	17.9
Individual Contributor	6.8	7.8	10.6
Support Staff	6.4	4.5	6.1

U.S. Parental Leave	2023	2024	2023	2024	2023	2024	2023	2024
Year	Eligible for P	arental Leave	# of Employees that us	ed Paid Parental Leave 16	Unpaid Parent	al Leave Used ¹⁷	Returned	l to Work
Male	2,131	2,155	56	68	11	12	56	68
Female	1,760	1,780	35	47	21	24	35	47
Other	8	8	0	0	0	0	0	0
Total	3,899	3,943	91	115	32	36	91	115

% returned to work after leave	2022	2023	2024
Male	98%	100%	100%
Female	97%	100%	100%
Total	98%	100%	100%



¹⁵ 2022 and 2023 includes Connect Learning only. 2024 includes both Connect Learning and LinkedIn Learning.

¹⁶ Includes parental leave that was initiated in 2023

¹⁷ Unpaid parental leave is used after paid parental leave is exhausted

Region	2022		2023		2024	
Workforce	#	%	#	%	#	%
Asia-Pacific	4,458	28.8%	4,174	29.2%	3,989	28.2%
Europe, Middle East and Africa	3,126	20.2%	2,841	19.8%	2,844	20.1%
Latin America	4,042	26.1%	3,281	22.9%	3,447	24.4%
North America	3,843	24.9%	4,020	28.1%	3,852	27.3%
Grand Total	15,469	100.0%	14,316	100.0%	14,132	100.0%

Region	20	2022 2023)23	2024	
Senior Management ⁹	#	%	#	%	#	%
Asia-Pacific	3	3.3%	4	4.9%	6	8.0%
Europe, Middle East and Africa	17	18.7%	15	18.3%	12	16.0%
North America	71	78.0%	63	76.8%	57	76.0%
Grand Total	91	100.0%	82	100.0%	75	100.0%



Global Gender	20	22	20	23	20	24
Workforce	#	%	#	%	#	%
Female	9,089	58.8%	8,376	58.5%	8,318	58.8%
Male	6,372	41.2%	5,931	41.4%	5,806	41.1%
Other	8	0.0%	9	0.1%	8	0.1%
Grand Total	15,469	100.0%	14,316	100.0%	14,132	100.0%
Global Gender	20	22	20	23	20	24
Senior Management ⁹	#	%	#	%	#	%
Female	23	25.3%	21	25.3%	16	21.3%
Male	68	74.7%	61	74.7%	59	78.7%
Grand Total	91	100.0%	82	100.0%	75	100.0%
U.S. Ethnicity	20	22	2023		2024	
Workforce	#	%	#	%	#	%
American Indian/Alaskan Native	16	0.4%	18	0.5%	17	0.5%
Asian	514	13.5%	474	11.9%	511	13.4%
Black	462	12.1%	478	12.0%	458	12%
Choose not to answer/Other	60	1.6%	185	4.6%	127	3.3%
Hawaiian/Other Pacific Island		0.007	5	0.1%	4	0.1%
	8	0.2%	5	0.170		01170
Hispanic	315	8.3%	338	8.5%	352	9.2%
Hispanic	315	8.3%	338	8.5%	352	9.2%



U.S. Ethnicity	20)22	20)23	20	2024	
Senior Management ⁹	#	%	#	%	#	%	
American Indian/Alaskan Native	1	1.4%	1	1.6%	1	1.7%	
Asian	3	4.2%	2	3.2%	3	5.3%	
Choose not to answer	1	1.4%	3	4.7%	3	5.3%	
Hispanic	2	2.8%	2	3.2%	2	3.5%	
Two or More Races	1	1.4%	0	0.0%	0	0.0%	
White	63	88.8%	55	87.3%	48	84.2%	
Grand Total	71	100.0%	63	100.0%	57	100.0%	
Global Terminations	2022 2023)23	20	24		
Gender	#	%	#	%	#	%	
Undeclared/Unknown	1	0.0%	4	0.1%	3	0.1%	
Female	2,878	59.7%	2,835	55.7%	1,586	57.4%	
Male	1,945	40.3%	2,250	44.2%	1,175	42.5%	
Grand Total	4,824	100.0%	5,089	100.0%	2,764	100.0%	
Global Terminations	20)22	20	2023		24	
Age Band	#	%	#	%	#	%	
<30	2,253	46.7%	2,140	42.1%	893	32.3%	
30-39	1,192	24.7%	1,381	27.1%	787	28.5%	
40-49	698	14.5%	884	17.4%	576	20.8%	
50+	681	14.1%	684	13.4%	508	18.4%	
Grand Total	4,824	100.0%	5,089	100.0%	2,764	100.0%	



Global Senior Management ⁹ Terminations	2022 2023		2024			
Age Band	#	%	#	%	#	%
<30	0	0.0%	0	0.0%	0	0.0%
30-39	0	0.0%	0	0.0%	0	0.0%
40-49	3	21.4%	6	40.0%	7	43.7%
50+	11	78.6%	9	60.0%	9	56.3%
Grand Total	14	100.0%	15	100.0%	16	100.0%

Global Senior Management ⁹ Terminations by Gender	2022		2023		2024	
Gender	#	%	#	%	#	%
Male	10	71.4%	13	86.7%	10	62.5%
Female	4	28.6%	2	13.3%	6	37.5%
Other	0	0.0%	0	0.0%	0	0.0%
Grand Total	14	100.0%	15	100.0%	16	100.0%

Global Workforce	2022		2023		2024	
Age Band	#	%	#	%	#	%
<30	4,080	26.4%	3,427	24.0%	3,123	22.1%
30-39	4,203	27.1%	4,054	28.3%	4,142	29.3%
40-49	3,909	25.3%	3,712	25.9%	3,640	25.8%
50+	3,277	21.2%	3,123	21.8%	3,227	22.8%
Grand Total	15,469	100.0%	14,316	100.0%	14,132	100.0%
Average Age	39.4		40.0		40.4	



Global Senior Management ⁹	2022		2023		2024	
Age Band	#	%	#	%	#	%
30-39	3	3.3%	2	2.4%	1	1.3%
40-49	35	38.5%	26	31.7%	23	30.7%
50+	53	58.2%	54	65.9%	51	68.0%
Grand Total	91	100.0%	82	100.0%	75	100.0%
Average Age	51.2		52.1		53.2	

Year	2019	2020	2021	2022	2023	2024
DART Rate ¹¹	0.94	0.76	0.59	0.42	0.39	0.24

Year	2019	2020	2021	2022	2023	2024
Fatalities ¹¹	0	0	0	0	0	0



Ethics & Governance

Board of Directors by Gender	2022	2023	2024
Male	67%	67%	67%
Female	33%	33%	33%
Board of Directors by Ethnicity	2022	2023	2024
White	89%	78%	78%
Non-white	11%	22%	22%
Board of Directors Average Tenure	2022	2023	2024
Years	7.6	6.6	7.6
Board of Directors Average Age	2022	2023	2024
Years	64.1	62.8	63.8
Completion Rate of Code of Ethics Training	2022	2023	2024
%	96%	97%	98%



