ENVIRONMENTAL ¹	2021	2022	2023
Energy Sources (MMBtu)			
Electricity	96,484	104,124	101,551
Natural gas	72,432	88,216	84,068
Delivered Heat	4,460	5,633	5,188
Fuel Use	26,364	39,778	29,210
Diesel	14,024	13,701	10,135
Propane	1,269	1,478	1,489
Aviation Fuel	11,071	24,599	17,586
Solar Energy	2,075	2,739	2,052
Renewable Energy % of Total	1.0%	1.1%	0.9%
Absolute Energy Consumed (MMBtu)	201,815	240,490	222,068
Energy Usage Intensity (MMBtu per million revenue)	144.1	151.2	133.4
Electricity Usage Intensity (MMBtu per million revenue)	68.9	65.5	61.0
Total Energy Use by Region (MMBtu)			
United States	133,279	164,870	155,072
Outside of United States	68,536	75,620	66,996
Electricity Use by Region (MMBtu)			
United States	63,080	66,470	66,176
Outside of United States	33,404	37,654	35,374
Non-Renewable Fuel Use by Region (MMBtu)			
United States	12,754	26,763	19,422
Outside of United States	13,610	13,015	9,787
Total GHG Emissions (metric tonnes CO2e)	14,829	17,019	15,175
Scope 1 GHG Emissions	6,365	7,871	6,837
Scope 2 GHG Emissions — Location Based	8,464	9,148	9,509
Scope 2 GHG Emissions – Market Based		_	8,338
GHG Emissions by Region (metric tonnes CO2e)			
United States			
Scope 1 GHG Emissions	4,000	5,781	5,142
Scope 2 GHG Emissions	6,771	7,226	7,515
Scope 2 GHG Emissions – Market Based	_	_	7,211
Outside of United States			
Scope 1 GHG Emissions	2,364	2,090	1,695
Scope 2 GHG Emissions	1,693	1,923	1,994

ENVIRONMENTAL ¹	2021	2022	2023
Scope 2 GHG Emissions – Market Based	_	_	1,128
GHG Intensity (metric tonnes CO2e per million revenue)			
Scope 1 GHG Emission Intensity	4.54	4.00	3.82
Scope 2 GHG Emissions Intensity	6.04	5.32	5.09
Scope 1 and 2 GHG Emissions Intensity	10.59	10.70	9.82
Water			
Water Withdrawal (million gallons)	33.11	35.78	31.63
Groundwater	2.78	3.41	2.99
Municipal	30.33	32.37	28.63
Water Withdrawal Intensity (million gallons per million revenue)	0.024	0.023	0.019
Water Discharge (million gallons)	32.46	34.81	30.68
Public Owned Sewer System	31.81	33.83	29.73
Irrigation	0.12	0.45	0.61
Used in Product	0.53	0.53	0.34
Water Consumption (million gallons)	0.65	0.98	0.95
Waste ² (100 pounds)			
Waste Generated	_	_	123,219
Incinerated – No Energy Recovery	_	_	1,568
Incinerated – With Energy Recovery	_	_	3,300
Landfilled	_	_	38,809
Recycled	_	_	79,041
Treated onsite and reused	_	_	500
Landfill Diversion Rate	_	_	69%
Landfill Waste Intensity (100 pounds landfilled/million revenue)	_	_	23.32
Hazardous Waste % of total	_	_	10%
Non-Hazardous Waste % of total	_	_	90%
Number of Sites Included in Reporting			
Energy	34	36	36
Water	26	28	29
Waste	_	-	29
Facilities certified to ISO 14001 ³	3 sites / 13%	3 sites / 13%	3 sites / 13%
Environmental/Ecological Violations⁴ (equal to or greater than \$10,000 USD)			
Number of violations of legal obligations/regulations	0	0	0
Amount of fines/penalties related to the above	\$0	\$0	\$0
Proportion of Product Revenue from Products and Services with Beneficial Environmental Impact	73%	71%	71%

SOCIAL ¹	2021	2022	2023
Number of Employees	4,761	5,233	5,098
Global Retention⁵	89%	89%	89%
Years Average Tenure	11	10	9.4
Workforce Composition			
United States	45%	46%	47%
Outside of United States	55%	54%	53%
Туре			
Full-time	_	98%	97%
Part-time Part-time	_	2%	3%
Gender			
Female	16%	16%	17%
Male	83%	83%	82%
Chose Not to Disclose	1%	1%	1%
By Age Group/Generation			
18–24	2%	3%	6%
25–40	38%	39%	40%
41–56	40%	39%	37%
57–75	21%	19%	17%
Diversity Among Our Leadership			
Women (Global)			
Executive Leadership Team and Direct Reports	25%	27%	30%
Women General Managers	5%	12%	17%
Women Business Unit Leadership	21%	20%	26%
Minority Leaders (United States)			
Executive Leadership Team and Direct Reports	29%	29%	26%
General Managers	20%	22%	19%
Business Unit Leadership	26%	29%	32%
Safety Performance ⁶			
Near Miss Frequency Rate (per 100 employees working a full year)	195	226	265
Internal Audits Conducted Globally	445	194	785
Total Recordable Incident Rate (total number of injuries and illness per 100 employees working a full year)	0.44	0.74	0.37
Lost Time Incident Rate (injuries resulting in days away from work per 100 employees working a full year)	0.20	0.20	0.09
Fatalities	0	0	0

GOVERNANCE	2021	2022	2023
Board of Directors			
Number of Directors	10	8	7
Independent Non-Employee Directors	9	7	6
Women	30%	38%	43%
Gender, Racial and/or Ethnic Board Diversity	50%	63%	57%
Average Years Tenure of Directors	7	7.75	8
Supplier Diversity ¹			
Number of Diverse Suppliers	_	11	11
Spend with Diverse Suppliers	_	\$7.27 Million	\$9.14 Million
Revenue (millions)	\$1,401	\$1,590	\$1,664

¹Prior year metrics have been restated, where possible, due to the divestiture of the AeroTech business in 2023. ²Due to limitations in data availability at some U.S. sites, estimations have been made to quantity volumes of waste generated and disposed of.

³Percentage of total sites is reflective of our 23 major manufacturing sites.

⁴This data does not include our AeroTech business that was divested in 2023. At the present time, we do not have active remediation efforts; all sites under remediation are below action level.

⁵Inclusive of voluntary turnover only. Does not include involuntary turnover or retirement.

⁶Our global safety rates include regular employees, temporary and supervised contractors.