Employment Practices

Our Workforce

GRI 401-1, 401-2, 401-3

Celestica's policy on equal employment opportunity prohibits discrimination based on race, color, creed, religion, national origin, gender, sexual orientation, gender identity, age, marital status, veteran or disability status, or other characteristics protected by law. This policy applies to hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral and other aspects of employment and also states that retaliation against a person who files a charge of discrimination, participates in a discrimination proceeding, or otherwise opposes an unlawful employment practice is not tolerated.

Celestica examines actual and potential impacts that can occur as a result of our operations. Stakeholders are involved in the process of identifying impacts, as well receiving updates on how the material topic affects our operations. Celestica recognizes that our operations can have an actual or potential impact on employees and Celestica itself such as:

- Legal
- Reputational
- Business Relationships
- Company Values

Celestica measures the success of our ethical employment practices through various Key Performance Indicators (KPIs) that are collected and analyzed annually, including new hires, turnover rates, gender diversity and ethics hotline reporting. Celestica uses these metrics to inform our management approach.

Our Management Approach

- Uphold the Responsible Business Alliance Code of Conduct
- Uphold ethical labour and employment practices
- Review and evolve our Total Rewards strategy to ensure Celestica remains competitive in the attraction, engagement and retention of our talented workforce
- Enhance our approach to the effective integration and assimilation of new employees
- Embed Celestica's Leadership Imperatives throughout our people practices

- Govern and enhance our annual performance management cycle
- Ensure learning and development is accessible to all employees so they can develop the skills and experiences required to be successful
- Conduct an annual talent and succession review focused on the identification and development of employees with the potential to take on roles with broader complexity and scope in the future
- Commit to recognition programs that create an environment where employees are acknowledged for their contributions and impact

Diversity and Inclusion

GRI 405-1, 405-2

Celestica is committed to fostering a diverse and inclusive culture in which employees bring their best selves to work; contribute their ideas, experiences, and talents; and add value to their team and to the company overall. We recognize and are proud that our workforce has a variety of backgrounds, experiences, and perspectives. Celestica believes that the diversity of our talented workforce is a competitive advantage, and we continue to focus on Diversity and Inclusion (D&I) in our people practices. Celestica embraces diversity of gender, race, age, ethnicity, religious or cultural background, disability, marital or family status, sexual orientation, gender identity, education, experiences, perspectives, language, and other areas of potential differences. We are committed to providing a work environment in which everyone feels accepted and valued by being treated fairly and with dignity and respect across the organization. Celestica is committed to protecting the human rights of all employees across our operations.

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- Employee Wellness
- Reputational
- Business relationships
- Legal

Celestica measures the success of D&I initiatives through a variety of metrics including online training course participation, global D&I survey responses,and progress towards our goal of female board composition of 30% by 2023. Celestica uses these metrics to inform our management approach.

Our Management Approach

- Establish and maintain Celestica's global Diversity and Inclusion Policy

- Attract, engage, develop and retain a diverse pool of top talent to achieve business growth and performance

- Foster a respectful, supportive and collaborative environment in which all employees feel valued and can realize their full potential and thrive

- Strive to increase diversity at all levels of leadership and across our geographies, disclosing statistics of representation on boards and in executive positions

- Strengthen and expand inclusion practices in our pipeline of talent, and take purposeful steps to build a strong practice and integrate diversity and inclusion into our company's culture.

- Expand mentorship programs to promote skill development and advancement of women in leadership roles

- Continue to raise awareness through continuous training and education

- Launched D&I Leading Inclusively for people leaders covering topics of microaggressions and managing biases with 62% participation rate at the Director level of people leaders

- Launched D&I training for hiring managers

- Expanded our employee-led employee resource groups to five (Celestica Women's Network, Celestica Black Employee Network, Celestica Pride Network, Celestica Indigenous Affinity Group, and Celestica Next Gen) each of which is championed by a member of senior management.

- Updated HR Policies and Practices to reduce the perception of favouritism (e.g. promotions and overtime).

- Matured our D&I scorecard by adding new key performance indicators (KPIs) to track and report.

Employee Wellness

Promoting the health and wellness of our employees is a crucial element of our sustainability strategy, and we are committed to providing a healthy, supportive, and safe workplace. The need to recognize the importance of employee wellness has never been so great. Our employees rose to the challenge of working through the stressful circumstances of the evolving global pandemic to continue to deliver for our customers. Challenges aren't unique to Celestica—research continues to note a dramatic rise in mental health challenges across the globe since the onset of the pandemic.

In an effort to globally expand our employee wellness initiatives, Celestica launched the Global Employee Wellness program. The program provides employees with resources, insights and best practices to promote employee health and wellbeing. We also partnered with an external vendor who provides expert information on its mental health and well-being platform that all employees and their family members can access. Topics covered include: mental health stigma, achieving work-life balance, addressing anxiety, building resilience, getting better sleep, adding more movement to your life, and eating for optimal health.

In addition to our global program, employees at each site actively contribute to Celestica's wellness programs. Many sites offer wellness initiatives each year, including annual voluntary health checks, fitness competitions, and communication platforms to share ideas. We also offer sick leave programs, paid time-off, and other benefits on a regional or site level to support employees when they become ill.

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- Company Values
- Employee Retention
- Legal Obligations
- Business Growth

Celestica measures the success of employee wellness programs by analyzing the results of our global 'Your Voice' survey, global turnover rate, employee participation in our Time Off to Volunteer (TOV) Program. Celestica's 'Your Voice' Employee Engagement survey ensures that we understand employee sentiment in specific areas such as performance enablement, employee experience, and leadership. Based on the survey results, we implement improvements at the team, site, function, and overall company levels to ensure Celestica remains a great place to work. Our goal is to ensure our employees feel supported, and appreciated for their work. It is our responsibility as a company to ensure every employee is given a safe and positive work environment. Celestica uses these metrics to inform our management approach.

Our Management Approach

- Develop positive employment practices to create a healthy work environment for our global workforce
- Provide a competitive benefits package based on local market practices in the countries where we operate
- Annual analysis of the 'Your Voice' Survey to further enhance employee wellness initiatives and resources
- Share information on benefits with our employees and track benefits in each of our regions
- Embrace a pay-for-performance philosophy through Celestica's Total Rewards programs
- Recognize and reward employees for achieving corporate performance goals as well as individual goals and objectives

Learning and Development

GRI 404-1, 404-2, 404-3

Celestica creates its global learning and development programs to attract, retain, and develop employees. We also encourage employees to manage their careers, expand their knowledge and skills, and foster personal growth by engaging in new projects and initiatives or taking on new roles and responsibilities. Celestica examines actual and potential impacts that can occur as a result of our operations. Stakeholders are involved in the process of identifying impacts, as well receiving updates on how the material topic affects our operations. Celestica recognizes that our operations can have an actual or potential impact on employees and Celestica itself such as:

- Encourage employees to invest in more education and strive for higher roles within the organization
- Contribute to employee wellness
- Training related to the environment can influence waste generation and material selection
- Cost associated with providing resources for employee training (conferences, travel, courses etc.)

Our Learning Management System offers various courses, and resources covering a wide range of topics and skills. To enhance leadership effectiveness and career growth across the organization this year, we launched a new mentoring program and continued with the virtual delivery of our key global development programs. Our comprehensive Customer Focused Team (CFT) Academy and our People Leadership Development Program (PLDP) were delivered virtually to employees in customer-facing roles within our operations teams and new, emerging and existing people leaders across our networks. A global internal target is set annually for the total amount of completed training hours and each site tracks the number of training hours completed on a monthly basis. The metrics are published in our Key Performance Indicator (KPI) Summary that can be found in our sustainability report.

Our Management Approach
- Link learning and development goals to Celestica's strategy, as well as individual and team goals

- Take a holistic and inclusive approach to talent development by providing access to various types of development opportunities (formal training, informal/relational learning (i.e. mentoring and coaching) and on-the-job experiences

- Identify our employees' strengths and development needs and create robust development plans to support employees' career growth

- Implement learning and development programs to enhance employees' ability to perform their day-to-day work, respond to business needs, and enabling them to progress toward their career goals

- Ensure we can adapt existing program delivery methods and content to respond to evolving employee development needs and unforeseen global circumstances (i.e. Covid)

- Create and assess training programs that focus on technical, enabling skills and leadership & soft skills

- Promote various development programs and opportunities available to broaden and deepen skills

- Analyze results by continually reviewing feedback and measures of program effectiveness

- Empower our People Leaders to embrace continuous learning and improvement in diversity, inclusion and cultural competence

Performance Management
Our Management Approach

- Identify strategic goals and focus areas annually to drive a one-company, one-vision approach as a foundation to performance management
- Create a continuous performance management culture which is built on ongoing coaching discussions throughout the year between managers and employees, real-time crowdsourced feedback and employee development and growth opportunities that are tied to performance outcomes
- Establish performance objectives with all permanent, full-time Celestica employees that align to strategic focus areas, and the goals of their broader function and team
- Create and renew development plans aligned with performance goal-setting to ensure employees have the requisite skills for their role, prepare for future roles and experience meaningful career growth
- Review and assess performance and development objectives, milestones and measures and alignment to our five Leadership Imperatives at mid-year and year-end
- Align performance outcomes to the talent and succession review process, learning and development activities, and Total Rewards and Recognition

Talent and Succession Review
Our Management Approach

- Assess talent and determine suitable succession candidates using a common set of criteria
- Conduct an annual talent assessment and succession review for management-level roles
- Review executive succession annually with Celestica's Board of Directors
- Increase talent visibility across the organization to strengthen diversity of succession plans
- Strengthen capabilities across the organization and drive employee and successor/high potential talent developmentMeasure success by tracking key performance indicators
- Provide thorough education, guidance and resources to enable people leaders to effectively assess, develop and engage/retain talent

Local Communities

Celestica is committed to supporting the communities in which we work and live. Celestica provides up to 16 paid hours per calendar year for employees to use for volunteering, either individually or as a group with other employees. Celestica recognizes that our operations can have an impact on the environment and local community members such as:

- Emissions from facilities can affect local environment and air quality
- Improve employee wellness
- Employee outreach activities can engage local community
- Collaboration initiatives can affect waste management
- Networking

Celestica examines actual and potential impacts that can occur as a result of our operations. Stakeholders are involved in the process of identifying impacts, as well receiving updates on how the material topic affects our operations. Celestica's Time Off to Volunteer (TOV) Policy addresses how Celestica mitigates the potential negative impacts that can occur, as well as outlines the requirements that must be met to participate in the program. Employee volunteer hours are collected on a quarterly basis and reported to the Chief Operating Officer. Volunteer initiatives are shared across all sites using an online community platform, as well as our sustainability report. Celestica measures the success of the TOV program by analyzing the metrics associated with employee participation and whether site-specific and/or global TOV targets were met.

Our Management Approach

- Maintain Celestica's Time Off to Volunteer (TOV) Policy
- Create annual global and site-specific targets for employee participation in TOV
- Communicate volunteer opportunities and share successes through community posts and emails to employees
- Empower site ambassadors to promote TOV opportunities and track participation progress
- Promote TOV participation through Celestica's internal sustainable workspace pledge