



Employment Practices

Our Workforce

Our Management Approach

- 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

Our Management Approach

- Attract, engage, develop and retain a diverse pool of top talent to achieve business growth and performance
- Strive to provide a respectful, supportive and collaborative environment in which all employees can realize their full potential as they grow with the company
- Strive to increase the representation of women at all levels of leadership and across our geographies, disclosing statistics of female representation on boards and in executive positions and establishing a strategy of diversity and inclusion
- Develop peer mentorship programs to support gender diversity

Occupational Health and Safety

Our Management Approach

- Encourage all employees to be responsible for safety, a core value of our operations

- Conduct frequent reporting on Environmental Health and Safety (EHS) leading and lagging indicators at each site
- Conduct third-party legal compliance audits and take timely action to correct any deficiencies
- Perform internal peer assessments to the [Responsible Business Alliance Code of Conduct](#) within each region
- Align with and obtain internationally recognized EHS management system requirements such as OHSAS 18001/ISO 45001
- Provide additional focus for sites requiring improvements, including special attention to any new sites in the network and review process effectiveness
- Partner with regulators, customers and employees to continually improve workplace health and safety
- Share best practices across the Celestica network

Employee Benefit Practices

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
- 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

Our Management Approach

- Link learning and development goals to Celestica's strategy, as well as individual and team goals
- 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 respond to business needs, while enabling them to achieve their career goals
- Assess training programs from both technical and leadership skills perspectives
- Promote various development programs and opportunities available to broaden and deepen skills
- Analyze results by continually reviewing feedback and measures of program effectiveness

Performance Management

Our Management Approach

- Identify strategic goals and focus areas annually to drive a one-company, one-vision approach as a foundation to employee objective setting
- Determine annual executive objectives and goals that align with the strategic focus areas
- 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 and align with performance goal-setting to ensure employees have the requisite skills for their role, prepare for future roles and experience meaningful career growth
- Encourage ongoing, future-focused performance conversations and coaching throughout the year to drive results at the individual, team and organizational level
- 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
- Measure 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

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