



# Finding the Way

Sustainability Report 2021



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# About This Report

This year's report summarizes our sustainability program's key activities, performance, and results in the 2021 calendar year.



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# A Letter from Rob Mionis GRI 102-14



We are living through one of the most complex periods in recent history shaped by the effects of a global pandemic, growing social challenges and the increasing impacts of climate change – all of which demand bold and urgent action.

The challenges may be great, but the collective desire of our employees, customers and suppliers to address them strengthens each year. We believe actions speak louder than words, which is why we have integrated strong environmental, social and governance (ESG) principles and practices into every aspect of our business for more than two decades.

The good news is that doing what's right for our world is also good for our business. We are increasingly being chosen as a respected partner by customers looking to lessen their own environmental impact by working closely with sustainably responsible suppliers. And we have a new generation of workers coming into the business who care deeply about purpose and want to work for socially responsible organizations.

Our ESG strategy is built on minimizing the environmental impact of our operations and supply chain, supporting our local communities, and creating a vibrant, positive workplace that empowers our people. But we also recognize that some issues demand global action. That is why we remain proudly committed and supportive of the United Nations Global Compact (UNGC) and its 10 principles, the world's largest corporate sustainability initiative. Our first Communication on Progress for the UNGC is included in this report. We're also a long-time supporter of the United Nations Sustainable Development Goals (SDGs) and have prioritized 10 SDGs that we believe present the greatest opportunity to effect meaningful change.

We know that to bring our future to life we must embed Diversity and Inclusion (D&I) deeper into the fibre of our company. In 2021 we launched a revitalized, multi-tiered D&I program for our 20,000 employees around the world. Its elements included global D&I training for all employees; the introduction

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of new Employee Resource Groups to provide support and create an environment in which people feel encouraged to be their authentic selves; the celebration of a Global Day for Diversity & Inclusion Awareness and Dialogue; and more.

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## Our Progress

Our annual Sustainability Report charts the progress we made in 2021 and what we hope to achieve in 2022 and beyond. Here are some of the highlights:

- In 2021, as the impact of climate-related events became increasingly apparent, the Celestica Board of Directors expanded our ESG practices throughout the business. In-depth reports and key risks are provided regularly to the Board and compensation for members of the senior executive is tied to achieving sustainability targets.
- We are making excellent progress against our target to reduce absolute Scope 1 and Scope 2 greenhouse gas (GHG) emissions 30% by 2025 from a 2018 base year, achieving a 63% reduction.
- Last year, we also formalized a new global energy management system called the Energy Consumption Roadmap Reviews (ECRR) that mandates our facilities to set energy reduction targets, track and measure progress, and encourage collaboration and knowledge-sharing across our network of operations.
- More than 96% of employees completed new global Diversity & Inclusion training.
- Our culture of sustainability expands beyond our company to our suppliers. In 2021, we launched our Supplier Management Playbook providing suppliers with insight to Celestica's Preferred Supplier Program, driving partnership, value and continuous improvement through the value chain.

## Looking Ahead

While I am very proud of the progress we made in 2021, we are committed to doing even more in 2022 and in the years that follow. We'll be turning our focus to reducing our Scope 3 emissions, advancing the circular economy through IT asset disposition support, investing in renewable technologies, and investigating additional ways to reduce our water usage.

Together with our employees, customers, suppliers, investors and partners, Celestica will continue to do the right thing to help build a more sustainable and equitable future.



Rob Mionis  
President and Chief Executive Officer

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# Introduction GRI 102-50, 102-53

Celestica has long believed that fostering a company-wide culture of sustainability focused on supporting people, the planet, and the communities in which we operate, is the right thing to do and is good for business. An emphasis on sound Environmental, Social and Governance practices, including Diversity and Inclusion and combating climate change, remained at the forefront in 2021 as people and societies around the world continue to demand progress in these areas.

Through our sustainability initiatives, we collaborate with each other, as well as our customers and suppliers, to drive positive change within our company and in our communities.

Using the United Nations Sustainable Development Goals as our guide, we focus on four key pillars: our planet, our products and services, our people, and our communities. This report illustrates the progress we have made in the last year in these areas and to help sustain a better future for all.

We welcome your feedback on our activities and performance. If you have any comments or questions, please contact Celestica's Sustainability team at [sustainability@celestica.com](mailto:sustainability@celestica.com).

## Brand and Values GRI 102-2, 102-16

**We foster a high-integrity work environment based on our strong corporate brand and values.**

**Our mission:** At Celestica we enable the world's best brands. We build trusted relationships and solve complex technology challenges to help our customers realize greater value, potential, and outcomes.

**Our values:** Our corporate culture is based on the key values of teamwork, ingenuity, confidence, and care. These values guide employees' decision-making and represent a call to action for our people. We hold ourselves and each other accountable to our values in all of our interactions.



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# Celestica's Response to COVID-19

COVID-19 continued to challenge our business continuity plans and ESG practices in 2021 with extraordinary real-life stress tests—and we are proud of how Celestica has navigated the associated challenges.

We continue to use the implications of the pandemic to test and improve our disaster recovery and business continuity plans and emerge stronger and far more capable to deal with future crises, including climate-related crises, in whatever form they may take.

As a global company, the pandemic affected each of the regions where we operate, and our teams moved quickly and decisively to respond. Our priorities have remained to keep our employees healthy and safe, prevent the spread of the virus in the communities in which we operate, and ensure minimal disruption to our operations and customers.

Over the past two years, our global COVID-19 Response team, consisting of employees from our Health and Safety, Human Resources, Supply Chain, Information Technology (IT), Operations, and Communications teams have been closely monitoring developments around the globe and taking action to protect employees. In addition, teams at each of our sites have been responsible for implementing protocols at their locations.

We continue to base our actions on international advisories and guidance received from the World Health Organization (WHO), the United States Centers for Disease Control and Prevention (CDC), and local governments.

We maintained robust measures at sites to protect our employees and ensure our ability to operate. These include temperature screening, distributing personal protective equipment (PPE), social distancing, heightened hygiene practices, and deep cleaning of our facilities. We also restricted non-essential travel and site visits and significantly expanded our work-from-home policies. Each COVID-19 case was handled with care and consideration, and we worked closely with local authorities to establish robust quarantine protocols to reduce transmission. Throughout the pandemic, our global manufacturing facilities were considered "critical" or "essential" under applicable regulations and remained operational.

We constantly monitored the status of the global supply chain and remained vigilant in taking a proactive, disciplined approach to mitigating our customers' supply challenges. We bolstered our Supply Chain team and maintained contact with our critical suppliers to align lead times and help customers get their products to market on time.

Our Global Logistics team closely tracked inbound and outbound status of shipments, as well as mode of transportation options between our suppliers, manufacturing sites, and customers. We worked collaboratively with our carriers, suppliers, sites, and customers to overcome constraints and maintain material and product flow in an effort to meet customer demand and scheduling.

We remain committed to adapting to our customers' evolving priorities. Because customer meetings and site visits were halted, we embraced new ways to stay connected. We developed a Virtual Customer Experience program that transformed traditional customer meetings and site visits, quarterly



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business reviews, new product introductions, and audit processes. Rolling the program out across all sites enabled us to maintain strong relationships with our customers. Even after the pandemic ends, we expect to leverage this program to reduce travel and contribute to our sustainability goals by reducing emissions.

Celestica played a leadership role in the battle against COVID-19 by partnering with our customers who are the healthcare sector's leading original equipment manufacturers to meet the growing need for high-quality medical equipment on the front lines. We contributed directly to the design and dramatically increased production of a range of ventilators, portable ultrasound devices, and critical components for respirator systems and blood analyzer devices, to name just a few.

Supporting the communities in which we operate is critical to Celestica's culture. In this time of great need our teams came together to support our local hospitals, schools, and the most vulnerable. Several examples are highlighted in the [Our Communities](#) section of this report.



**Mohd Anas Bin K.S.S  
Shahul Hameed**

Facilities & EHS Manager

Kulim, Malaysia

Over the past two years, Anas has worked tirelessly to keep Kulim employees safe and informed during the global pandemic. He liaised closely with local health authorities as outbreaks occurred and monitored government regulations to ensure the site was following all mandatory protocols. Employee safety was his number one concern. He provided continuous education and awareness sessions—ensuring employees understood the guidance regarding quarantine requirements, travel plans, provisions in case they came into close contact with the virus, and more. He made sure that all employees knew that they could contact him with any questions. “The health of our people is our highest priority and every decision we make is done with their well being in mind,” he says.



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# Sustainability at Celestica

Celestica is committed to distinguishing our company as a sustainability leader. We achieve this by leveraging our knowledge and expertise and collaborating with our employees, customers, suppliers, other business partners, and the communities in which we operate. Sustainability is ingrained into all aspects of business at Celestica.



# A Letter from Robert Ellis GRI 102-14



Every day at Celestica we hold ourselves accountable for building a sustainable future for the next generation. In 2021, we implemented a wide spectrum of programs and initiatives with an emphasis on sound Environmental, Social and Governance (ESG) practices.

At Celestica we are committed to environmental sustainability initiatives that have a compounding and meaningful favorable impact on the planet. In 2021 we made progress on our commitment to reduce greenhouse gas emissions in line with the science-based target we announced last year—achieving a 63% decrease from our baseline year. We achieved this by launching a new energy management system and enhancing automation systems; installing efficient cooling technology; refurbishing and replacing old heating, ventilation, and air conditioning systems (HVAC); and implementing a host of additional energy efficiency measures.

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Increasing the use of renewable energy sources in our operations is another major pillar in our environmental strategy. In 2021 we reduced nearly 9,800 metric tonnes of CO2e through the use of on-site panels and the procurement of renewable energy through utilities. Our Oradea, Romania site installed rooftop solar panels, which will reduce their energy demand from the grid. Today renewable energy makes up 57.8% of our total electricity consumption.

Our 2021 Sustainability Report also highlights how the circular economy is ingrained in our business model: from design, to engineering, to after-market services. Our processes and products are designed with circularity in mind, ensuring recovered materials are used in manufacturing and that the materials have a high-level of recoverability, through either reuse, remanufacturing, or recycling.



While we have made great progress, we are intent on raising the bar even higher. In 2022, Celestica will be launching a new Supplier Emissions Program which will support our Scope 3 science-based target, focusing on reducing emissions from our purchased goods and services. We have also set a goal to achieve a 30% gender diverse Board of Directors by 2023.

Our achievements are a tribute to the incredible talent and contributions of our people. Throughout this report, you'll find powerful stories of the many ways our employees are making the world a better place. I want to express my sincere thanks and appreciation for their commitment—from driving sustainability improvements in their sites to volunteering their skills, time and creativity during the pandemic, our employees are an endless source of inspiration.

At Celestica, we're committed to continuing to be a responsible leader to ensure the continued health of this one world we all share.

A handwritten signature in black ink that reads "Robert Ellis". The signature is written in a cursive, flowing style.

Robert Ellis  
Senior Vice President, Sustainability and Chief Legal Officer

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# 2021 Sustainability Highlights



**63% decrease** in Scope 1 & 2 GREENHOUSE GAS EMISSIONS FROM THE 2018 BASELINE



Over **72,000** metric tonnes of CO<sub>2</sub>e averted through RENEWABLE ENERGY PROJECTS IN 2021



**85.6%** WASTE DIVERSION RATE, diverting over 12.6 metric tonnes (mt) of waste from landfill

**19,000+**

**working hours** volunteered in local communities and **155,000+ HOURS SINCE 2015**



**HIRED OVER 300** interns across our global operations



**Over 2.2m** hours of training delivered



**96%** of employees completed DIVERSITY & INCLUSION TRAINING

**Launched 4** Employee Resource Groups supporting Diversity & Inclusion



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# Our Sustainability Strategy

We fully embrace the need to integrate Environmental, Social and Governance factors into every aspect of our business—ensuring we support our people, the planet, and the communities in which we live and work.

Our strategy is to drive innovation, inspire employees to incorporate sustainability into their everyday actions, and work together to unlock ideas. Our goals are to minimize the risks associated with climate change, support the communities in which we operate, protect people and the planet, and create value for our stakeholders. We monitor environmental, social, governance, and sustainability trends and issues to inform the development of this report.

We take a value-chain approach to addressing our carbon emission impacts by setting climate goals for our global operations, supply chain, and product portfolios.

In setting our sustainability strategy, we secure the resources and investments necessary to execute the plan over the long-term.

Celestica’s core business programs and policies are instrumental to unlocking the potential of our sustainability strategy, including:

- A strong environmental policy driving everything we do for environmental stewardship—from how we conduct our operations to the management practices we follow every day.
- Well-defined Business Conduct Governance (BCG) and a Compliance and Ethics (C&E) program establishing our opposition to unethical behaviour, such as discrimination, corruption, and bribery to ensure two-way communication and productive employment for all.
- Strong business continuity, ensuring we deliver on our commitments to our customers, suppliers, and employees, and that we live up to our environmental stewardship commitments.
- 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 teams and to the company overall.
- Investing in the communities where we operate.
- Training and development opportunities enabling long-term improvement inside and outside the organization.
- Internship programs providing new entrants to the workforce with valuable development opportunities through real-life work experiences, projects, and networking with industry professionals.



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# Our Sustainability Strategy



## Our Planet

- Minimize the impact of our operations and supply chain on the environment:
  - Reduce our greenhouse gas emissions and water use according to climate science.
  - Reduce, reuse and recycle products and materials to support a circular economy.
  - Expand the use of renewable energy through on-site generation, direct procurement from electricity suppliers, and purchasing Energy Attribute Certificates.

## Our Products and Services

- Enable our customers to improve their material efficiency, reduce waste, bring smart energy products to market, and deliver more efficient products through our engineering and design expertise.
- Leverage our expertise and resources to drive and support sustainable initiatives throughout our value chain, focused on emissions and materials from logistics, and purchased goods and services.

## Our People

- Foster a positive, educated and engaged workforce that empowers people to make a difference.
- Implement best-in-class business practices around diversity and inclusion, pay equity, and education.

## Our Communities

- Leverage our collective expertise and resources to drive positive change.
- Establish partnerships and empower our employees to volunteer in the communities in which we operate.



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# United Nations Sustainable Development Goals



The United Nations Sustainable Development Goals, also known as the Global Goals, are a universal call to action to address the world's biggest challenges by 2030.

The SDGs promote strategies to address global issues such as poverty, inequality, climate change, environmental degradation, peace, and justice. They inform our sustainability strategy and help us to focus on areas in which we can provide the largest positive impact. Our actions help build a more sustainable, equitable future by moving forward together.

We believe that one of the most effective ways to do our part is to adopt and apply universally recognized standards within our business. Although all 17 SDGs are relevant to Celestica, our communities, and our stakeholders, we have prioritized 10 goals we believe present opportunities for us to affect the greatest change. We determine this annually through our materiality assessment and during stakeholder conversations. We also address additional SDGs through our partnerships, memberships, and community impact projects. Throughout this report, we indicate where our company's actions address the SDGs.

As a special initiative of the United Nations (UN) Secretary-General, the UN Global Compact is a call to companies everywhere to align their operations and strategies with 10 universal principles in the areas of human rights, labour, environment and anti-corruption, and to take action in support of UN goals. With more than 16,000 companies and 3,800 non-business signatories based in more than 160 countries, and 69 Local Networks, it is the largest corporate sustainability initiative in the world.

Since 2021, Celestica has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, the environment, and anti-corruption.

**WE SUPPORT**



Please see the [United Nations Global Compact Communication on Progress](#) and the [UNGC website](#) for more information.

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## Celestica's Alignment to the SDGs



### **SDG 4: Quality Education**

Celestica understands that our people are our core strength. They require opportunities to learn, grow, and develop. We invest in helping our employees advance their education by offering function-specific skills development and leadership training initiatives globally. We also conduct surveys to understand their needs and prepare avenues for relevant learning experiences. Through our Time Off to Volunteer (TOV) program we support and enable our local communities to have resources to access and attain a quality education. We will continue to deepen our relationships with local schools and organizations that allow our employees to offer their time, skills, and knowledge as resources to empower future generations within their communities.



### **SDG 5: Gender Equality**

Celestica is committed to ensuring our company culture and programs reflect the importance of gender equality. Recognizing the imbalance of opportunities and compensation to women and minority gender-identification groups, Celestica strives to correct this in the workplace and the communities in which we operate. Through our Women in Action program, global International Women's Day events, and public goals of board member representation, we work to acknowledge the gaps in gender equality and identify strategies to accelerate equality. Management of equality is also grounded in Celestica's policies and programs, through flexible work policies, reproductive health programs, access to nursing areas, parental leave, and a whistleblower policy that encourages people to speak up when inequality is identified by any employee or external stakeholder. Celestica's TOV program enables employees to support organizations within their communities that seek to achieve gender equality such as, STEM programs, mentorship, and education enablement.



### **SDG 6: Clean Water and Sanitation**

Mitigating risks from water scarcity and quality issues are important for our employees, suppliers, and customers. Sustainable management of water and sanitation, especially in water-stressed areas, is critical to ensuring access to plentiful, clean water supplies. Celestica is focused on reducing and eliminating water effluents and hazardous wastes, reducing water usage, and ensuring that we adhere to local guidelines regarding water treatment and sanitation. We also monitor sites for water-related risks, impacts, and areas of improvement for the sustainable management of this invaluable resource. Through our TOV program we are increasing our water stewardship efforts by encouraging employees to volunteer to protect and restore local water-related ecosystems, increase community infrastructure and development, and work with others to address shared water challenges.

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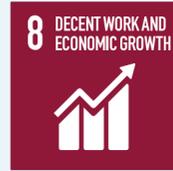
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**SDG 7: Affordable and Clean Energy**

Celestica actively invests in energy-efficient solutions within our operations. We focus on enhancing energy performance in our building infrastructure and process equipment. We also support the transition to renewable energy sources across our global network. Through our Hardware Platform Solutions business, we promote a low carbon future across our value chain by providing our customers with energy-efficient products.



**SDG 8: Decent Work and Economic Growth**

Celestica's diverse global employee base is our most important resource. We support employees by providing safe jobs with competitive wages, strictly enforcing ethical labour practices, preventing discrimination, and providing training and development opportunities. We also empower our people through freedom of association and collective bargaining, and provide a range of methods to express concerns or make complaints safely and anonymously.



**SDG 9: Industry, Innovation, and Infrastructure**

Celestica has a range of initiatives to make its infrastructure sustainable. Nine of our sites were certified to the ISO 50001 energy management standard in 2021, driving energy savings and effective management of our equipment. We also focus on increasing our use of renewable energy around the world. In addition, our engineering and design expertise enables our customers to improve their material efficiency, reduce waste, and bring smart energy products to market quickly and efficiently.



**SDG 10: Reduced Inequalities**

Celestica is a global company that spans more than 15 countries and the diverse make-up of our employees is a source of enormous pride. Celestica is committed to equality of opportunity and treatment for our employees. We hope that demonstrating such leadership will expand our favourable impact into the outside community. It is just one of our many programs and policies that establish our opposition to any form of discrimination based on gender, race, sexual orientation, disability, age, and religion. Celestica's CEO Rob Mionis has signed the CEO Action for Diversity & Inclusion pledge, an important step to supporting SDG 10 and reflecting our commitment to cultivating a healthy workplace environment.

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**SDG 12:  
Responsible  
Consumption and  
Production**

Celestica’s manufacturing facilities have environmental management systems and regularly track energy, water usage, and waste to ensure sustainable resource management. We are committed to reducing our energy, water, and materials consumption. We aim to improve our waste diversion rate, prevent leaks and spills, and avoid the use of hazardous wastes and chemicals.



**SDG 13:  
Climate Action**

Celestica continually works to strengthen climate resilience across our global network. We set science-based targets to reduce our absolute emissions and strive to improve energy productivity in our operations. Celestica discloses its emissions and climate-related risks to the Carbon Disclosure Project (CDP) to ensure transparency and awareness of climate-related impacts for our business. We also embed natural hazard risks in our Business Continuity Plan and Disaster Recovery Plan, enabling our business to adapt to extreme circumstances.



**SDG 17:  
Partnerships For  
the Goals**

Celestica works with external stakeholder groups such as customers and suppliers to create partnerships that support our sustainability initiatives and community impact projects. Our strategic partnerships foster knowledge-sharing and technological innovation that lead to energy and waste reductions. Through our TOV program, thousands of our employees dedicate their time and skills to giving back to their communities, affecting greater change beyond our own operations.

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# Awards and Recognition

## EcoVadis Assessment: Platinum Rating

Celestica is proud to have received a Platinum rating from EcoVadis, one of the world’s most trusted providers of business sustainability ratings for global supply chains. In 2022, Celestica achieved a score of 83/100. Celestica has been an active participant in EcoVadis assessments, and is scored annually. Rating more than 90,000 companies, EcoVadis validates corporate adherence to 21 recognized Corporate Social Responsibility (CSR) criteria which follow verifiable international CSR standards including the Global Compact Principles, the International Labour Organization conventions, the Global Reporting Initiative standards, and the ISO 26000 standard.

Celestica ranked among the top 1% in all categories. In our industry, Celestica scored:

- **Overall score:** Top 1%
- **Environment:** Top 1%
- **Labour and Human Rights:** Top 2%
- **Sustainable Procurement:** Top 2%
- **Ethics:** Top 1%

FIGURE 2.1: HISTORICAL ECOVADIS RATINGS



New to the EcoVadis assessment is the Carbon Action Module, providing insight to the company’s maturity in carbon management practices and performance. Celestica’s first Carbon scorecard resulted in a “Leader” ranking, the highest level of management awarded.

To view the latest EcoVadis assessment, please [visit our website](#).



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### Gold Certification, City of Gresham Green Business Portland, Oregon, U.S.

The Portland, Oregon, U.S. facility partnered with the City of Gresham Green Business and was awarded Gold Certification, the highest award. Representatives from the City's Green Business Program performed site visits and interviews to inspect the site's sustainability programs including energy reductions, water conservation, employee engagement, community involvement, diversity and inclusion, and plans for improvements. Celestica is part of the city's "Sustainability Dream Team" that meets quarterly to share ideas and resources.

### Canada's Best 50 Corporate Citizens

Celestica has earned the 26th spot among Canada's best corporate citizens in 2022 by Corporate Knights, an organization dedicated to encouraging responsible business practices. Corporate Knights annually ranks Canadian companies with revenue over \$1 billion based on 24 ESG-focused key performance indicators, including: greenhouse gas emissions; water productivity; waste; clean revenue; supplier performance; and employee and financial management metrics.



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# External Sustainability Initiatives GRI 102-12



In addition to the UN SDGs and Science Based Targets initiative (SBTi), Celestica supports a number of external initiatives that drive economic, environmental, and social charters and principles within and outside our operations.

FIGURE 2.2: EXTERNAL INITIATIVES AND PROJECTS

Group	Description	Date Joined	Commitment
CEO Pledge to Bridge the Digital Divide	Celestica has signed a CEO Pledge with Computers for Success Canada to participate in a program that will help close the digital skills gap. When we upgrade our technology we will donate devices and computers to be refurbished through the "Computers for Schools Plus" initiative and distributed through Federal and Provincial programs to bridge the digital divide for Canadians in need.	2021	Voluntary
United Nations Global Compact	The United Nations Global Compact is a powerful call to action to companies that enable change. Members are required to uphold the Ten Principles and provide communication on progress to collectively create positive impact in the areas of human rights, labour, environment, and anti-corruption.	2021	Voluntary
Science Based Targets initiative	The Science Based Targets initiative (SBTi) drives ambitious climate action in the private sector by enabling organizations to set science-based emissions reduction targets. SBTi is a partnership between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF).	2020	Voluntary
Smart Commute, Ontario, Canada	Smart Commute helps employers and commuters explore smart travel options such as walking, cycling, transit, carpooling, and teleworking. Our Newmarket, Ontario operation joined Smart Commute to facilitate transportation services for our employees and decrease emissions from employee travel.	2018	Voluntary
Ecology Forum, Miyagi, Japan	Celestica is a founding member of the Miyagi Ecology Forum, consisting of government representatives and local companies. Its purpose is to promote waste reduction and diversion efforts through partnerships and sharing best practices.	2017	Voluntary
Sustainable Energy Authority of Ireland (SEAI)	Celestica is a member of SEAI's large industry energy network (LIEN) subgroup. The goal of the organization is to work with homeowners, businesses, communities, and government to transform how we think about, generate, and use energy.	2017	Voluntary
Laem Chabang Industrial Estate Authority of Thailand Group, Thailand (LCB IEAT)	Celestica's Thailand site is a member of the LCB IEAT Group, which provides opportunities for sharing, participation and involvement in a variety of activities such as corporate social responsibility initiatives, water savings meetings, Environmental Health and Safety meetings, and public road consultations.	1995	Voluntary



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## Memberships and Affiliations GRI 102-13



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Celestica has established strategic affiliations with a number of organizations that address both global citizenship and environmental concerns.

**FIGURE 2.3: MEMBERSHIPS AND AFFILIATIONS**

Organization	Participation
The CSR Board	ESG & CSR Board Community Member
Responsible Business Alliance (RBA) and Responsible Minerals Initiative RBI	Regular Member Validated Assessment Program
High Density Packaging Users Group	Board of Directors Lead-free Board Materials Phase Six, Researcher Digital Speckle Correlation, Project Leader Photonics Soldering, Researcher
International Electronics Manufacturing Initiative (iNEMI)	Characterization of Alternate Pb-Free Alloys, Member of Technical Committee
Green Industry, Ministry of Industry, Thailand	Green Industry Level 3 Certification
Workplace Safety & Prevention Services (WSPS), Canada	Member
City of Toronto Circular Economy Working Group, Canada	Member
Energy Conservation Center, Miyagi, Japan	Member
Green Business Alliance, Gresham, US	Member
Safety and Hazardous Material Monthly Conference Group, Miyagi, Japan	Member
Laem Chabang Provincial Electricity Authority Group, Thailand	Member
Siam Safety, Thailand	Member
Telecom Infra Project	Member
Consortium for On Board Optics	Member
Quad Small Form Factor Double Density	Member
Octal Small Form Factor Pluggable (OSFP) Multi-Source Agreement	Member
Optical Internetworking Forum	Principal Member



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# CDP Climate Change and Water Security Responses



Over the last decade, Celestica has developed a sustainability strategy that aligns with industry-leading environmental reporting such as global environmental non-profit CDP.

In 2021, Celestica’s continuous commitment to grow its sustainability program has garnered an A- score on the CDP Climate Change Questionnaire.

Achieving an A- ranks us in the “Leadership” category amongst all respondents, indicating that we are implementing current best practices. It validates the progress and strides we’ve made in our sustainability program, and continues to drive us towards taking environmental action. Celestica continually works to reduce our water footprint. This year we scored a C on the CDP Water Security Questionnaire and are developing plans to implement effective and focused strategies that minimize our water use and build resilient water sources.

[Learn more](#) about our environmental management practices, performance, and our responses.



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# Environmental

We are committed to being a responsible partner in the communities in which we operate by ensuring we have safe, efficient, and environmentally conscious operating and manufacturing processes. In addition, we leverage our expertise to support our customers' environmental sustainability programs and goals.

Please see the [KPI Summary](#) for data in reference to this section.

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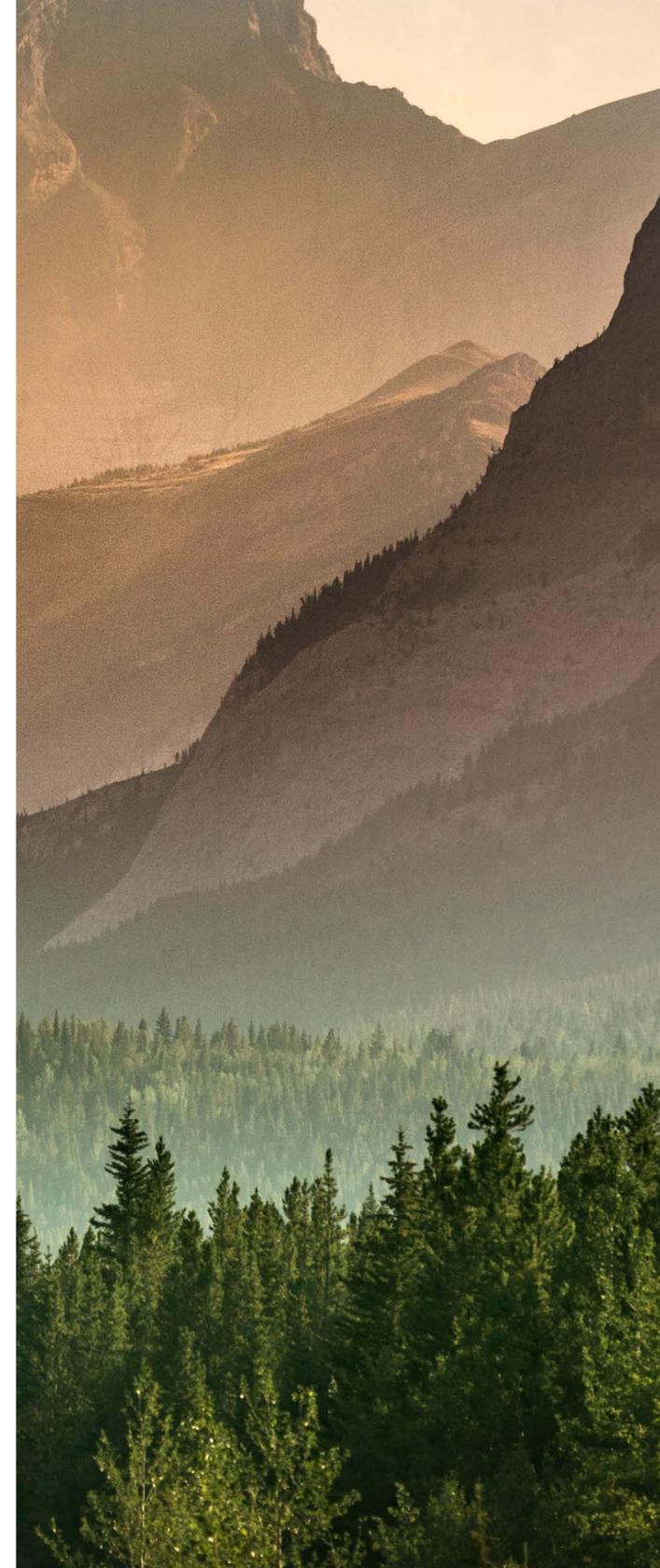
# Greenhouse Gas Emissions GRI 102-56, 305-1, 305-2, 305-3



The United Nations has called climate change a “crisis multiplier” that has profound implications for international peace and stability. Reducing greenhouse gas emissions will help mitigate climate change. Businesses around the world are stepping up to meet global climate targets in alignment with the Paris Agreement, the latest science from the Intergovernmental Panel on Climate Change (IPCC), and the UN SDGs.

In 2020, Celestica set a new GHG emissions reduction target in alignment with the Science Based Targets initiative (SBTi). We commit to reduce absolute Scope 1 and Scope 2 GHG emissions 30% by 2025 from a 2018 base year. Celestica also commits to reduce absolute Scope 3 GHG emissions from fuel and energy-related activities, purchased goods and services, and upstream and downstream transportation and distribution 10% by 2025 from a 2018 base year. As of December 31, 2021, we are pleased to announce that we reduced our Scope 1 and 2 emissions by 63% compared to our 2018 baseline.

Celestica ensures transparent and consistent reporting by tracking emissions at our facilities using carbon accounting software, ensuring accuracy through third-party verification, and reporting to the CDP. Our environmental management systems set the foundation for progressing towards our emissions reduction goals, and our actions are detailed in the following sections.



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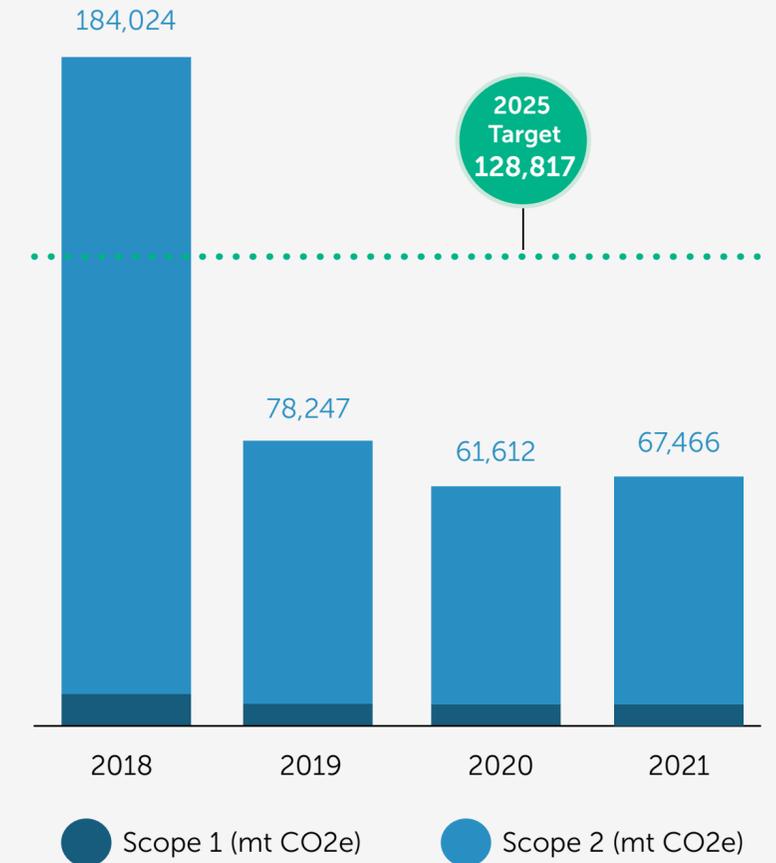
## Emissions From Our Operations (Scope 1 and Scope 2)

At Celestica, we monitor our GHG emissions at a facility level which enables us to identify the largest sources of emissions and drive more sustainable practices in areas that have the greatest environmental impact. In 2021, we tracked emissions from 97% of the facilities over which we have operational control.

Our Scope 1 direct emissions derived from natural gas and liquid fuels (such as diesel) are used for heating, cooking in cafeterias, and powering back-up generators. In 2021, our Scope 1 emissions increased by 52% compared to 2020. The increase was largely due to the installation of a generator for a Celestica site that operates in an area that experiences frequent power outages, causing many business interruptions.

Our Scope 2 indirect emissions derived from electricity are used in our operations primarily for lighting, HVAC, manufacturing equipment, and compressed air. In 2021, our Scope 2 location-based emissions decreased by nearly 11% year-over-year, whereas our Scope 2 market-based emissions increased by 2% year-over-year. The decrease in location-based emissions can be attributed to the progress made by all of our facilities to implement energy savings projects through our Energy Consumption Roadmap Reviews; one facility increasing use of a generator for a portion of its energy instead of only electricity; and the move from one facility that was located in a region with primarily coal-based electricity to one that was much cleaner. The increase in market-based emissions in 2021 is attributed to the reduced amount of renewable energy coverage throughout the year. Although our market-based emissions increased, a 63% reduction was realized compared to our 2018 base year. This reduction is attributed to the use of on-site solar energy generation, procurement of renewable energy from utilities, purchase of Energy Attribute Certificates (EACs), and implementation of energy efficiency projects.

FIGURE 3.1: GHG EMISSIONS AND 2025 TARGET



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Together, Celestica’s combined Scope 1 and 2 market-based emissions increased by 9.5% year-over-year. Celestica also tracks normalized emissions to revenue. Our normalized emissions were 12 metric tonnes of CO2e per million dollars USD of revenue.

We will continue to identify methods to reduce our Scope 1 and 2 GHG emissions through the implementation of additional energy-efficient projects and renewable energy sources from on-site generation and procurement of renewable energy from utilities.

See our [KPI Summary](#) for more information about our GHG emissions.



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## Other Indirect Emissions (Scope 3) GRI 305-3

Celestica’s other indirect GHG emissions are generated from our operations and supply chain. We track and report on 11 Scope 3 categories from the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, including business travel, upstream and downstream transportation, employee commuting, and capital purchases, among others. In 2021, our Scope 3 emissions decreased by 11.2% year-over-year. Of the 11 Scope 3 categories that Celestica reports on, the emissions from three categories decreased in 2021. With the launch of our Supplier Emissions Program in 2022, we saw a significant reduction in Category 1: Purchased Goods and Services due to more accurate and available emissions data. Furthermore, changes in proportions of business drove a reduction for Category 10: Processing.

Although we saw a decrease in our Scope 3 emissions from reduced employee commuting in 2021 (in comparison to 2019) due to work-from-home measures and temporary office shutdowns, we are aware that we are not measuring the emissions arising from home offices to the extent that our employees are working remotely. Further, we cannot measure the increased demands on cloud-based storage from the additional need for email, instant messaging, and video conferencing; nor are we aware of additional emissions that the pandemic may have caused within our supply chains.

In 2020, Celestica set a target in alignment with the SBTi to reduce Scope 3 GHG emissions 10% by 2025 from a 2018 base year from fuel and energy-related activities, purchased goods and services, and upstream and downstream transportation and distribution. In 2021, we had a 44% decrease in these categories compared to 2020, largely due to a 63% decrease in purchased goods and services. Upstream and downstream transportation categories saw a significant increase due to supply chain constraints, causing increased quantity of shipments and reduced opportunities to use emission-friendly modes of transportation.

Further Scope 3 emissions details are provided in our [CDP Climate Change Questionnaire](#) and within the [KPI Summary](#).



## Additional Air Emissions

To strengthen our ability to mitigate the impacts of climate change, we have enhanced our emissions inventory to track criteria air contaminants (CACs), hazardous air pollutants (HAPs), and persistent organic pollutants (POPs) emissions released from our facilities and process operations that are not included in our total emissions calculations. This includes volatile organic compounds (VOCs), particulate matter (PM), nitrogen oxides (NOx), methane (CH4), sulphur oxides (SOx), lead (Pb), non-methane hydrocarbons (NMHC), hazardous air pollutants (HAPs), and tin (Sn). In 2021, we released approximately 6 metric tonnes of these air emissions from 32% of our square footage.

More information about additional air emissions can be found in the [KPI Summary](#).

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# Energy GRI 302-1, 302-3, 302-4



Energy is critical to Celestica’s operations and can generate significant greenhouse gas emissions. We procure renewable energy and conserve energy throughout our sites to reduce demand on the grid. Our sites continue to develop energy reduction initiatives through the ongoing implementation of efficient technologies and equipment, sharing of best practices, and education.

In 2021, Celestica consumed 212 gigajoules (GJ) of energy per million USD of revenue, a 1% reduction year-over-year. To reduce our energy consumption, our facilities implemented energy efficiency projects that account for savings of more than 17,000 GJ.

Currently nine sites have obtained ISO 50001:2018 certifications, representing 65% of our total consumed electricity for the year. Additionally, a number of our sites conducted energy audits in 2021 to receive a third-party analysis of potential energy improvements. Moving forward, we will regularly reassess whether we can increase the number of certified sites, look for opportunities to conduct formalized energy audits, and continue to invest in the latest best practices for energy management that enable us to reduce our energy consumption, emissions, and costs. Representatives across our operations meet bi-monthly to share ideas, projects, and solutions.



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## Energy Consumption Roadmap Reviews

In 2021, Celestica formalized a global process called the Energy Consumption Roadmap Reviews (ECRR). The ECRR is a process for our facilities to set energy reduction targets, track and measure progress, and encourage collaboration and knowledge-sharing across our network of operations. Sites meet quarterly to discuss projects and initiatives, encourage conversations and education, and establish a common set of best practices for use at all sites.

Globally we implemented 60 energy-saving projects in our facilities ranging from building energy management systems; installation of cooling technology; refurbishment and replacement of HVAC systems; upgrading lighting and compressed air equipment; performance management of chillers and boilers; integration of automation; and other energy-efficient systems. These energy-saving initiatives were equivalent to 4% of the previous year's consumption, and reduced our greenhouse gas emissions in line with our science-based target. A total of 8,400 megawatt hours and 4,000 mt of CO<sub>2</sub>e are estimated to have been avoided in 2021 due to these projects.

### SITE SUCCESS STORY: HINO, JAPAN AND MIYAGI, JAPAN

#### ENERGY EFFICIENCY PROJECTS

Celestica's Hino and Miyagi, Japan sites implemented a number of energy-efficiency projects in 2021. In total, they saved approximately 390 MWh, equivalent to 154 mt CO<sub>2</sub>e. This exceeded both sites' targeted energy reductions through the ECRR process. Projects included:

- Replacing ceiling lights with light emitting diode (LED) lighting on production floors
- Installing new energy-efficient surface mount technology (SMT) machines
- Installing a new energy-efficient air conditioning unit in one building
- Consolidating and optimizing the floor layout and shutting down operations in a clean room
- Limiting overtime hours to save on electricity from office and warehouse lighting
- Turning off the air conditioning system in the manufacturing area every weekend
- Reducing the number of vending machines onsite



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**SITE SUCCESS STORY:**  
SUZHOU, CHINA

### BUILDING MANAGEMENT SYSTEM UPGRADE

Celestica’s Suzhou, China site upgraded the existing building management system (BMS) by connecting all devices including cooling pumps, chiller pumps, air handling units (AHUs), make-up air units (MAUs), and cooling towers. Prior to these upgrades, there was no program to link HVAC devices together, so each unit had to be individually turned on and off. By connecting all of the units, machines could be turned on, off or adjusted in real time, according to indoor and outdoor temperature and humidity changes. Also, the standby unit could be automatically turned on in the event a system failure. The new BMS realized over 100 MWh in energy savings in 2021 and will continue to provide energy reductions.

**SITE SUCCESS STORY:**  
JOHOR-AMS, MALAYSIA

### AIR COMPRESSOR UPGRADE AND VARIABLE SPEED DRIVES

Celestica’s Johor-AMS, Malaysia site completed Six Sigma and kaizen projects to identify opportunities to reduce energy consumption. The team realized that an aging air compressor required frequent maintenance and consumed excess energy. Data analysis confirmed that investing in a new air compressor would overall reduce energy consumption. Upon upgrading the air compressor, energy consumption decreased by nearly 150 MWh per month. Furthermore, the team discovered that there was no system in place to regulate the site’s cooling tower fans, leading to unnecessary energy consumption. Variable speed drives (VSDs) were installed to control the speed of the fans according to the desired temperature of the cooling water. The site’s installation of VSDs on four unit fans in the cooling tower saves nearly 50 MWh each month.

**SITE SUCCESS STORY:**  
NEWMARKET, CANADA

### HUMIDITY MONITORING PROJECT

The facility at Celestica’s Newmarket, Canada site was previously equipped with a mix of old (20+ years) and newer return air units (RTUs). However, only the newer RTUs are equipped with dehumidification, which greatly assists in maintaining a comfortable ambient temperature during the summer months. The site upgraded two 60 tonne RTUs in April 2021 that support production areas. The upgrade results in an overall 42% reduction in natural gas usage, saving 244,000 m3 of natural gas annually.



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## Renewable Energy

At Celestica, we are committed to increasing the use of renewable energy sources in our operations. We currently use 57.8% renewable energy as part of our total electricity consumption, through the use of on-site solar panels, procurement through utilities, and the purchase of Energy Attribute Certificates.

In 2021, solar panels were installed at our site in Oradea, Romania to provide renewable energy to power our operations. All other electricity required for the site continues to be 100% renewable energy procured from the local provider. These initiatives prevented approximately 3,600 mt of CO<sub>2</sub>e from entering the atmosphere in 2021.

Our Laem Chabang, Thailand site continues to generate renewable energy through its 3.5 megawatts of solar photovoltaic (PV) systems first installed in 2016. In 2021, the PV systems avoided approximately 1,800 mt of CO<sub>2</sub>e, which has increased our total savings from these panels, to an estimated 68,000 mt of CO<sub>2</sub>e.

Our Galway, Ireland; Valencia, Spain; and Portland, Oregon, U.S. facilities derive 100% of their electricity from renewable energy. Together, these three sites prevented approximately 3,500 mt of CO<sub>2</sub>e from entering the atmosphere in 2021.

Celestica also purchased nearly 120,000 MWh of EACs to cover an additional 46% of our energy consumption and 49% of our Scope 2 emissions. These certificates were purchased from wind, solar, and small hydro projects in Thailand, China, Mexico, and Vietnam. All certificates are recognized by the International Renewable Energy Certificates (i-REC) Standard. We are constantly investigating new sources of on-site renewable energy capabilities for our facilities but are currently employing the purchase of EACs to promote the development of renewable energy off-site.

Together, these renewable energy initiatives averted approximately 72,000 metric tonnes of CO<sub>2</sub>e emissions in 2021.



**Fernando Coma**  
Facilities Services Manager  
Valencia, Spain

Fernando stewards high impact sustainability initiatives that are transforming Celestica's Valencia, Spain site. From installing high energy efficiency lighting in the facility and parking lots, to initiating climate system improvements, and increasing the efficiency of the boilers, the work of Fernando and his team has substantially reduced the site's energy consumption. Fernando is also spearheading the implementation of a photovoltaic solar plant that will save an estimated 650 MWh annually. In addition to reducing energy consumption, these initiatives are also expected to reduce energy costs by more than 25% annually. "Each day the importance of taking action to improve energy efficiency becomes more urgent and I feel proud to know that Celestica is taking meaningful steps to address our climate impact," he says.

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## Building Blocks for Sustainable Solutions

Celestica’s Industrial and Smart Energy business is proud to support customers that are helping to deliver solutions that make the world healthier, greener, and more productive.

As a leader in high-reliability design, manufacturing and supply chain solutions, we help our customers launch innovative and scalable industrial and smart energy products that drive performance improvements and help power a more sustainable future.

We facilitate a wide range of energy and smart city applications through gas and electric smart meters, high-efficiency generation controls, power converters, energy storage, and solar trackers. Celestica enabled more than 6,000 MW of solar energy with a solar inverter customer in 2021.

We partnered with a leading original equipment manufacturer (OEM) in the production of high-power electric vehicle (EV) charging stations designed with cutting-edge technology used in commercial and industrial applications where charge time is limited. Celestica not only manufactures components of these chargers, but also provides design services to ensure optimal performance. We supported nearly 2,500 power modules for use in fast-charge DC applications for electric vehicle charging stations and built integrated cabinets and charging stations servicing the car, bus and truck EV markets. In 2021, Celestica supplied equipment to support more than 50 MW worth of EV charging stations.

Partnerships such as these are helping to grow the electric vehicle industry through intelligent design and enable our customers to deliver innovative, smart products.

Learn more about the [Industrial and Smart Energy](#) business.



### Enabling Reliable Uninterrupted Power Solutions

In 2021, we continued to grow our partnership with a leading customer in energy generation technology solutions which are paving the way for the future grid to help meet the growing demand for clean and efficient energy. These high-power energy generation solutions will provide flexibility, uninterrupted power, and lower costs.

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# Waste GRI 306-1, 306-2

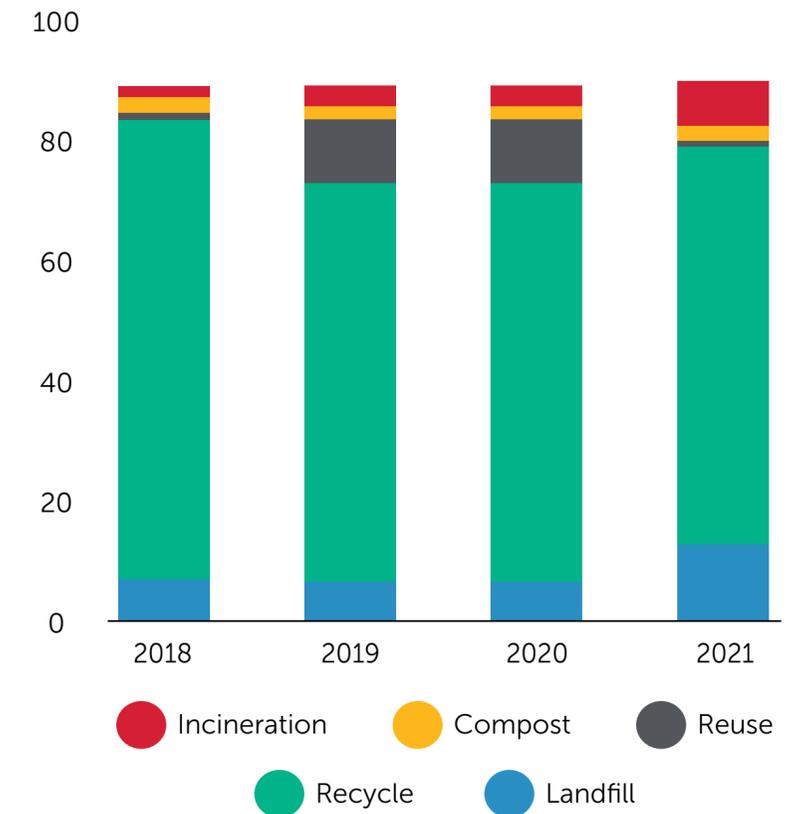


Celestica is committed to sustainable consumption through the efficient use of materials within our operations. Our facilities follow a robust waste and recycling management system to reduce, reuse, repurpose, refurbish, and recycle materials. We track our data using dedicated sustainability software and share best practices among our sites by hosting bi-monthly meetings and through online community platforms.

We continue to track waste diversion rates at a site and global level. We completed 2021 with a global rate of 85.6%. Overall, Celestica’s material disposal increased by over 1,000 mt from 2020.

Celestica’s Laem Chabang, Thailand site saw a large increase in landfill waste and metals recycling in 2021. Increases in landfill waste are attributed to changes in the waste streams, which required adjustments to the disposition. In August 2021, the site was approved by a new local vendor, shifting their waste that was previously collected for landfill, to be transformed to waste-to-energy, by incineration. Although not our optimal choice for reducing waste, this has greatly improved the site’s waste diversion rate, leading to a 93% waste diversion rate in the last quarter of 2021.

FIGURE 3.2: WASTE DISPOSAL METHODS, HISTORICAL BREAKDOWN AS A PERCENTAGE OF TOTAL



Further waste disposition details are provided in the [KPI Summary](#).

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Packaging materials comprise a significant portion of our total waste. In 2021, paper, wood, plastics, and cardboard made up 43% of our waste material. We have taken a variety of steps to reduce and recycle these materials including material consolidation, packaging reuse, and improved material segregation. We are working to further reduce packaging by strengthening our internal procurement, supplier, and customer relationships. In 2021, we began to review our largest packaging commodities, analyzing their recycled content and working with our suppliers to explore new ways to reduce packaging while maintaining design and safety integrity.

Our Fremont, California, U.S. site continues to utilize Kimberly-Clark’s RightCycle program to recycle most models of nitrile gloves and smocks used on-site. For the third year in a row, the site has been recognized for its participation in the program. Since inception, the site has recycled over 5,000 kg of material to be processed and reused into other products, with over 1,200 kg recycled in 2021. We will continue to explore rolling out this program to other sites.

Celestica works with suppliers and customers to prevent waste generation in both our upstream and downstream activities—from reducing packaging waste to managing material selection in products and packaging. We also work to ensure in-process products are reworked and final products returned to their intended use when possible. Our sites use due diligence in selecting material hauling vendors that meet quality specifications and sustainability practices, and conduct audits on a regular basis.

Celestica collects and reports manufacturing waste material data at a site level on a monthly basis through a third party software system. Data integrity is evaluated on a quarterly basis.

While implementing activities to reduce waste, Celestica will continue to look to improve data collection - from methods of disposal to circularity activities within the business. This will not only enhance our visibility into waste produced, but allow us to set accurate goals and communicate our activities more effectively.



**Vicky Ni**  
Admin Manager  
Suzhou-GBS, China

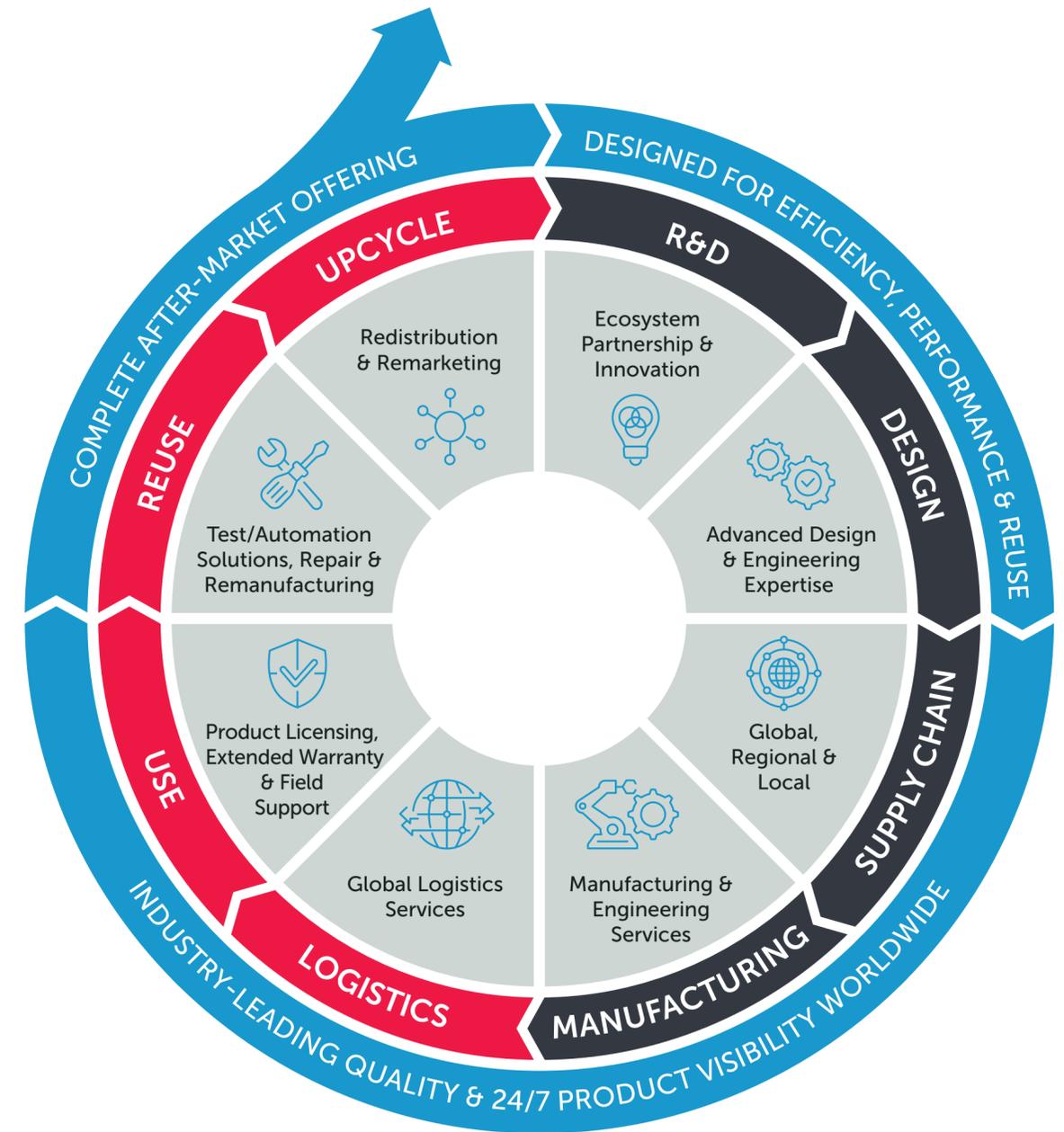
A passionate sustainability advocate, Vicky’s leadership has made the Suzhou-GBS site a leader in waste reduction. “The need to reduce waste has never been greater,” she says. “A World Economic Forum report estimated that by 2050 there will be more plastic (by weight) in the world’s ocean than fish.” Through the extraordinary efforts of Vicky and her team, the urgent need for action was galvanized at the site. Events included a waste elimination competition, education campaigns, a “clean plate” campaign to reduce food waste, and more. Vicky credits the phenomenal success of the campaign to inspirational collaboration between the Sustainability team, local leadership, and Suzhou-GBS volunteers. And their impact is spreading—they’ve actively promoted sustainable awareness and action strategies with neighbouring companies and the local community.

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## Circularity by Design

Celestica provides services that focus on designs with full lifecycle circularity, closed-loop systems, and after-market services. Offering products as a service is a tenet of the circular economy as it transforms the concept of ownership and encourages manufacturers to rethink how a product is used over its lifetime.

Celestica works with customers to develop a circular model to manage products through design, usage, maintenance, reuse, remanufacture, and recycling. Measures include implementing take-back programs, keeping useful materials out of landfills or recycling streams, and screening and repairing products to be distributed back to customers. Within our Asset Recovery Services, we have been able to create this circular model and properly recycle any residual materials.



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### After-Market Services Business

Celestica's After-Market Services (CAMS) business offers a range of customer solutions as well as partnerships, including repair and end-of-life product management. Servicing multiple customers over nine sites, Celestica supports the circular economy by disassembling products and facilitating the reuse of mined and processed materials. This enables value to be recaptured and reduces materials from entering landfills. In 2021, Celestica diverted more than 1.8 million products and over 2.2 million kg of material from landfill through redeployment, recovery, and recycling activities, totalling nearly 6 million kgs since 2020. Recently, Celestica focused on circular hardware lifecycle management, helping to extend the productive life and use of hardware, to not only reduce e-waste but GHG emissions as well.

Apart from our CAMS business, Celestica provides upgrades and redeployment of products when possible, through our Return Material Authorization Process.

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## Global Waste Reduction Week

In 2021, Celestica hosted its seventh annual Global Waste Reduction Week, an event that engages and empowers employees to reduce waste within our operations and in their daily lives.

Despite the ongoing global pandemic, our sites were able to continue this yearly initiative by creating interactive, online experiences and hosting activities in small, socially distanced groups that complied with local pandemic safety guidelines. Employees at 21 of our sites participated in this year's events, by hosting site-level activities promoting proper waste segregation and minimization and elimination.

A global webinar was hosted featuring three panelists that are leading sustainability initiatives at Celestica. Over 270 employees attended and learned about waste reduction concepts, Celestica's waste management practices, actions that every employee can take, and how Celestica is working towards a low-waste future for the company. We also initiated, a Global Waste Elimination Competition that challenged employees to propose and implement waste-saving strategies within the business, site, or their immediate team. The competition successfully received over 100 submitted projects, many of which were shared with site employees through discussions and meetings to promote collaboration.

## Waste Reduction Week Results



**4,400 kg**

of clothing and books were donated.



**970 kg**

of non-perishable food items were donated.



**960 kg**

of electronics were collected for proper recycling or reuse, including adapters and used batteries.



**180 kg**

of garbage was collected.

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## Global Waste Reduction Week: Site Activities



Employees from the Song Shan Lake, China site participated in Waste Reduction Week by organizing a shoreline clean-up activity. Thirty-six employees spent the day collecting garbage from the environment and gathered 80 kg of garbage.



The Mississauga, Canada site hosted a Food Drive Competition. Department teams were challenged to collect non-perishable food donations. In total, over 500 kg of food was collected and donated to a local charity.



The Suzhou, China site initiated a wastewater optimization project that reduces sludge disposal weight by 50% each month, reducing the annual disposal weight by 12 metric tons. The project consisted of adding a buffer tank for sanitary sewage. After sedimentation, the concentrated sludge is pumped into a pressure filter for further pressure filtration, removing more water.



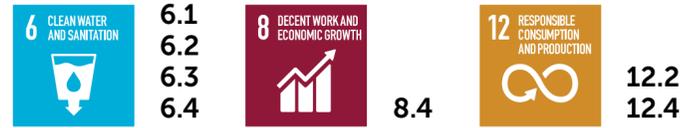
The Valencia, Spain site initiated a long-term commitment to eliminating single-use plastic cups by providing employees with reusable glass water bottles and bags.



In November, the Mississauga, Newmarket and Toronto, Canada sites participated in clean-up activities at local parks and shorelines. Over 70 volunteers participated and approximately 55 kg of garbage was collected.

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# Water GRI 303-1, 303-3



Celestica recognizes the importance of responsible water management and is committed to reducing our impact on fresh water systems, especially in water-stressed regions.

The World Resources Institute’s Aquaduct tool indicates that nine of Celestica’s facilities operate in water-stressed areas. We are working to integrate evidence-based industry best practices into our tracking and environmental management systems. Actions include strengthening our reporting capabilities to provide greater transparency and encouraging our supply chain to disclose their water management practices. We are increasing our alignment to SDG 6: Clean Water and Sanitation by actively seeking opportunities to improve, invest in, and strengthen Celestica’s infrastructure in water-stressed communities and development in the near- and long-term.

In 2021, Celestica withdrew approximately 1,168 megalitres (ML) from third-party municipal water supply systems and local water sources for the sites in which we have operational control and measurement capabilities. This represents an 6.4% decrease from 2020 levels, primarily due to an increased focus on water reductions at our facilities and an increase in the number of employees working from home due to the COVID-19 pandemic. Areas such as washrooms, drinking fountains, and cafeterias are the greatest sources of water consumption, meaning that consumption is highly dependent on the

number of employees working within our sites. Our manufacturing processes account for the second largest percentage of our water usage. Several of our sites have mitigated this usage through the installation of circular water systems such as collecting rainwater to water gardens; however, these volumes are not currently tracked.

Our existing water management approaches, policies, and standards work to minimize impacts of our effluents on water sources, protected areas, or biodiversity. Celestica acknowledges risks that can come from water misuse and scarcity, including polluted waters, biodiversity loss, reduced river flows, and political conflicts. Potential impacts of water misuse may include increased supply and treatment costs, intermittent supply and other adverse effects to our supply chain, employees, and operations. We are committed to finding innovative solutions to minimize our use of water in processes and day-to-day employee water usage, such as efficient fixtures in food services and sanitation.

For more information, please refer to our [CDP Water Security Questionnaire](#).

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**SITE SUCCESS STORIES:**

## Water Reuse Projects

### Suzhou, China

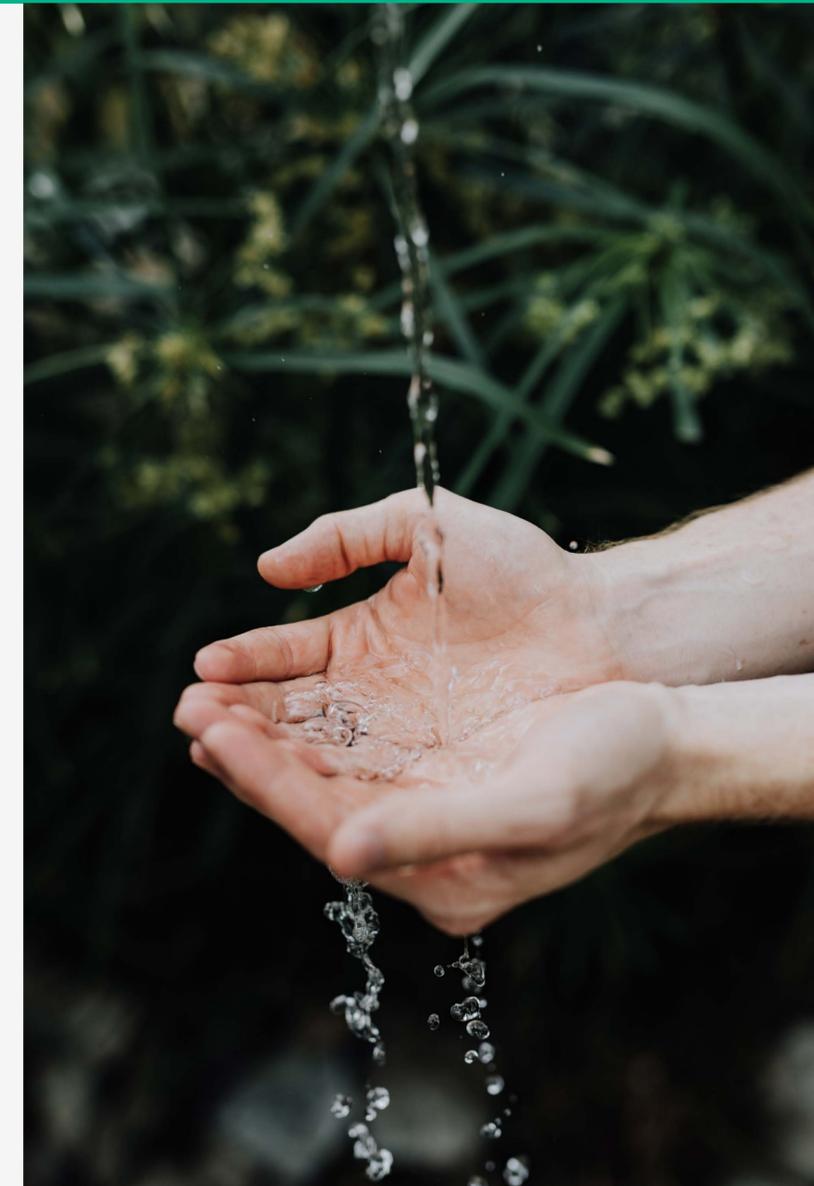
The Suzhou, China site implemented numerous projects in 2021 to reduce, reuse and recycle water. The site annually recycles approximately 5 ML by condensing water from the air handling units back to the cooling tower. Additionally, the site reuses 11 ML of domestic wastewater annually by watering green areas around the site. The site continues to explore new methods to improve water consumption and to promote conscious water usage among their employees.

### Xiamen, China

The team in Xiamen, China has been continuously focused on reducing water consumption and implementing best practices. In 2021, the site began collecting and filtering coolant water from an air compressor, then reusing it as coolant water within a computer numerical control (CNC) machine.

### Johor-EMS, Malaysia

The Johor-EMS, Malaysia site discovered an opportunity to recycle condensed water overflow to the cooling tower. The amount of condensed water overflow was measured and the team installed isolation ball valves on three cooling towers at the site. The annual water savings are 1.46 ML which is equivalent to 18,980 filled bathtubs.



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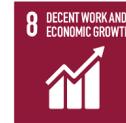
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# Earth Day



4.7



8.4



12.2  
12.5  
12.8



13.1  
13.3

April 22, 2021 marked the 51st anniversary of Earth Day, a day to observe, appreciate, and spread awareness of environmental protection. The 2021 theme was Restore Our Earth, which focused on natural processes, emerging green technologies, and innovative thinking that can restore the world's ecosystems.

Celestica focused its global Earth Day activities on climate literacy. One of the very first steps to climate action is to be educated about the complex relationships of the climate system, in order to make informed decisions to help preserve the Earth. Celestica shared a video about climate change, including what it is, why we should care, and what we can do about it. Employees were invited to fill out a short quiz about what they learned. Those who answered correctly were entered into a draw to win a donation to an environmental charity of their choice.

## Shanghai, China

The Shanghai, China site dedicated the month of April to Earth Day activities, promoting conservation, rehabilitation, and volunteering. It promoted green modes of transportation (i.e. walking, biking) to reduce emissions, and educated employees on how to properly sort materials for disposal, including masks. Employees also planted trees and collected litter in the countryside.



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### Alburtis, Pennsylvania, U.S.

To celebrate Arbor Day, our Alburtis, Pennsylvania, U.S. site purchased 125 saplings for employees to plant.



### Portland, Oregon, U.S.

Celestica's Portland, Oregon, U.S. site provided tomato seedlings to employees to heighten awareness to the work that goes into growing and harvesting food. They also received tomato cages made from repurposed wire racks to help grow the plants. They also fundraised for their community partner Mi Casa Kids International by recycling bottles and cans. All funds raised through the recycling process were donated to support children's education in El Salvador. Lastly, they promoted creative reuse by making coffee coasters out of unused floor tiles, and held two drives where they collected over 700 kg of electronic waste and 75 kg of used batteries to be recycled and diverted from landfills.

### Valencia, Spain

In Valencia, Spain they created and shared a presentation about climate change to educate the site employees. Key topics included new waste generated by COVID-19, including the increased use of PPE.

### Hong Kong, China

Celestica's Hong Kong, China office collected Earth Day quotes and videos, sharing them with employees via email and on the TVs around the office.

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# Key Impacts and Risks

## Financial Implications Due to Climate Change

GRI 102-11, 102-15, 201-2



13.1  
13.3

Celestica’s goal is to foster a company-wide culture of sustainability in which we minimize the risks associated with climate change, empower the communities in which we operate, and reduce our impact on people and the planet.

We understand the potential risks from climate change and take a precautionary approach to proactively manage them through our Environmental Management Systems (EMS) policies and practices. These efforts require our Board of Directors, executives, functional teams, and operational employees to work together to help identify and manage our climate risk exposure and potential opportunities. In 2020, we enhanced board leadership on ESG matters through the inclusion of ESG within the Nominating and Corporate Governance Committee mandate. **See the Corporate Governance page** for more information about how Celestica has enhanced board leadership through the inclusion of ESG within the Nominating and Corporate Governance Committee mandate.

Within our annual materiality assessment, we provide internal stakeholders with a platform to discuss their priorities and objectives, guide strategies, strengthen alignments, and spark new conversations. We also stay up-to-date with the latest climate science, climate change models, industry trends and external stakeholder priorities. Using these research and collaborative processes, we are able to identify and assess transitional and physical climate-related risks and opportunities, including their size, scope, and potential impacts on our business and stakeholders.

Additionally, effective systems within our operations such as our internal audit team’s annual global risk assessments, Business Continuity Plans (BCP), and Disaster Recovery Plans (DRP) ensure that proactive protocols are followed to minimize business disruptions and foster sustainable solutions. Overall, these collective approaches ensure that climate-related risks and opportunities are embedded into our strategies, plans, and conversations to outline Celestica’s role and responsibilities for driving climate action and water security.

Through our annual assessments and CDP responses, we have identified and assessed the potential impact on our business and stakeholders of transitional risks such as acute and chronic physical climate risks, technological changes, current and emerging regulations, insurance programs, and legal implications. We also found that there are climate-related opportunities by inspiring proactive measures, innovation, and future partnerships with Celestica. There may also be business opportunities from shifting markets and product diversification that place us in a better competitive position due to our response to changing consumer and investor preferences. Further details and impacts on climate-related risk and opportunity types are outlined in our CDP Climate Change and Water Security Responses.

For more information, please refer to our [CDP Climate Change Questionnaire](#) and [CDP Water Security Questionnaire](#).



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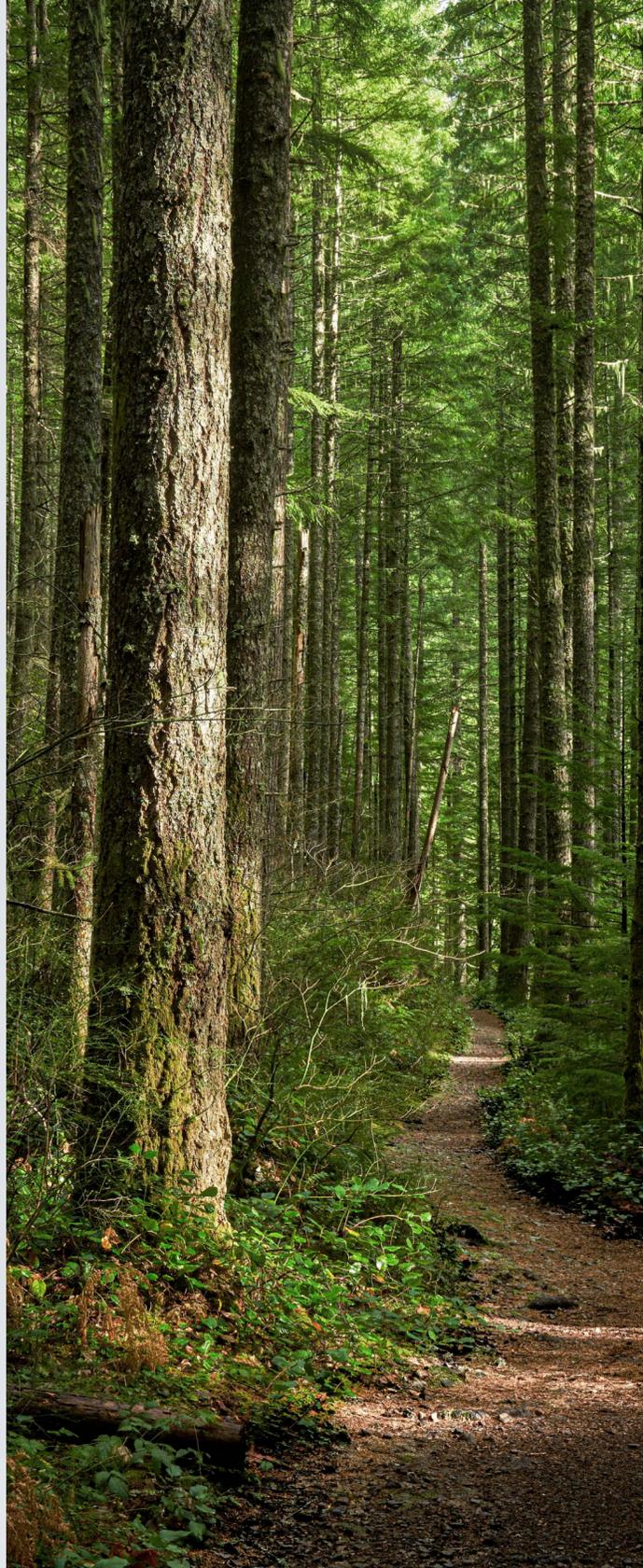
## Managing Risks

Celestica's Business Continuity Plans (BCP) take into consideration a range of scenarios and risks including environmental, socio-political and man-made threats, logistics and supply changes and contagions, among others. An annual schedule is established to test the preparedness and response to custom scenarios per site. These are called Tabletop Exercises, which are facilitated by corporate resources and each site is scored on its performance. Sites are to provide responses to any deficiencies noted so they can update their plans accordingly.

In 2021, this process continued to be tested and utilized for our response to the COVID-19 pandemic and global component constraints. Our BCPs were applied to the societal and supply chain impacts from the pandemic. Due to this proactive approach, we were able to minimize impacts to our supply chains, continue manufacturing for our customers, and ensure the safety and well-being of our employees. The pandemic demonstrated Celestica's resilience and ability to react quickly to a global emergency, similar to other potential climate change impacts such as natural disasters.



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# Environmental Compliance GRI 307-1



Celestica’s Global Environmental Policy communicates our commitment to environmental regulatory compliance and to being a good environmental citizen in the jurisdictions in which we operate. As part of our global Environmental Management System, we closely monitor compliance activities and identify and control risks.



Twenty-one of our manufacturing locations have ISO 14001-certified environmental management systems

Our proactive approach to mitigating and controlling risk is outlined in our top-level Environmental, Health, and Safety (EHS) manual. It includes risk assessments for identifying operational impacts. Each site has one or more persons tasked with managing environmental compliance and reporting site status to the global EHS team and/or Sustainability team.

Both site and global EHS teams ensure regulations are integrated into the site’s management systems and daily operations. In 2021, Celestica did not identify any significant non-compliance issues with environmental laws or regulations.

For more information, please refer to the [Global Environmental Policy](#).

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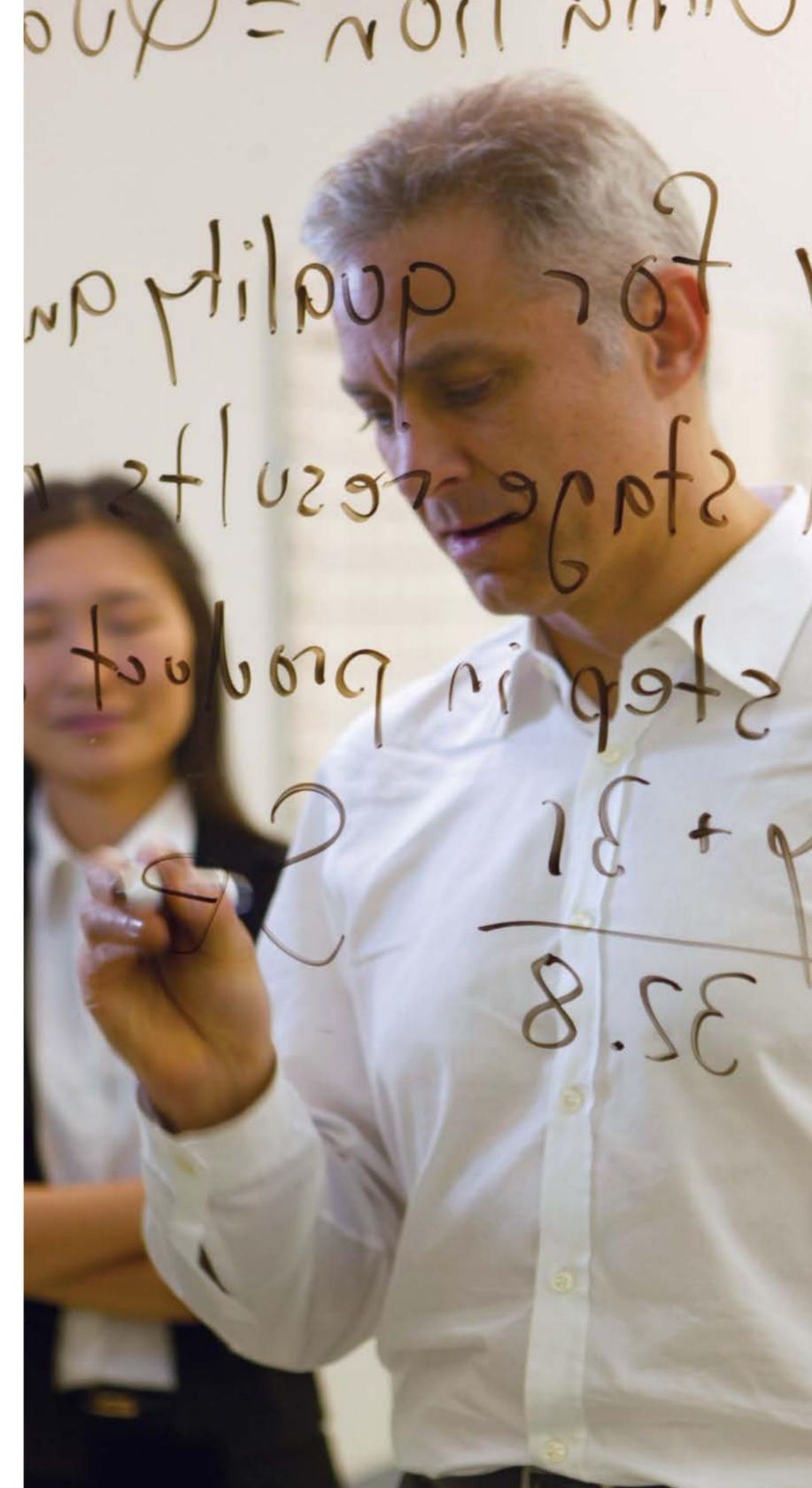
# Our Products and Services



## Supply Chain GRI 102-9, CM

Celestica has a global network of more than 4,800 active direct suppliers, and our preferred suppliers are generally located in close proximity to our operations, when possible. This alignment increases the speed and flexibility of our supply chain and provides the shortest overall lead times for our customers. Direct materials are sourced globally, with most indirect materials originating in close proximity to the majority of our manufacturing locations, resulting in reduced GHG emissions.

At Celestica, we foster a culture of sustainability, expanding beyond our company to our suppliers. In 2021, we launched our Supplier Management Playbook to provide suppliers insight to Celestica’s Preferred Supplier Program, driving partnership, value and continuous improvement through the value chain. The Compliance Engineering team within Celestica’s Global Business Services organization ensures that our suppliers are compliant with industry standards to ensure that working conditions are safe, workers are treated with respect and dignity, and manufacturing processes are environmentally responsible. As well, we ensure compliance with legislation including conflict minerals; Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH); Restriction of Hazardous Substances (RoHS); and Responsible Minerals Assurance Process (RMAP). We leverage key supply chain groups by focusing on reducing our Scope 3 emissions from our logistical footprint, such as through consolidating shipments, reducing part numbers and empty spaces in shipments, and optimising transportation methods and packaging.



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Our supplier requirements, conflict minerals policy, reporting template, and our alignment to industry standards can be found on our website - [Supplier Requirements](#), [Compliance & Ethics](#) and [Our Products and Services](#).



**Kee Lee Kheng**

Senior Manager, Compliance Engineering, Global Business Services

Penang, Malaysia

Kee's leadership helps ensure that our vast network of global suppliers adheres to the Responsible Business Alliance (RBA) Code of Conduct, Conflict Minerals Law and RoHS/REACH compliance. A key element of her team's responsibility is to ensure that all materials provided to Celestica comply with conflict minerals regulations. Each year they work with thousands of suppliers to ensure our rigorous policies and procedures are understood and enforced. Annual surveys are held and if potential conflict minerals compliance issues are noted, suppliers are required to provide risk mitigation plans and follow-up for closure. Our customers demand the highest ethical standards and Kee's leadership plays a vital role in retaining their business. In 2021, Celestica achieved 100% on a customer's supplier scorecard in this area—a true testament to Kee and her team.



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## Supplier Assessments GRI 308-1, 414-1

Celestica is an electronics manufacturing services company that builds products for original equipment manufacturer customers in accordance to their specifications. Many of our suppliers are screened, selected, and controlled by the customers we work with and therefore are out of scope for much of Celestica’s own assessment and qualification process.

We do have control over a select group of suppliers defined as key players in our business. This group is known as our Major Supplier List (MSL). Through supplier self-assessments and verification visits conducted by our employees or through the RBA, Celestica annually analyzes and scores our MSL suppliers on social, ethical, and environmental actions across their operations. Celestica works with suppliers to improve their scoring and close out any corrective actions that are identified, in a timely manner.

In 2021, Celestica completed more than 170 supplier facility Self-Assessment Questionnaires (SAQs). One supplier was reduced from medium risk down to low risk in 2021, and no suppliers were identified as high risk suppliers. A total of 41 RBA supplier audits were completed for supplier facilities, 29 initial audits and 12 closure audits. During 2021, we closed 69 of 113 corrective actions open with our suppliers. It should be noted that some audits take up to two years to be completed. With a focus on our MSL, over 183 unique suppliers were assessed on a combination of environmental and social sustainability. In addition to our RBA supplier assessments and audits, and supplier scorecards, Celestica will continue to improve risk management in our supply chain through integrated software.

Celestica’s Global Commodity Management team evaluates MSL suppliers quarterly through our Supplier Performance Tool (SPoT). This scoring can affect the amount of business awarded to the supplier, and if deficiencies are not satisfactorily addressed, the supplier may be removed from the MSL. In 2021, our supplier scorecards were enhanced to incorporate a heavier weighting on sustainability, specifically on conflict minerals. At the end of 2021, our suppliers collectively received an average score of 62% in the sustainability metrics, calculated on suppliers’ practices in environment, labour, health, safety, and ethics. In 2022, the supplier scorecards will be enhanced



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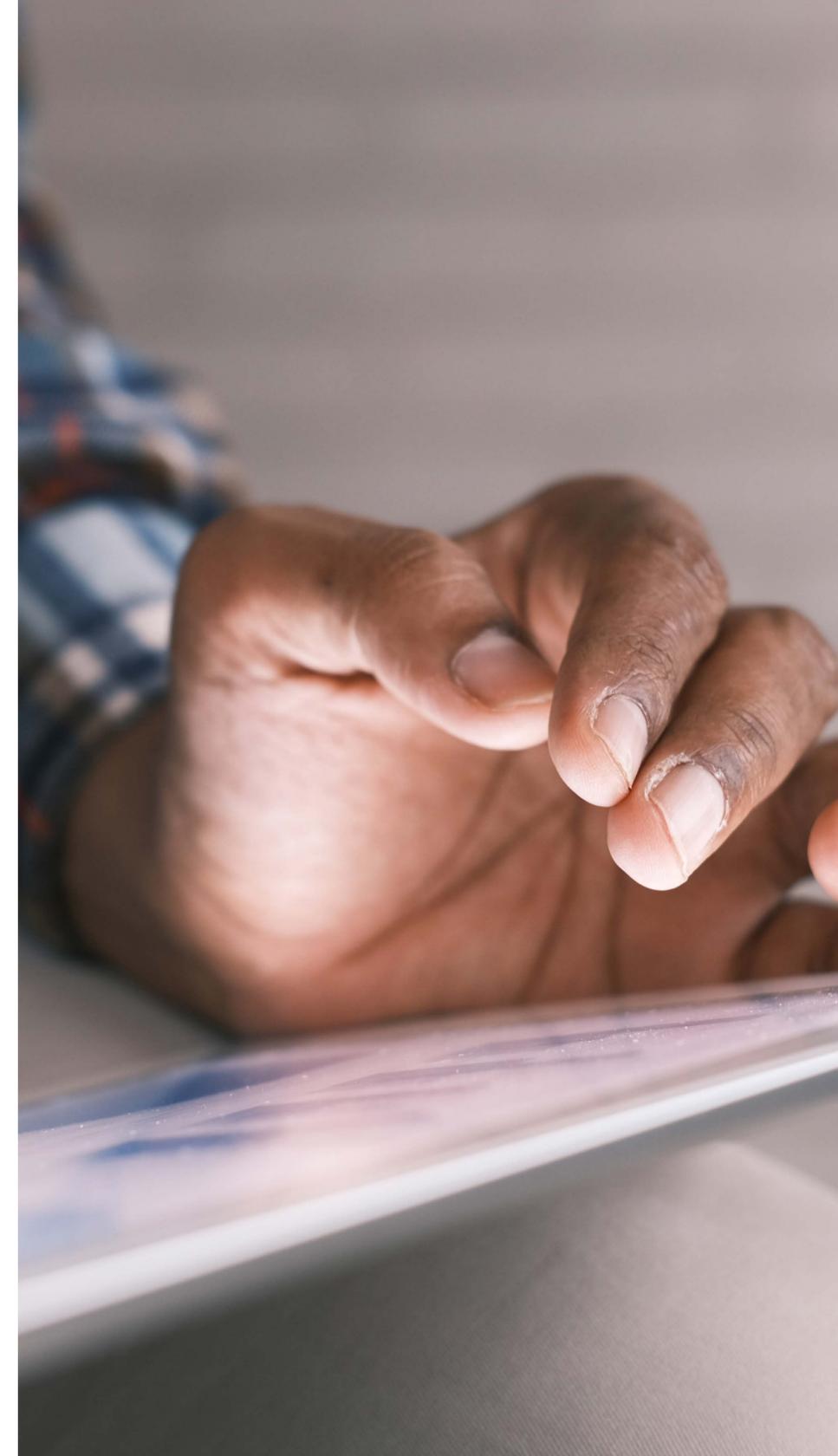
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by revising questions related to suppliers' memberships, type of business, and size. The criteria and relative weighting of sustainability metrics within supplier scorecards will be reviewed on an as-needed basis to align with Celestica sustainability strategy and global trends.

In 2022, Celestica will be launching the Supplier Emissions Program. This will support our Scope 3 science-based target (please see the [Greenhouse Gas Emissions](#) section for more details), focusing on reducing emissions from our purchased goods and services. Due to the complexity of Scope 3 emissions, this program will help to improve access to both the quantity and quality of data to determine progress, identify practices, and implement activities in partnership with suppliers to meet our goal.



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## Supplier Risk Management

With a supply chain that spans nearly every country of the world, Celestica ensures we recognize and manage risks from our suppliers, within the areas of business, ethics, human rights, labour, and the environment.

In 2021, Celestica began a partnership with an external software company to enhance our supply chain risk visibility and business continuity. The tool monitors a large number of indicators, including identifying single-sourced materials, maintaining supplier history, and monitoring natural disasters and geopolitical issues. Celestica will use the tool to give our company a leading edge in proactively addressing procurement challenges, thus preventing production delays. Additionally, our customers are provided with pre-production insights into their supply chain risk maturity. With over 6,000 suppliers and 8,000 supplier facilities in our data system currently, Celestica's Supply Chain Risk Management team has robust processes integrated within the tool's powerful database. Features from the tool, such as automated live alerts, are implemented to ensure information is communicated efficiently and to appropriate departments based on risk type.

As part of our focus on continuous improvement, we will look to take advantage of the full range of software data to expand the scope of risk management, including analyzing and measuring suppliers from site-specific data for crime, terrorism, ethical behaviour, labour and human slavery, providing greater alignment to our commitment to the RBA.

Please review our [Management Approaches](#) and [Celestica's Global Supplier Management Playbook](#) to learn more about our policies and practices to reduce supply chain risks.



**Jennifer Bond**  
 Director, Source to Contract  
 Toronto, Canada

Jennifer works to reduce the environmental and social impact of Celestica's supply chain. In 2021, she and the Supply Chain Management Data team partnered with a third-party to map the company's entire end-to-end supply chain. "This process really opened our eyes to the cascading effects global events have on our ability to support our customer's requirements," she says. Jennifer and the team used these learnings to establish an event monitoring process which provides a notification when events such as floods or COVID-19 shutdowns could impact a supplier's facility. "We can then proactively work to de-risk the supply chain," she says. Teams can now assess the impact of an effect in hours versus weeks and quickly shift from being reactive to proactive. This real-time advantage enables Celestica's buyers to secure alternative stock faster than the competition.





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## Sustainability Built Into Our Hardware Platform Solutions Business

Celestica's Hardware Platform Solutions (HPS) business (formerly Joint Design and Manufacturing) has invested in leading-edge product roadmaps, design capabilities, and hardware innovations aligned with market standards and emerging technology trends. Our focus is to ensure environmental compliance throughout the product lifecycle, from sourcing of materials to product disposal. Processes and products are designed with circularity in mind, ensuring recovered materials are used in manufacturing and that the materials have a high level of recoverability, through either reuse, remanufacturing or recycling. Please see the [Circularity By Design](#) section for more information.

We are also designing and manufacturing more energy-efficient products. For example, more than 80% of HPS projects use titanium instead of platinum within the power supply unit, as titanium is much more energy efficient. In addition, all Celestica HPS product designs have 96% power efficiency.

To learn more about the HPS business, please visit our [website](#).



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# Social

At Celestica, we strive to create an environment that fosters innovation, empowers people, and leverages individual expertise.

Please see [KPI Summary](#) for data in reference to this section.



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# Occupational Health and Safety

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9

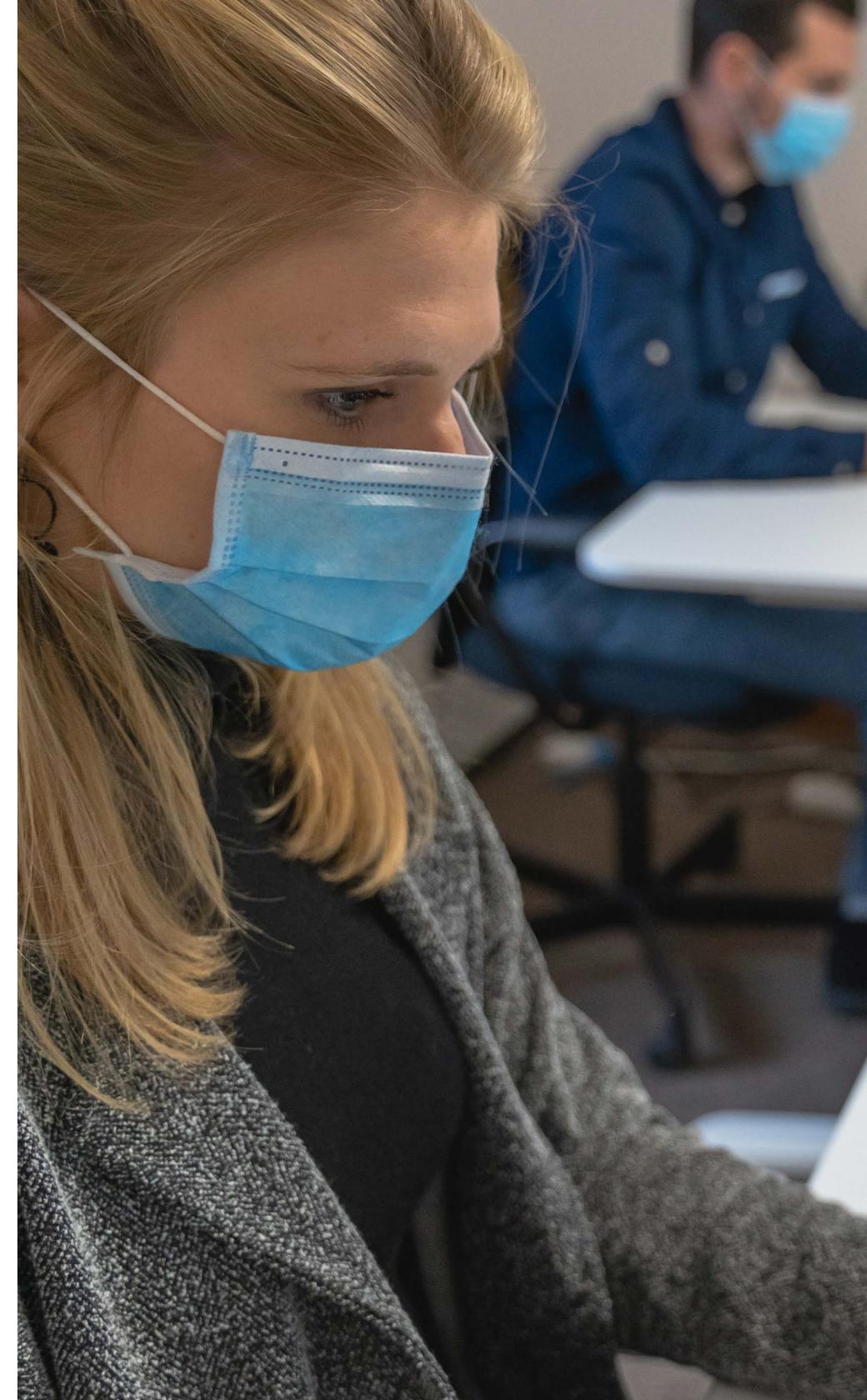


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We believe that every employee has a right to a healthy and safe workplace. Celestica’s Environmental Health and Safety (EHS) organization has oversight of policies and operational controls of environmental, Occupational Health and Safety (OHS), and social risks. Each site has one or more persons tasked with managing OHS activities and reporting site status to the global EHS team. In 2021, our OHS representatives had an unprecedented year and we appreciate the enormous contributions they made in maintaining a healthy and safe workplace during the COVID-19 pandemic.

Celestica’s OHS management systems are implemented in accordance with local legal requirements and are aligned with internationally recognized standards and codes such as ISO 45001, OHSAS 18001 and the RBA. The products and services we provide are manufactured in accordance with legal requirements.

Our top level Global OHS Policy defines our commitment to employee well-being and prevention of employee injury and ill health, with a focus on proactive hazard recognition and effective risk management. Furthermore, workers are provided with non-occupational medical and healthcare services depending on location. Such access includes topics such as smoking cessation, healthy eating, weight management, and additional relevant health care services.



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Celestica uses a variety of methods and tools to ensure we are continually monitoring and improving the performance of our OHS management system, including both internal and external auditing programs and EHS-focused kaizen activities. It also includes monthly key process indicator reporting by all sites that includes both leading and lagging indicators such as close calls reported and workplace inspections completed.

Hazard identification and assessment is integral to our ability to provide a healthy and safe workplace. When reviewing new equipment, processes, and chemicals or conducting incident investigations, we focus on applying the hazard hierarchy with preference given to elimination, substitution, and engineering controls to mitigate risks.

Our continued focus on safety through extensive training, hazard identification, and risk assessment contributes to our low incident rates. In 2021, there were no work-related fatalities.

Celestica provides training for employees and third-party contractors including onboarding training which includes health and safety (i.e. workplace safety rules, incident reporting, PPE to be worn, and equipment safety), and job specific training highlighting any specific hazards related to assigned tasks (such as equipment safety/guarding, chemicals, heights, powered industrial vehicles, PPE, and physically demanding work). If there are any incidents, employees are retrained.

## OHS Highlights

The OHS management system includes all employees, contractors, and persons undertaking business at our locations. We are committed to keeping our nearly 24,000 employees worldwide informed about health and safety standards, policies, and local legal requirements. We are also a responsible neighbour in the communities in which we operate and extend our community focused approach to assist those in need.

### In 2021, we completed:

- 1,500 EHS-focused workplace inspections of our manufacturing facilities.
- More than 500 Gemba walks focused on ensuring and improving the safety of our employees in our facilities.
- EHS-dedicated weeks or days to promote safety and environmental awareness.
- More than 250 health and safety committee meetings.
- EHS-focused kaizen activities, resulting in more than 400 improvements across the network
- Targeted minimum of four hours of EHS-focused training for direct labour employees

For more information, refer to the [Global Occupational Health and Safety Policy](#).



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# Learning and Development GRI 404-1, 404-2



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.

Across all of our global teams, we logged approximately 2.2 million training hours and provided more than 300 internship positions in 2021.

We offer a blended learning approach by incorporating comprehensive e-learning experiences and instructor-led learning sessions. In support of employee growth, we promote the importance of continuous learning through participation in informal development opportunities, and function-specific and global programs.

Our Learning Management System offers various courses, and resources covering a wide range of topics and skills. Due to the ongoing COVID-19 pandemic-related challenges in deploying live face-to-face learning, we have converted some of our core training programs to be delivered virtually while maintaining interactive components and relevant content to drive optimal learning outcomes.

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



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our operations teams and new, emerging and existing people leaders across our networks.

We also implemented a multi-level development program in Oradea, Romania to enhance leadership, project management skills and operational excellence. The program runs for three years and targets five selected groups: line leaders, production managers, engineering team leads, managers and the top management of the site. Each program is tailored to the specific needs of these groups. In 2022, we will expand and tailor the program for other customer-facing employees and also launch new learning academies for our site General Managers and our Engineering teams.

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. Since our 2018 survey, we have created new and enhanced learning and development opportunities such as leadership and functional skills training, increased accessibility to robust online learning, greater visibility to career paths, and opportunities to drive meaningful career growth while strengthening capabilities and the employee experience. Our 2021 survey highlighted benefits of these changes and new areas for improvements.

To accelerate the growth and development of women we also continued with our Women in Action program including a formal mentorship program and other leadership development activities.

Furthermore, performance objectives occur with all permanent, full-time Celestica employees and align to strategic focus areas. The goals for broader functions and teams are established annually, providing an opportunity for a cohesive and valuable partnership between employees and people leaders. All permanent, full-time employees at and above the manager level are included in our global talent and succession reviews. Talent reviews below the manager level are also completed at the discretion of each business leader with a consistent approach. Through our enhanced 2021 global talent review cycle, we provided greater visibility to talent data by leveraging a digital talent and succession management system.

In 2022, we will continue to expand targeted leadership development programs for managers, directors and high performers to build future capabilities to maintain a competitive advantage, ensure individuals are in the right roles to help deliver on our business strategy, and support employees' career aspirations and growth.

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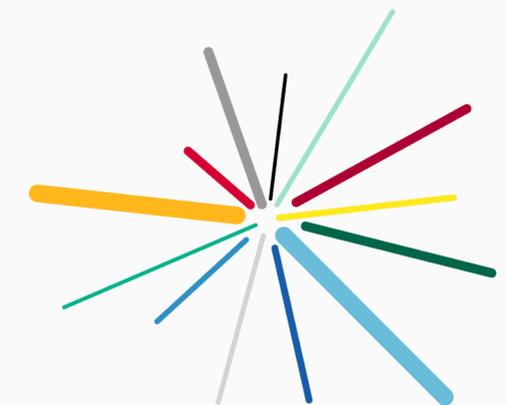
# Diversity and Inclusion



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.



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## To further cultivate a diverse and inclusive environment in 2021, Celestica:

- Regularly communicated with employees about ongoing progress on D&I matters.
- Assessed and shared D&I survey results and global action plans.
- Trained the Executive Leadership team, led by a global management consulting firm.
- Launched a global online training course with 100% of Director level and above and 96% of employees trained, covering topics of diversity benefits for all, microaggressions and managing biases.
- Hosted a Global Day for D&I Awareness and Dialogue, attended by more than 2,400 employees.
- Introduced four Employee Resource Groups (ERGs): Celestica Black Employee Network, Celestica Pride Network, Celestica Indigenous Affinity Group, and Celestica Women’s Network.
- Ensured we had a pipeline of diverse candidates within our indirect labour population.
- Integrated language within external recruiting, identifying Celestica as an equal opportunity employer.
- Introduced mandatory job posting on diverse sites and job boards.
- Launched a partnership with a recruitment agency focused on seeking talented minority youths.
- Implemented candidate self-identification questionnaire in North America and Asia.
- Updated HR Policies and Practices to mitigate perception of favouritism (e.g. promotions and overtime).
- Developed D&I Scorecard to track diversity within Celestica.
- Provided customers with diversity spend reports to support their diversity goals.
- Achieved 20% of female board composition, with a goal of 30% by 2023.



**Alan Bryan**  
Global Business Office Director,  
Industrial & Smart Energy  
Remote Employee U.S.

Alan plays a pivotal role in supporting Celestica’s diversity and inclusion strategy. He has been a champion for the creation of ERGs that ensure safe spaces for employees who share a common identity. In 2021 he supported the establishment of the Pride, Black Employees, Women’s, and Indigenous Affinity Group Networks—with another for employees with para-abilities on the way. “While ERGs are relatively new to Celestica, we are already seeing evidence of employees who felt isolated, now feeling empowered to bring their whole selves to work,” he says. “I am continually amazed at the impassioned stories of the employees we are reaching.” Alan’s leadership support highlights the personal and professional growth opportunities that ERGs provide for members—and makes Celestica a stronger, more resilient, company.

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## Gender Equality

At Celestica, we recognize that diversity expands beyond gender, but we also remain focused on hiring, developing, and promoting women into senior leadership roles.

Our goal is to increase the number of women on the Board and ensure that the candidate list for new board members is comprised of 50% women. When the Board seeks to identify new directors, typically a committee is created to conduct reviews. The committee develops a preferred candidate profile based on qualifications, experience, diversity, and expertise to identify skill gaps and achieve D&I goals. As of December 31, 2021, there were two women on the Board, one of whom chairs the Audit Committee.

We are committed to being an equal opportunity employer and prohibit discrimination based on race, religion, national origin, gender, sexual orientation, age, marital status, veteran or disability status or other characteristics protected by law. Celestica bases its hiring decisions on skill, qualifications, and level of experience. We also embrace a pay-for-performance culture, irrespective of employee gender, race, ethnicity, religion, or disability.

Celestica supports a range of initiatives promoting the advancement of women, including the Women in Action program which addresses the unique challenges women face environments. In 2021, we continued with many meaningful events such as team coaching and training, peer discussions, guest speakers, networking events, and volunteering opportunities. We also worked to refine the program to foster greater talent visibility, and multiple leadership development opportunities for the participating women.



Employees celebrating International Women's Day.



Employees celebrating International Women's Day.

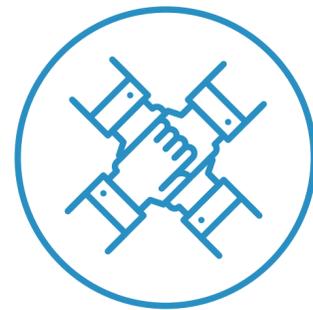
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## Employee Resource Groups

Employee Resource Groups (ERGs) are voluntary, employee-led groups organized around a shared identity—for example, gender or ethnicity. These groups are open to any employee who shares the common identity of the group or would like to support the group as an advocate or ally. ERGs offer members the opportunity to come together, build a sense of inclusion and create an environment in which everyone feels valued and encouraged to be their authentic selves. In addition to bringing communities together, ERGs benefit employees by creating opportunities for mentoring and career development.

### Celestica Black Employee Network

The mission of the Celestica Black Employee Network (CBEN) is to elevate Black employee representation at Celestica by creating and promoting an inclusive environment that enables everyone to thrive. CBEN will foster professional development and leadership opportunities with a focus on the recruitment, retention and advancement of Black employees at all levels of the organization.



### Celestica Pride Network

The mission of the Celestica Pride Network (CPN) is to create an inclusive environment where LGBTQ2SIA+\* members can feel safe to be their authentic selves and create an open forum for allies to seek understanding. CPN will accomplish this mission by increasing awareness of our culture, fostering affirmation of our members and expanding the representation of our people at all levels within the global Celestica organization.

\*Lesbian, Gay, Bisexual, Transgender, Transsexual, Queer, Questioning, Two Spirit, Intersex, Asexual, and other ways to describe gender identities and sexual orientation.

### Celestica Women’s Network

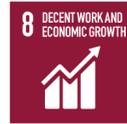
The mission of the Celestica Women’s Network (CWN) is to develop and enable women, engage men, and promote an inclusive and diverse environment throughout the organization. Through CWN’s regional and local chapters, we are focused on raising awareness on challenges women face in the workplace, providing opportunities for development, fostering collaboration and networking, and giving back to our local communities through team-oriented activities. The CWN also provides a discussion platform across Celestica’s network to overcome biases and discuss matters that are important to women. In 2022, we are expanding our local chapters across all regions.

### Celestica Indigenous Affinity Group

The Celestica Indigenous Affinity Group (CIAG) will create opportunities for employees to learn, engage and become more aware of Indigenous experiences, culture and history to foster an inclusive environment within Celestica. CIAG will achieve this through active listening to Indigenous voices, learning and sharing with empathy and respect, and striving to build a foundation of trust with Indigenous employees and alongside the Indigenous communities in which we operate.

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# Employee Wellness GRI 406-6, EW



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 2021, Celestica launched the Global Employee Wellness program. The program provides employees with resources, insights and best practices to promote employee health and well-being. 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.

This year, healthy living and the act of caring was highlighted in many site activities hosted by and for our employees.



**Poh Poh Koay**  
 Compliance Engineering,  
 Associate, Global Business  
 Services  
 Penang, Malaysia

During the height of the COVID-19 pandemic, Poh Poh put her background as a Tae Kwon Do master to good use. "After a few months working from home, many of us realized we were getting too sedentary. I decided to set up a weekly virtual fitness class to help people keep active," she says. The sessions have attracted a dedicated following with co-workers attending regularly and even recording the sessions for use throughout the week. Poh Poh works hard to keep the sessions varied and challenging with each featuring a range of both low and high intensity exercises. "I'm so proud—some could barely finish the first class, but now they're asking me to make them longer and are even asking for very specific cardio and muscle exercises. It's inspiring to know that the sessions helped them get through very challenging times."

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## Celestica Spirit Week

Each year Celestica dedicates Spirit Week to acknowledge and thank employees for their enormous contributions.

In 2021, we celebrated Spirit Week virtually with a global event titled “The Ultimate Celestica Challenge”. As part of the event employees completed a series of entertaining challenges such as performing random acts of kindness, having a ‘staycation’, practicing mindfulness and wellness, connecting with colleagues, and taking selfies with their favourite coffee mugs. Employees posted their photos and videos on our internal communications platform, Celestica Connects, which garnered thousands of comments and likes. Together we connected with our colleagues near and far and had many laughs as a global team.



Employees enjoying a coffee break with fellow colleagues.



Employees took time to tour their local city.



An employee enjoying a sunrise and a cup of tea to start the day.

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## Working Hours WH

Celestica is committed to protecting the well-being of our employees. We partner with customers and suppliers to avoid excessive overtime hours and limit consecutive workdays through our Hours of Work Policy, which complies with the Responsible Business Alliance Code of Conduct. Working hour targets are set for each operations site on an annual basis. Metrics are reviewed and presented on a monthly basis to Human Resources site leads, Human Resources directors, and the Chief Operating Officer.

In 2020, the RBA released a COVID-19 Working Hour Advisory, which allowed for exemptions to working hour requirements as the pandemic was considered a global emergency. Considering this, in 2021, 99.3% of employees complied with maximum working hour requirements, and 96.8% complied with continuous working day requirements. We are proud of our efforts to cross-train employees to manage workload distribution in order to maintain compliance and keep our operations running.

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# Employee Engagement



## Rewards and Recognition

Celestica’s rewards and recognition programs acknowledge employees who are achieving business results by living our Brand and Values, and embracing the characteristics of our Leadership Imperatives.

Recognition takes place every day across Celestica. We encourage business and people leaders to acknowledge individual and team success in quarterly town halls, and in more formal ways through our Bravo! and Ignition Awards programs.



**27,700**  
**Bravo! Awards**

were given out to recognize employees in 2021. Celestica’s Bravo! Program encourages employees to recognize others.

## Virtual Employee Community

Celestica’s digital employee communications platform provides a forum for employees to stay connected and share information on community engagement and volunteering events, waste and electricity reductions initiatives, and other sustainability-related topics. With more than 34% of employees\* participating, it is Celestica’s largest global communications community.

\* Calculated based on the total number of employees with access to the platform.



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## SparkChange Ignition Award Winners

### Americas: Newmarket Facilities Team Newmarket, Canada

The Newmarket Facilities team realised that heat from the compressors in the factory was being exhausted into the atmosphere when it could have been redeployed to heat and dehumidify the factory. Recognizing this as a great opportunity, the team worked with its natural gas provider to develop an innovative energy reduction initiative. The compressor exhaust was re-routed to dissipate the heat into the vicinity of a return air unit in the ceiling where it was then distributed throughout the building. Ultimately, the site saw a 42% reduction in natural gas consumption and significant cost savings.

### Asia: Shanghai Spark Change Committee Shanghai, China

During the global pandemic, the Shanghai Spark Change Team realised the importance of ensuring employees continued to feel valued and engaged. They developed a creative program that offered staff a wide range of opportunities to drive positive change—at work and in the community. To encourage green transportation and employee care they offered a shuttle bus service between the subway and the office. The program also introduced a thank you card program that provided custom made cards which employees were encouraged to use to show appreciation to colleagues. A widely viewed WeChat recruitment promotion enabled employees to share their best Celestica moments. The program included many other activities—a photography contest, sports clubs, a book exchange, and more.

### Europe: Spark Change Valencia Valencia, Spain

The Valencia Spark Change Team worked actively to embed sustainability into projects, processes, and behaviours at Celestica. In 2020, the team continued its focus on energy consumption reduction by updating parking lot lighting and continuing to source 100% renewable energy. The site developed tools to monitor, control and improve water consumption. The Valencia site is also deeply committed to waste reduction, diverting 98.9% of waste from landfill. The site also provided many opportunities for employee involvement during Waste Reduction Week including a Gemba Walk event, trivia game, upcycling competition and a clothes and toy drive. Valencia’s efforts to ensure the health and safety of employees during the pandemic meant that the site was never forced to lock down or stop operation.



Celestica’s Ignition Awards program celebrates individuals and teams driving change in the organization. In 2021, there were over 300 nominations recognizing nearly 1,800 employees globally. The SparkChange Award honours those who drive significant sustainability improvements in their sites and communities. This category consists of three awards recognizing individuals or team contributions in the Americas, Asia, and Europe regions during 2020.



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## Operations Central Best of Best

Across Celestica, our employees drive continuous improvement practices every day. All employees are encouraged to submit their projects to be considered for our “Best of Best” Operations Central Awards.



### 2021 Winners, Sustainability Category

The “Best of Best: Sustainability” Award is given to solutions that make a significant impact by reducing energy or water consumption, increase the reuse or recycling of materials to reduce the amount of waste that goes to landfills, and those that reduce excessive working hours.

#### **Building Lighting Automation, Newmarket, Canada**

Employees in Newmarket, Canada identified building lighting as a significant opportunity to reduce energy usage as it accounted for 19% of the electrical feed, totalling 1,170 MWh annually. The team identified 16 zones in the building where the lighting could be independently programmed on a predefined schedule, while still allowing security to override, if required. This allowed the team to reduce the lighting load by 33% equivalent to 386 MWh annually, supporting Celestica’s energy reduction strategy and emissions targets.

#### **Energy Reduction Project, Valencia, Spain**

Employees in Valencia, Spain analyzed the site’s energy consumption to find areas for improvement. They noticed that approximately a quarter of their energy consumption is used to create a comfortable temperature, primarily from two large chillers that supply cooling water and air conditioning. In the summer months these were used efficiently, but there was excessive energy consumption in the winter. The team installed an independent system to cool the production which uses less energy and reduces the consumption from the chillers and pumps when air conditioning is not required. It is estimated that this project will reduce approximately 300 MWh annually.

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# Our Communities



Celestica is committed to supporting the communities in which we work and live. Throughout 2021, we continued to support our local communities to help those impacted by COVID-19. We volunteered our skills, time, and creativity to make a difference in a host of ways—donating personal protective equipment, supporting frontline workers, engaging with local businesses, and much more.

## COVID-19 Relief

Employees from the Johor-EMS, Malaysia site organized volunteer events to help the community in response to the COVID-19 pandemic. One event showed support to frontline healthcare workers by creating digital thank you cards and donating goodie bags containing food and supplies to staff at the Temenggong Seri Maharaja Tun Ibrahim Hospital and the Ministry of Health Kulai district, Malaysia. The site also supported the program “Info on Wheels” organized by the Department of Information Services Malaysia. The goal of this initiative was to educate the community about COVID-19, while also celebrating Malaysia’s Independence Day 2021. Nineteen employees prepared 300 relief bags that were donated to community members containing a coconut drink, hand sanitizer and face masks.



Johor-EMS, Malaysia



Johor-EMS, Malaysia

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**Johor-EMS, Malaysia**

Employees from the Johor-EMS, Malaysia site organized a food donation drive to aid underprivileged communities during the pandemic. With the theme "Together We Care", 554 employees participated in the donation drive and collected more than 150 kg of essential food items for two local organizations.



**Laem Chabang, Thailand**

In Laem Chabang, Thailand, employees donated 200 kg of recycled paper boxes to make field hospital beds to support hospitals during the COVID-19 crisis. Celestica employees also raised money to purchase and donate 116 PPE suits for medical staff at Laem Chabang Public Health Service Center.



**Kulim, Malaysia**

Employees in Kulim, Malaysia provided packed lunches to local frontline workers working hard to stop the spread of COVID-19 in their communities. Employees distributed 40 lunches to four police roadblock posts surrounding Kulim District.



**Hino, Japan**

The Hino, Japan site organized an employee luncheon catered by local small businesses in an effort to support restaurants affected by the COVID-19 pandemic. Over 60 employees gathered and enjoyed a bento lunch along with cake for dessert.



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## Giving Back

Employees from the Shanghai, China site organized a pop-up service booth. Sixty-nine employees took shifts at the booth offering support to the community including measuring blood pressure and providing travel guidance.

Employees from the Hong Kong, China site partnered with “The Society for the Promotion of Hospice Care” to support the community during the cold winter months by donating hand-knit scarves. Thirty employees participated in a five week program that taught participants how to knit the scarves, which produced 50 hand-knit scarves.



Hong Kong, China



Hong Kong, China



Pooncharat (Yuii)  
Khamthaeng

Communication and  
Training Analyst

Laem Chabang, Thailand

Thanks in large part to Yuii’s leadership, employee volunteering is vibrant and thriving in Celestica Thailand, despite the challenges created by the pandemic. With in-person events no longer possible due to health protocol restrictions, Yuii used her creativity over the past two years and switched to providing contactless ways to help the community. “Our employees have responded really well to donation campaigns,” she says. “I try to make it as easy as possible for them—setting up drop-off boxes at various locations around the site”. One successful drive asked employees to drop-off aluminum scraps that were then used to build prosthetics and another campaign to drop-off recycled parcel boxes that were used to make paper field hospital beds for COVID-19 patients. Another collected funds to purchase PPE suits for medical staff at local public health centres. Other campaigns have supported a wide range of local charities. Yuii’s boundless enthusiasm and commitment is true inspiration.

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## Celestica's Time Off to Volunteer Program



Celestica's Time Off to Volunteer (TOV) program encourages all eligible employees to volunteer their time and skills in their communities.

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. The ongoing pandemic continued to create challenges when it came to holding traditional group activities, but employees managed to form social distanced events and found creative, virtual ways to volunteer.

Throughout 2021, 16% of employees volunteered over 19,000 hours through the TOV program. Here are a few examples of how our employees supported their communities.



**Ceecee Nie**  
 Program Manager Hardware Platform Solutions  
 Shanghai, China

Ceecee was the driving force behind the Shanghai site's dynamic corporate social responsibility engagements and supported employee engagement initiatives. She developed a creative program that offers employee's volunteer opportunities for teams and individuals. "People are very busy, and I wanted to make it easy for them to find time to get involved," she says. She organized a site-wide event that all employees were encouraged to attend, helped managers set up team volunteer events, and organized weekly opportunities that people can sign-up for whenever they have time. In 2021, a range of activities were held, including environmental cleanups, tree planting, support for local libraries and bookshops, and programs to support children and seniors. "I'm proud to be able to make it easy for people to give back to their communities," she says.

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## Environmental Activities

Employees from the Song Shan Lake, China site planted trees in a small village outside of Dongguan City. More than 100 volunteers spent the day planting over 50 trees to support the future of forests in China and picked up garbage in the surrounding area.



Song Shan Lake, China

Over 120 employees from the Song Shan Lake, China site spent a day volunteering at a local rice farm outside the city in an effort to alleviate the burden on local farmers. Celestica employees provided physical labour and helped harvest the *oryza sativa* (rice).



Song Shan Lake, China



Song Shan Lake, China

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## Education Activities

Fifty-six employees from the Shanghai, China site visited the Shanghai Pudong Library to help organize books and read to visually impaired community members.

The Human Resources team in Portland, Oregon, U.S. volunteered with the local school district to conduct virtual mock-interviews for high school students. Organized by a local nonprofit, Portland Workforce Alliance, students were able to gain valuable skills to set them up for future job searches and career interviews.



Shanghai, China



Shanghai, China



Suzhou-GBS, China

In July, 33 employees from the Suzhou-GBS, China site partnered with the local community to take part in their volunteer activities. Throughout the month, the team assisted the community in caring for 20 children whose parents were unable to find childcare during the summer holiday. Volunteers entertained the children by teaching them games, doing arts and crafts, helping with homework, and educating them about safety.

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## Social Activities

Celestica employees from the Hong Kong, China site organized a fundraising walk from the office to Hong Kong Science Park. The 31 participants walked 7 km to raise money for “Against Child Abuse Organization”, a Non-Governmental Organization (NGO) that supports underprivileged families, which the Hong Kong site has been partnering with for 10 years.



Hong Kong, China

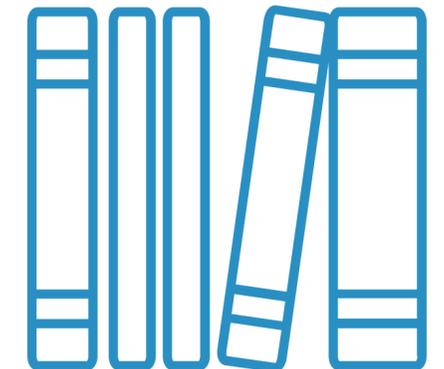


Laem Chabang, Thailand

Employees from the Laem Chabang, Thailand site collected 31 kg of aluminum scraps to donate to the “Prostheses Foundation of Her Royal Highness The Princess Mother” to create parts for prostheses.

Employees from the Suzhou-GBS, China site donated 1,000 books to the Charity of Sichuan Haihui, which collects books for children in impoverished communities.

1,000 BOOKS



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Celestica's Song Shan Lake, China site participated in a blood donation drive. This year, blood was in higher demand due to the spread of COVID-19. In total, 101 employees donated over 21 L of blood to the Dongguan Central Blood Station.



Song Shan Lake, China

In Song Shan Lake, China, 245 employees donated 8,000 pieces of clothing and 1,400 books to the Yidian Love Service team. In collaboration with the Dongguan Youth League Committee and Dongguan Volunteer Association, the Yidian Love volunteers gather donations then sort, clean, disinfect, and distribute clothing and books to various local charities.



Song Shan Lake, China

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## Time Off to Volunteer Site Spotlight: Oradea, Romania

Employees from the Oradea, Romania site have been consistent participants in Celestica’s TOV Program each year. In 2021 alone, the site organized over 20 TOV events that aimed to provide COVID-19 relief and give back to the community. The key to the site’s success in engaging employees in TOV events was the creation of an engagement calendar and webpage. The Human Resources team collaborated with the Information Technology team to create an internal webpage dedicated to sharing upcoming site TOV events, employee education resources, and local social responsibility programs. The webpage and calendar have been a huge success as they raised awareness on the importance of getting involved and increased attendance at volunteering events by allowing employees to plan in advance and easily register.

### Here are a few examples of how employees in Oradea supported their community

Over 120 employees from the site volunteered with the Dear House Association (Habitat for Humanity) in partnership with the City Hall of Bors commune to help build a home for a disadvantaged family. This is the 11th year the site has volunteered with this organization. In addition to providing manual support for the construction, all the materials for the roof were funded by Celestica.



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The team also launched an initiative called “Colourful Days”. Employees from the site prepared waste segregation training for students at a local school. Over 130 students participated in the seven workshops the volunteers hosted. Each workshop consisted of an informative presentation, followed by playing an educational board game about waste. The workshop concluded with a hands-on activity testing the children’s knowledge, where the students were tasked to properly segregate waste from their classrooms into the proper bins that were donated by Celestica.



Employees sponsored the “I Can Do It Too” Summer Camp organized by the Colourful Days Association. Running for five days, 20 volunteers participating in running activities for over 60 children focused on emotional intelligence, acceptance, and the development of creativity.



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Celestica partnered with the Colourful Days Association to participate in the arrangement of the green space at the House of Soul, located in Oradea, Romania. Thirty Celestica volunteers helped compact the soil, sow the grass and create an outdoor space for the children from the rural community.



Forty employees gathered to plant fir trees in Stana de Vale, Romania to reforest an area previously affected by a storm. In addition, 60 employees joined together with a youth organisation over two days to clean the green spaces in Bihor Country.



During a four week period, the site organized volunteer activities every Friday at the Philanthropy Association where 16 employees prepared and served meals for disadvantaged families. All the food was bought by Celestica and 240 people were able to enjoy a good meal.



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## Fundraising Activities

For the past 25 years, Celestica's Canada locations have supported the efforts of the United Way Greater Toronto through an annual fundraiser.

In 2021, employees took part in Get Up!, a virtual physical challenge, for the second consecutive year. Participants received donations for committing to running, walking, lifting, stretching and cycling for at least 280 minutes in support of people and families experiencing poverty. In total, 62 employees participated in the two week Get Up! challenge, logging over 17,360 minutes (289 hours) of physical activity.

Our contributions also included a kick-off breakfast where donations were made to Eva's Satellite Youth Shelter in Toronto; Interim Place, a shelter for abused women and children in Mississauga; and 360° kids, an organization that supports at-risk and homeless youth in Newmarket to support their breakfast programs. Donations were also made to both Flemingdon Park School Age & Family Centre and EveryMind Mental Health Services as part of the leadership kick-off meeting. Finally, employees donated their time to support community members through virtual 'Days of Caring' opportunities and participating in an online auction of donated items or services, such as baking lessons, fitness training, and mindfulness sessions.

At the end of the fundraiser, \$360,000 CAD (including funds from the Celestica matching program) was donated to the United Way Greater Toronto. This brings Celestica's lifetime giving amount to \$12.3 million CAD.



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# Governance

We are committed to the highest standards of corporate governance. Our strong business ethics create an environment of trust in all of our business relationships, and we ensure all employees understand the importance of ethical behaviour when conducting business on behalf of Celestica.



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# Sustainability Governance GRI 102-18, 102-19, 102-20, 102-21, 102-23, 102-26, 102-31, 102-32

Our Environmental, Social and Governance (ESG) strategy is integrated into every aspect of our business. Everyone at Celestica—from our Board of Directors and executives, to our functional teams, and global sites—recognizes that sustainability is the key to unlocking the potential of the future.

As the impact of climate-related events becomes increasingly apparent, the Celestica Board of Directors' Nominating and Corporate Governance committee increased its focus on our ESG practices. Celestica's Senior Vice President, Sustainability and Chief Legal Officer (CLO) provides an in-depth report to the Board annually on our ESG performance, and provides quarterly reporting on key risks.

This position formally reviews the Sustainability Report to ensure that the sustainability strategy is aligned with and integrated into our overall corporate strategy. Their annual compensation includes a metric that relates to achieving sustainability targets. This position reports directly to the Chief Financial Officer.

Celestica's Chief Executive Officer (CEO), Chief Operations Officer (COO), and Chief Financial Officer (CFO) receive quarterly sustainability updates. Discussions focus on our sustainability strategy and the progress we are making on our metrics. Input received in these meetings is used to shape Celestica's sustainability strategy and ensure it aligns with business priorities. Company performance on sustainability goals is tracked and progress is linked to annual and long-term objectives within the CEO's strategy, and compensation. Through our objective setting processes, these objectives cascade down throughout our organization and are part of our overall management systems.



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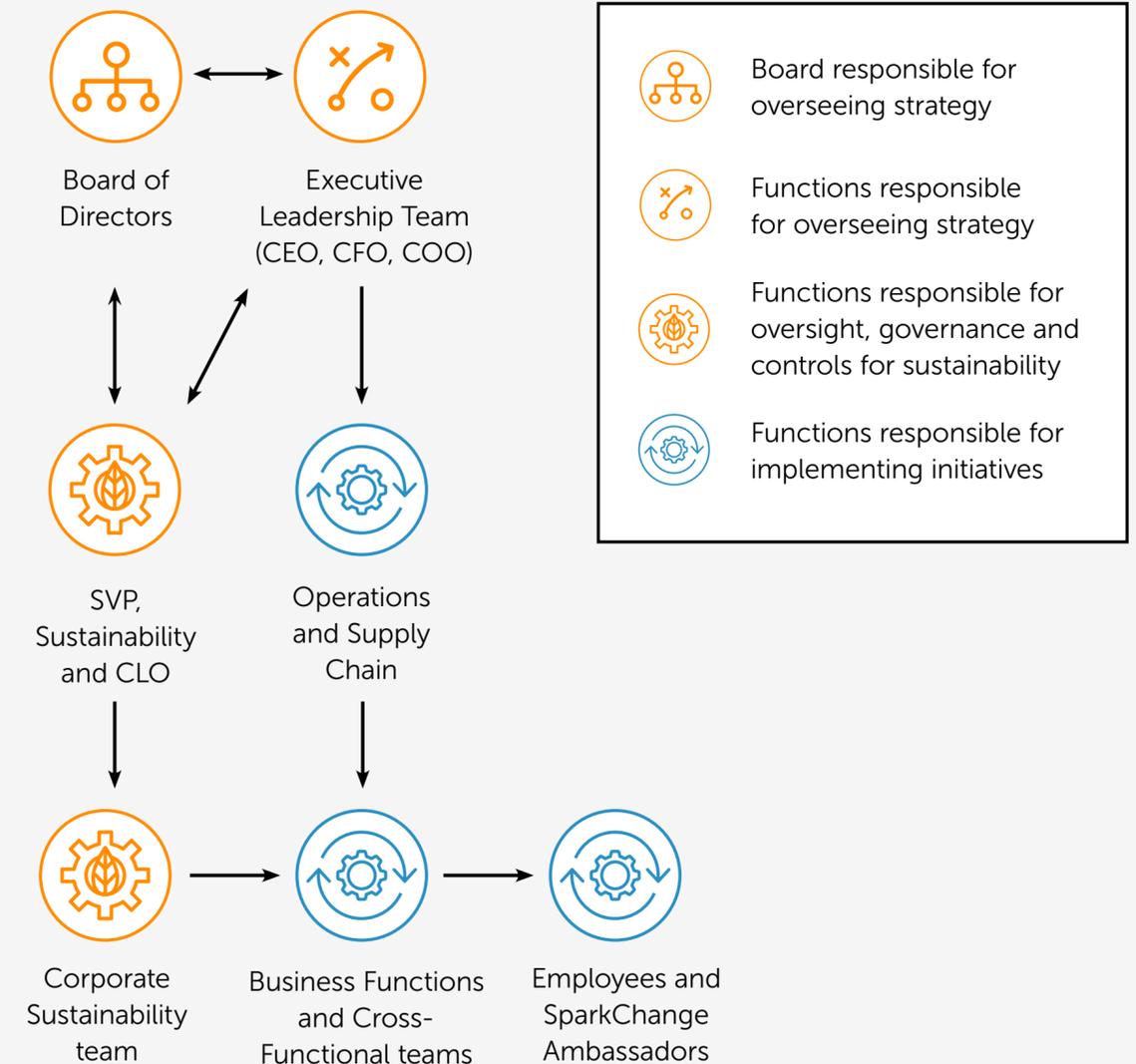
The Corporate Sustainability team directs the design, development, and deployment of our ESG strategies and programs. The team manages the collaboration and integration of operational and functional teams that execute and report on yearly sustainability plans and initiatives. In addition, the team engages with external stakeholders, completes disclosure reports, and conducts necessary reviews, assessments, and research. The team ensures that there is support for an ethical and sustainable electronics supply chain through environmental and social efforts, while mitigating risks along the way.

The Corporate Sustainability team is responsible for:

- Monitoring ESG and sustainability trends and issues.
- Developing short-, medium-and long-term sustainability strategies for the company.
- Driving investments that support sustainable business practices.
- Coordinating all sustainability-related reporting, such as this report, the CDP, EcoVadis, Institutional Shareholder Services Inc. (ISS), SustainAlytics and the United Nations Global Compact Communication on Progress.
- Collaborating and creating alignment on ESG matters and goals with customers and suppliers.
- Engaging with external stakeholders such as communities, academics, and third-party advisors to support the United Nations Sustainable Development Goals.
- Fostering a diverse and inclusive culture in which all team members are able to contribute fully and share their talents and innovative ideas.
- Reviewing our science-based targets (at minimum) annually, and reset our baseline if needed

The SparkChange program is a key component of our sustainability initiatives. The program aims to drive innovation, inspire employees to incorporate sustainability into strategic conversations, and encourages them to work together to unlock ideas. Located at our operational sites, our SparkChange Ambassadors engage with employees to grow the sustainability program. They also play a key role in educating employees about Celestica’s contribution to achieving sustainable solutions.

**FIGURE 5.1: SUSTAINABILITY GOVERNANCE STRUCTURE**



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# Compliance and Ethics



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8.7  
8.8

## Ethics Program **GRI 102-16, 102-17, 205-2, 412-2, WH, CM, FMW**

Celestica is committed to ensuring that our company culture is free from discrimination and harassment based on race, colour, religion, gender, gender identity, citizenship and/or origin, age, disability, sexual orientation, marital status, education, experiences, perspectives, languages, or other factors.

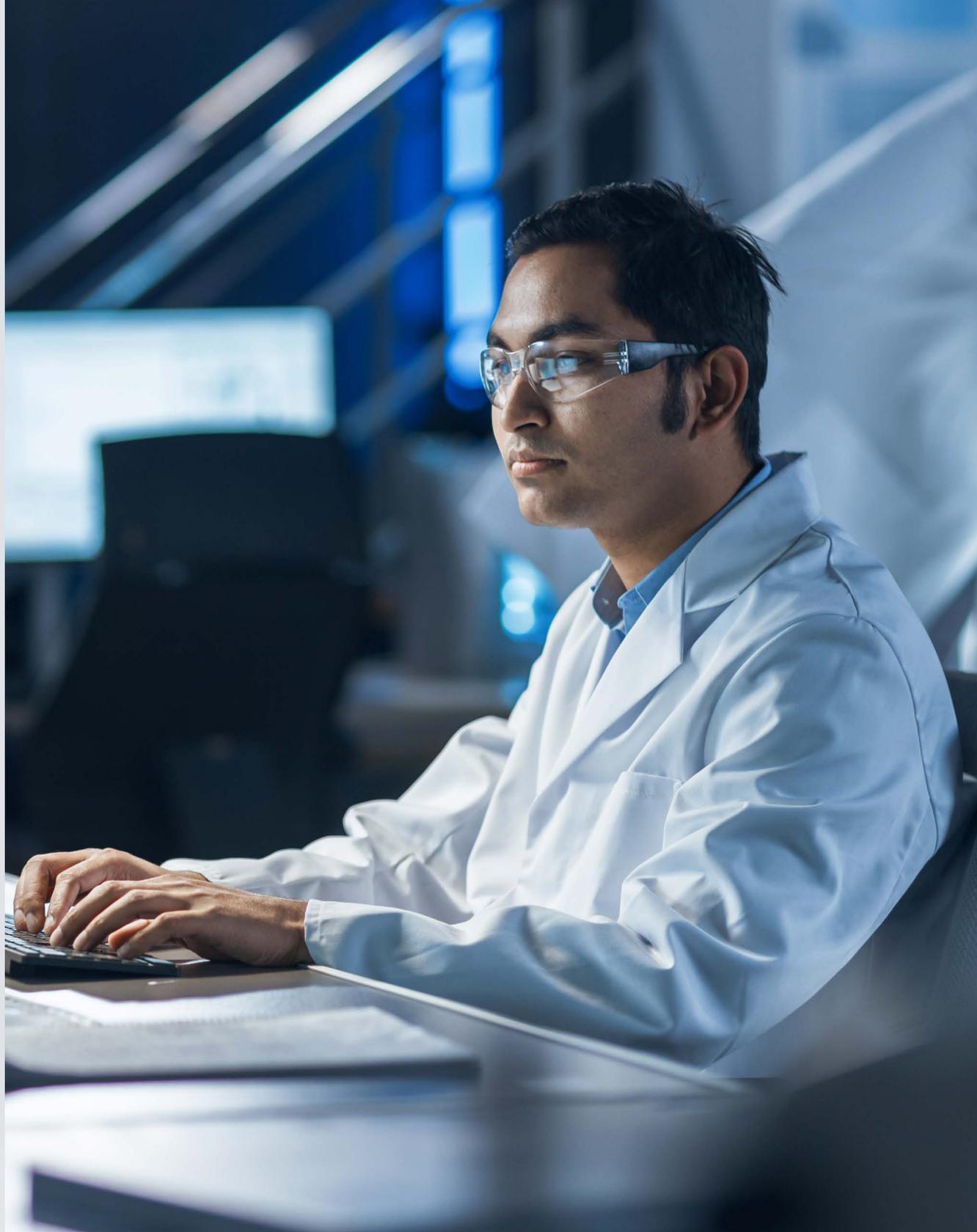
Open communication is a critical component of Celestica’s culture. We encourage our employees to speak with their managers, a member of management, or Human Resources should they have concerns or questions on legal or ethical matters.

In 2021, our global workforce completed approximately 7,340 hours of compliance training. All new employees, regardless of job role or function, receive Business Conduct Governance (BCG) training within 30 days of joining Celestica. This commitment to BCG compliance is renewed by all regular employees annually.

To learn more about additional aspects of our Compliance Program, such as compliance training, the BCG, and assessing risk areas, as well as aspects of our ethical labour practices, such as prohibiting child labour, forced and compulsory labour, compliance with migrant worker standards, and working hours, please visit the [Celestica website](#).



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## Labour and Ethics Management

**GRI 102-16, 102-17**

At Celestica, we strive to create a safe work environment and treat our employees with dignity and respect. To fulfil this mandate, we have established a Labour and Ethics Management system. This system ensures compliance with applicable laws, regulations, and customer requirements related to our operations and products, including adherence to Celestica’s BCG Policy and the RBA Code of Conduct. Each site has a governing document that includes any global policies and procedures, as well as local governing practices and regulations that are implemented at the site.

To ensure compliance to the RBA, Celestica assesses its manufacturing operations sites every two years, through a combination of internal and external audits (in-person or remote). Annual self-assessments, internal risk assessments, and improvement objectives are also recorded and actioned for each manufacturing site.

Within the development of commercial relationships with suppliers, Celestica ensures adherence to the RBA code and all labour standards, including freely chosen employment, child labour, discrimination, and harassment.

To learn more about Celestica’s Labour and Ethics Management, including the RBA Code, please visit the [Celestica website](#)

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# About This Report GRI 102-51, 102-52, 102-56



Since 2009, Celestica has published annual reports documenting our corporate social responsibility programs and environmental sustainability initiatives. We are committed to reporting our GHG emissions annually and began including third-party assurance of our GHG emissions in 2013. We published our previous report in September 2021, which contained results from the 2020 calendar year. This report contains results from the 2021 calendar year.

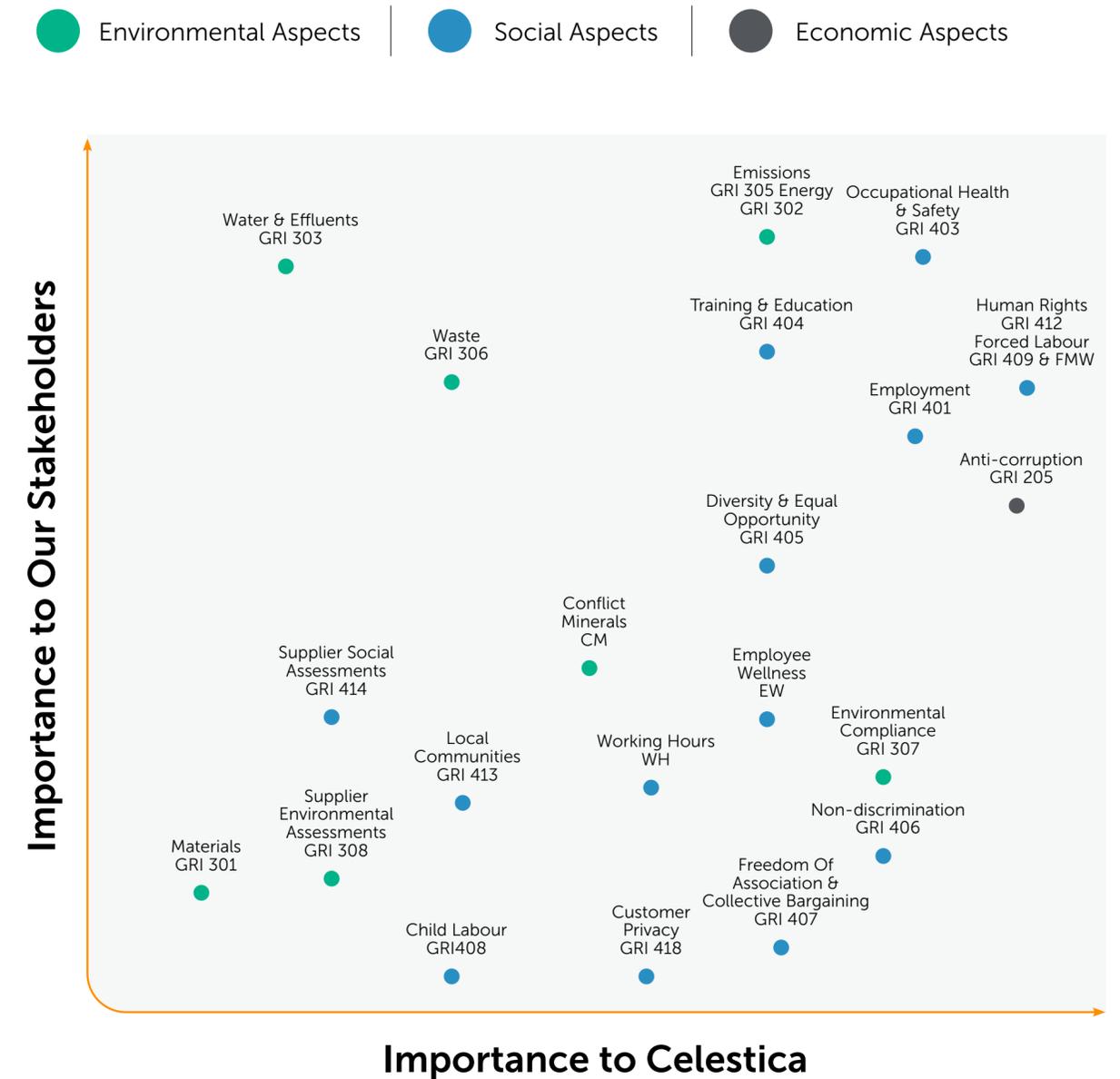
## Materiality GRI 102-43, 102-46, 102-47

As we progress towards our sustainability goals, elements we consider essential are continuously evolving. We monitor these changes, analyze environmental and social impacts, and assess the implications to our business.

We hold annual discussions with our internal and external stakeholders on 30 Global Reporting Index® (GRI®) Standards and four industry-specific topics (Conflict Minerals, Working Hours, Foreign Migrant Workers, and Employee Wellness). We then create the materiality matrix based on the potential impact on our business. Figure 5.2 illustrates the priority topics for our company and stakeholders, with the highest priority given to those pictured in the top right-hand quadrant.

Unless otherwise stated, the boundary for our material issues will represent 100% of Celestica’s footprint.

FIGURE 5.2: MATERIALITY MATRIX



To view previous sustainability reports, please visit the [Celestica website](#).



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## Stakeholder Engagement GRI 102-40, 102-42, 102-43, 102-44

We regularly engage with our stakeholders to determine our focus areas and create our materiality matrix. Our stakeholder groups are those that have an impact on our business or have the potential to be affected by our business, and also include external organizations that have expertise in the areas we consider to be material. We engage with our stakeholder groups in various ways, listed in Figure 5.3. The frequency of engagement is dependent on the approach used and is determined on an as-needed basis.

FIGURE 5.3: STAKEHOLDER ENGAGEMENT TABLE

STAKEHOLDER GROUP	ENGAGEMENT APPROACH	TOPICS	ACTION
Employees	<ul style="list-style-type: none"> <li>Town hall meetings</li> <li>Leadership meetings</li> <li>Employee surveys</li> <li>Sustainable Workspace program</li> <li>Sustainability Report</li> <li>Annual risk assessment</li> <li>Internal communication</li> <li>Courses and training</li> </ul>	<ul style="list-style-type: none"> <li>Energy</li> <li>Emissions</li> <li>Water</li> <li>Waste</li> <li>Wellness</li> <li>Recognition</li> <li>Training</li> <li>Communities</li> <li>Working hours</li> <li>Diversity &amp; Inclusion</li> <li>Health and Safety</li> <li>Ethics, Compliance, and Human Rights</li> </ul>	<ul style="list-style-type: none"> <li>Ensure SparkChange Ambassadors inform employees of status towards aspirational goals</li> <li>Facilitate Time Off to Volunteer events in local communities</li> <li>Discuss topics on virtual employee communities and with subject matter experts</li> <li>Connect employees to subject matter experts on areas of specific interest</li> <li>Increase capacity within leadership to talk about sustainability</li> <li>Create and share the annual Sustainability Report</li> <li>Inform employees of Celestica's Hours of Work Policy</li> <li>Organize events with activities to educate and engage employees</li> </ul>
Customers	<ul style="list-style-type: none"> <li>Teleconferences</li> <li>Voluntary reporting</li> <li>Surveys</li> <li>Audits</li> <li>Scorecards</li> <li>Collaboration projects</li> <li>Membership association boards</li> </ul>	<ul style="list-style-type: none"> <li>Energy</li> <li>Emissions</li> <li>Health and safety</li> <li>Supply chain product compliance</li> <li>Working hours</li> <li>Transparency</li> <li>Conflict minerals</li> <li>Diversity &amp; Inclusion</li> <li>Human Rights</li> </ul>	<ul style="list-style-type: none"> <li>Share strategy to align resources on mutually beneficial projects</li> <li>Share environmental and social best practices</li> <li>Share relevant data (i.e. conflict minerals, supplier diversity spend)</li> <li>Provide training on topics of interest</li> <li>Communicate updates on audit findings and necessary corrective actions</li> <li>Collaborate with customers to ensure supplier compliance</li> <li>Respond to customer-led surveys</li> <li>Participate in sustainable supply chain conferences</li> <li>Respond to CDP Climate Change and Water Security Questionnaires</li> <li>Respond to EcoVadis Assessment</li> <li>Create and share the annual Sustainability Report</li> <li>Participate in industry associations (i.e. RBA)</li> </ul>



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STAKEHOLDER GROUP	ENGAGEMENT APPROACH	TOPICS	ACTION
Suppliers	<ul style="list-style-type: none"> <li>• Emails</li> <li>• Teleconferences</li> <li>• Questionnaires</li> <li>• Facility assessments</li> <li>• Scorecards</li> </ul>	<ul style="list-style-type: none"> <li>• Health and safety</li> <li>• Human rights</li> <li>• Environmental compliance</li> <li>• Business conduct</li> <li>• Conflict minerals</li> <li>• Anti-corruption</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the completion of RBA Self-Assessment Questionnaires</li> <li>• Ensure participation in the RBA Validated Assessment Program</li> <li>• Conduct Verification Visits</li> <li>• Assess suppliers using supplier scorecards</li> <li>• Participate in sustainable supply chain conferences</li> <li>• Create partnerships and engage in programs, where appropriate</li> </ul>
Consortia	<ul style="list-style-type: none"> <li>• RBA meetings</li> <li>• RBA working groups</li> <li>• Seminars</li> <li>• Webinars</li> </ul>	<ul style="list-style-type: none"> <li>• Working hours</li> <li>• Energy</li> <li>• Emissions</li> <li>• Supply chain</li> <li>• Conflict minerals</li> <li>• Human rights</li> <li>• Labour and ethics</li> <li>• Materials</li> <li>• Health and safety</li> <li>• Water</li> <li>• Waste</li> </ul>	<ul style="list-style-type: none"> <li>• Perform RBA site audits</li> <li>• Supplier assessments</li> <li>• Collaborate on RBA-sponsored projects</li> <li>• Complete additional reporting</li> <li>• Participate in Circularity discussions</li> </ul>
Government	<ul style="list-style-type: none"> <li>• Local government regulations</li> <li>• Site inspections</li> <li>• Site audits</li> </ul>	<ul style="list-style-type: none"> <li>• Energy</li> <li>• Emissions</li> <li>• Water</li> <li>• Waste</li> <li>• Human resources</li> <li>• Health and safety</li> <li>• Permit compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor local regulations and update standards to maintain compliance</li> <li>• Provide legally required test results</li> <li>• Update and maintain health and safety programs according to local regulations</li> <li>• Properly handle and dispose of waste and effluents</li> <li>• Monitor air and water quality where applicable</li> <li>• Active engagement regarding pandemic related requirements</li> </ul>



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**STAKEHOLDER ENGAGEMENT TABLE CONTINUED**

STAKEHOLDER GROUP	ENGAGEMENT APPROACH	TOPICS	ACTION
Investors	<ul style="list-style-type: none"> <li>Investor surveys</li> <li>Securities filings (quarterly and annually)</li> <li>Analyst calls</li> <li>Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>Economic performance</li> <li>Governance (Board structure, compensation, audit and risk oversight)</li> <li>Emissions</li> <li>Energy</li> <li>Water</li> <li>Waste</li> <li>Product safety and quality</li> <li>Stakeholders and society</li> <li>Labour relations</li> <li>Employee and shareholder rights</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate corporate-wide response to surveys (i.e. Institutional Shareholder Services and Environment and Social Assessments)</li> <li>Monitor investor surveys for emerging topics</li> <li>Educate leadership on emerging ESG trends</li> <li>Create gap analyses and strategies to respond to surveys</li> <li>Expand capabilities for investor-led reporting, such as SASB and the TCFD</li> </ul>
Non-Governmental Organizations	<ul style="list-style-type: none"> <li>Meetings</li> <li>Teleconferences</li> <li>On-site tours</li> <li>Collaboration projects</li> </ul>	<ul style="list-style-type: none"> <li>Energy</li> <li>Water</li> <li>Labour relations</li> <li>Communities</li> </ul>	<ul style="list-style-type: none"> <li>Increase energy literacy</li> <li>Increase waste productivity</li> <li>Participate in or implement community engagement activities</li> <li>Discuss sustainability and ESG trends</li> <li>Create partnerships and engage in programs, where appropriate</li> <li>Participate in sustainable supply chain conferences</li> </ul>
Academia	<ul style="list-style-type: none"> <li>Emails</li> <li>Presentations</li> <li>Events</li> </ul>	<ul style="list-style-type: none"> <li>Energy</li> <li>Waste</li> <li>Emissions</li> <li>Working hours</li> <li>Communities</li> </ul>	<ul style="list-style-type: none"> <li>Participate in presentations and panel conversations for students</li> <li>Attend networking events with students</li> <li>Create partnerships and engage in programs, where appropriate</li> <li>Participate in academic research studies</li> </ul>



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# KPI Summary

The Key Performance Indicator (KPI) Summary provides an overview of our performance over time.

## Technical Notes About Data **GRI 102-56**

The greenhouse gases included in the calculation of our Scope 1, 2 and 3 emissions are carbon dioxide (CO<sub>2</sub>), nitrous oxide (N<sub>2</sub>O) and methane (CH<sub>4</sub>). Greenhouse gas emissions are calculated based on the requirements of the WRI/WBCSD GHG Corporate Accounting and Reporting Standard (Revised), and the GHG Protocol Scope 2 Guidance – Amendment to the GHG Protocol Corporate Standard, and The Greenhouse Gas Protocol – Corporate Value Chain (Scope 3) Standard. Our source for global warming potentials (GWPs) is the IPCC Second Assessment Report (SAR; 100 year). Our Scope 1 and 2 emissions and Scope 3 Categories 3, 6, and 7 emissions are verified through a third-party in accordance with ISO 14064-3:2006, and emissions factors and GWPs used are located within our CDP submission.

No energy is sold by Celestica, nor are heat, steam or cooling purchased for consumption. Celestica has no fuel consumption from renewable sources such as biogas or biomass. These are generated from other sources of energy. There are no biogenic emissions generated from our operations. We do not track sources of potential fugitive emissions, such as from fire extinguishers, or refrigerants from air conditioning units.

We began tracking our GHG emissions on a monthly basis using sustainability management software in 2012, and our waste and water in 2013. Square footage covered within the data below is indicated within the tables, representing the manufacturing sites over which we have operational control and measurement. Between 2021 and our 2018 base year, we have not passed our significance threshold of a 10% change in square footage to require a baseline recalculation, as per our internal policy and the GHG Protocol. We will work to increase the amount of square footage covered by our reporting in the future.



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MAJOR OPERATIONS' SQUARE FOOTAGE BY REGION, 2021 GRI 102-4, SASB TC-ES-000.B		
Region	Facilities	Square Footage (in Thousands)
Asia	China*, Laos Indonesia* Japan* Malaysia* Thailand* Singapore* South Korea* India	4,714
North America	Canada* United States* Mexico*	1,864
Europe	Ireland* Spain Romania	451

\*Represents multiple locations.

## Environmental

DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS [MT CO2E] GRI 305-1, 305-2, 305-3, 305-4, 305-5, SDG 7.2, 8.4, 9.4, 12.2, 12.4, 12.8, 13.1, 13.3				
Year	SBTi Base Year 2018	2019	2020	2021
Square Footage Covered (%)	97%	99%	99%	97%
Direct Emissions (Scope 1)	8,867	5,888	8,925	13,570
Indirect Emissions (Scope 2, Location-based)	174,505	162,279	140,762	125,627
Indirect Emissions (Scope 2, Market-based)	175,157	72,359	52,687	53,896
Indirect Emissions (Scope 3)*	454,940	1,513,622	663,274	589,251
Category 1: Purchased Goods and Services	189,788	169,602	463,296	173,579
Category 2: Capital Goods	50,315	43,955	28,780	84,113
Category 3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	33,808	26,950	37,938	36,028
Category 4: Upstream Transportation and Distribution**	53,065	71,168	57,263	72,091
Category 5: Waste Generated in Operations	100	112	380.38	806
Category 6: Business (Air) Travel	5,084	4,957	545	618
Category 7: Employee Commuting	34,870	33,215	17,886	22,141
Category 9: Downstream Transportation and Distribution**	29,514	39,078	28,481	43,737
Category 10: Processing of Sold Products	29,393	28,583	24,320	19,563
Category 11: Use of Sold Products	29,003	1,096,002	4,385	136,386
Category 13: Downstream Leased Assets	n/a	n/a	n/a	190

\*Categories from the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

\*\* We use a distance-based method of calculating the upstream transportation and distribution emissions.



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GREENHOUSE GAS EMISSIONS TYPES [MT CO2E], 2021*   GRI 305-1, 305-2				
Gas Type	CO2	CH4	N2O	Total
Scope 1 - Diesel	385.05	5.75	0.04	<b>390.84</b>
Scope 1 - Fuel Oil	15.81	0.04	0.02	<b>15.88</b>
Scope 1 - Kerosene	172.23	0.43	0.41	<b>173.07</b>
Scope 1 - Liquid Petroleum Gas	708.61	0.44	0.55	<b>709.6</b>
Scope 1 - Natural Gas	12,243.03	6.49	16.63	<b>12,266.15</b>
Scope 1 - Petrol	14.55	0.04	0.05	<b>14.64</b>
Scope 2 - Electricity	124,904.57	565.12	165.44	<b>125,627.08</b>

ENERGY [GJ]*   GRI 302-1, 302-3, 302-4, SDG 7.1, 7.2, 8.4, 9.4, 9.5, 12.2, 12.4, 12.8, 13.1, 13.3			
Year	2019	2020	2021
Total Electricity	1,151,763	927,107	917,194
Total Renewable Energy Sources	64,891	106,893	109,711
On-Site Renewable Energy	17,276	15,903	13,171
Renewable Energy Through Utilities	47,615	90,989	96,540
Total Fuel (Non-Renewable Sources)	109,943	169,208	261,860
Natural Gas	89,976	148,480	241,058
Liquefied Propane Gas	11,157	10,338	11,903
Diesel Fuel	5,631	7,729	6,145
Kerosene	2,884	2,628	2,525
Ethanol E-10	295	34	0
<b>Total Energy Consumption</b>	<b>1,326,597</b>	<b>1,203,208</b>	<b>1,288,765</b>
<b>Total Energy Attribute Certificates</b>	<b>629,309</b>	<b>559,254</b>	<b>428,340</b>

\*Square footage found in the Direct and Indirect Greenhouse Gas Emissions table.

ENERGY & GHG EMISSIONS INTENSITY*   GRI 302-3, 305-4 SDG 7.3			
Year	2019	2020	2021
MWh/million US\$ revenue	63.1	50	45.9
mt CO2e/million US\$ revenue	13.3	10.7	12.0

ADDITIONAL AIR EMISSIONS [MT]   GRI 305-7			
Year	2019	2020	2021
Square Footage Covered (%)	45%	31%	32%
Volatile Organic Compounds (VOCs)	15.53	4.01	4.52
Particulate Matter (PM)	0.80	2.41	0.07
PM 2.5	0.23	0.02	0.07
PM 10	0.60	0.02	0.07
Nitrogen Oxides (NOx)	2.84	2.21	0.51
Methane (CH4)	2.38	0.00	0.009
Sulphur Oxides (SOx)	0.00	0.47	0.0023
Lead (Pb)	1.08	0.00018	0.45
Non-Methane Hydrocarbons (NMHC)	1.12	0.85	0.79
Hazardous Air Pollutants	0.04	0.00	0.00
Tin	0.00	0.00063	0.03
<b>Total</b>	<b>24.62</b>	<b>9.99</b>	<b>6.52</b>



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EFFLUENTS AND WASTE [MT]   GRI 306-3, 306-4, 306-5, SDG 8.4, 9.4, 12.2, 12.3, 12.4, 12.5, 12.8, 17.16, 17.17, SASB TC-ES-150A.1			
Year	2019	2020	2021
Square Footage Covered (%)	89%	87%	77%
Waste by Disposal Method			
Non-Hazardous Waste			
Reuse	2,343	10	8
Recycle	12,169	9,488	8,901
Compost	470	424	422
Incineration	749	592	1,232
Landfill	1,126	851	1,698
<b>Total Non-Hazardous</b>	<b>16,857</b>	<b>11,365</b>	<b>14,758</b>
Hazardous Waste			
Reuse	0	0	0
Recycled	2,536	2,139	2,092
Landfill Treatment	306	182	405
<b>Total Hazardous</b>	<b>2,842</b>	<b>2,321</b>	<b>2,498</b>
Waste Commodity Breakdown			
Cardboard	4,786	3,946	3,525
Plastic	2,738	2,329	1,210
Recycled Hazardous Waste	1,973	1,743	1,629
Metal	2,693	1,434	2,496
Wood	3,768	1,492	1,424
Landfill	1,055	709	1,396
Organics	536	566	724
eWaste	562	396	464
Hazardous Waste	306	182	405
Waste-to-Energy	749	592	1,232
Construction Waste	233	80	57
Paper	298	217	197
<b>Total</b>	<b>19,697</b>	<b>13,686</b>	<b>14,758</b>
<b>Waste Diversion Rate</b>	<b>92.7%</b>	<b>92.5%</b>	<b>85.6 %</b>

WATER WITHDRAWAL [ML]   GRI 303-3, SDG 6.1, 6.2, 6.4, 8.4, 12.2			
Year	2019	2020	2021
Square Footage Covered (%)	89%	88%	89%
Water Withdrawal in High or Extremely High Baseline Water Stress	-	96	71
<b>Total Water Withdrawal</b>	<b>1,391</b>	<b>1,248</b>	<b>1,168</b>

WATER CONSUMPTION [ML]   GRI 303-5, SDG 6.1, 6.2, 6.4, 8.4, 12.2			
Year	2019	2020	2021
Square Footage Covered (%)	-	-	41%
Water Consumption in High or Extremely High Baseline Water Stress	-	-	9
<b>Total Water Consumption</b>	<b>-</b>	<b>-</b>	<b>390</b>



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## Supply Chain

<b>ASSESSMENTS   GRI- 308-1, 414-1, CM, SDG 7.2, 8.4, 12.2, 12.6, 17.17, TC-ES-320A.2, TC-ES320A.3</b>			
<b>Year</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Number of Suppliers Screened Using Environmental Criteria	216	146	222
Number of Suppliers Screened Using Social Criteria	216	174	222
Percentage of entity's facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by all facilities		30.30 %	37.84 %
Percentage of entity's facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by high risk facilities		N/A	N/A
Percentage of Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by all facilities		9.72 %	21.05 %
Percentage of Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by high risk facilities		N/A	N/A
Non-conformance rate with the RBA VAP or equivalent for priority non-conformance for the entity's facilities		N/A	0.21
Corrective action rate with the RBA VAP or equivalent for priority non-conformance for the entity's facilities		N/A	1.00
Non-conformance rate with the RBA VAP or equivalent for other non-conformances for the entity's facilities		0.90	6.36
Corrective action rate with the RBA VAP or equivalent for other non-conformances for the entity's facilities		1.00	1.00
Non-conformance rate with the RBA VAP or equivalent for priority non-conformance for the entity's tier 1 supplier facilities		0.08	0.06
Corrective action rate with the RBA VAP or equivalent for priority non-conformance for the entity's tier 1 supplier facilities		1.00	1.00
Non-conformance rate with the RBA VAP or equivalent for other non-conformances for the entity's tier 1 supplier facilities		3.42	4.03
Corrective action rate with the RBA VAP or equivalent for other non-conformances for the entity's tier 1 supplier facilities		1.00	1.00

<b>AFTER-MARKET SERVICES   GRI 301-3, SDG 12.4, 12.5, SASB TC-ES-410A.1</b>		
<b>Year</b>	<b>2020</b>	<b>2021</b>
Number of Units Repaired	2,173,354	1,838,280
Estimated Weight of Materials Diverted from Landfill [mt]	3,974	4,930



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**EMPLOYEE TYPE BREAKDOWN, 2021 | GRI 102-8, SASB TC-ES-000.C**

	Quantity	Percentage
Regular (Permanent)	18,418	89%
Temporary (Contract)	1,148	5%
Third-Party Contractors	1,157	6%
<b>Total</b>	<b>20,723</b>	<b>100%</b>

**WORKFORCE DISTRIBUTION BY REGION (INCLUDES REGULAR, CONTRACT AND THIRD-PARTY CONTRACTORS) | GRI 102-8**

Year	2019	2020	2021*
Asia	65%	66%	65%
North America	22%	23%	25%
Europe	13%	11%	10%

**GENDER, REGION, AND EMPLOYEE TYPE, 2021\* | GRI 102-8**

Region	Asia			North America			Europe			Global
	Contract	Regular	Total	Contract	Regular	Total	Contract	Regular	Total	Total
Female	2%	54%	56%	4%	32%	36%	3%	46%	49%	51%
Male	2%	42%	44%	6%	58%	64%	4%	47%	51%	49%
<b>Total</b>	<b>4%</b>	<b>96%</b>	<b>100%</b>	<b>10%</b>	<b>90%</b>	<b>100%</b>	<b>7%</b>	<b>93%</b>	<b>100%</b>	<b>100%</b>

**GENDER, EMPLOYEE TYPE, AND AGE, 2021\* | GRI 102-8**

Employee Type	Regular Employees			Contract Employees			Global
	Female	Male	Total	Female	Male	Total	Total
Under 30 Years	14%	11%	25%	25%	33%	58%	27%
30 - 50 Years	31%	28%	59%	14%	12%	26%	57%
Over 50 Years	6%	10%	16%	10%	6%	16%	16%
<b>Total</b>	<b>51%</b>	<b>49%</b>	<b>100%</b>	<b>49%</b>	<b>51%</b>	<b>100%</b>	<b>100%</b>

\*Number of employees covered found in the Employee Breakdown table.



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NEW HIRES AT CELESTICA   GRI 401-1 SDG 4.4, 5.5, 8.5, 8.6				
	New Hire Rate 2019	New Hire Rate 2020	New Hire Rate 2021*	Total Employee New Hires 2021*
<b>Total</b>	<b>43%</b>	<b>17%</b>	<b>26%</b>	<b>5,196</b>
<b>Region</b>				
Asia	66%	56%	57%	2,971
North America	26%	42%	39%	2,034
Europe	8%	2%	4%	191
<b>Age</b>				
Under 30 Years	62%	58%	60%	3,095
30-50 Years	32%	37%	33%	1,707
Over 50 Years	6%	6%	7%	394
<b>Gender</b>				
Female	55%	47%	51%	2,601
Male	45%	53%	49%	2,595

GLOBAL TURNOVER**   GRI 401-1				
	Turnover Rate 2019	Turnover Rate 2020	Turnover Rate 2021*	Total Number of Employees 2021*
<b>Total</b>	<b>42%</b>	<b>34%</b>	<b>25%</b>	<b>4,943</b>
<b>Region</b>				
Asia	75%	67%	63%	3,109
North America	21%	25%	32%	1,584
Europe	4%	8%	5%	250
<b>Age</b>				
Under 30 Years	58%	47%	51%	2,522
30-50 Years	37%	43%	41%	2,009
Over 50 Years	5%	10%	8%	412
<b>Gender</b>				
Female	56%	54%	49%	2,459
Male	44%	46%	51%	2,487

\*Number of employees covered found in the Employee Breakdown table.

\*\*This breakdown is based on voluntary and involuntary turnover.



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<b>BOARD OF DIRECTORS GENDER DIVERSITY   GRI 405-1 SDG 5.5</b>		
<b>Year</b>	<b>2020</b>	<b>2021</b>
Proportion of Women on the Board	22%	20%

<b>EMPLOYEE TRAINING HOURS BY GENDER, 2021   GRI 404-1 SDG 4.3, 4.7</b>			
	<b>Male</b>	<b>Female</b>	<b>Total</b>
	1,019,643	1,227,451	2,247,094

<b>ETHICS HOTLINE REPORTING   GRI 406-1, SDG 8.5, 8.7, 8.8</b>			
<b>Category</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Harassment	10	16	8
Fraud	3	1	3
Conflicts of Interest	14	4	1
Discrimination*	11	9	12
Violation of Policy	10	2	5
Misconduct	37	35	29
Other	6	14	13

\*All twelve incidents were investigated by Celestica and four were found to have merit, appropriate actions were taken, and all are now closed.

<b>OCCUPATIONAL HEALTH AND SAFETY   GRI 403-9, SDG 8.8, SASB TC-ES-320A.1</b>			
<b>Year</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Lost-Time Incident Rate <sup>†</sup>	0.05	0.05	0.097
Lost-Days Rate <sup>††</sup>	0.84	1.25	1.74
Total Recordable Incident Rate <sup>†</sup>	0.26	0.30	0.31
Work-Related Fatalities	0	0	0
Near Miss Frequency Rate <sup>†††</sup>	Not reported	5	5.1

<b>EMPLOYEES PROTECTED BY COLLECTIVE BARGAINING AGREEMENTS, BY LOCATION, 2021   GRI 407-1, 102-41, SDG 8.5, 8.8</b>	
Asia	1,243
North America	763
Europe	2,107
<b>Total</b>	<b>4,113</b>

<b>EMPLOYEE TIME OFF TO VOLUNTEER PARTICIPATION RATE, BY REGION   SDG 12.8, 17.16, 17.17</b>			
<b>Year</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Employees Covered (%)	98%	99%	99%
Global	22%	20%	16%
Asia	27%	26%	21%
North America	7%	5%	4%
Europe	18%	8%	18%

<sup>†</sup> The lost-time incident rate represents the number of lost-time incidents for every 200,000 person hours worked.

<sup>††</sup> The lost-days rate is the number of days lost due to incidents for every 200,000 person hours worked.

<sup>†††</sup> The near miss frequency rate is the number of near misses for every 200,000 person hours worked. However, this metric also includes events that are opportunities for improvement, so this number is likely overreported.



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EMPLOYEE BENEFITS SUMMARY, 2021 | GRI 401-2, 401-3, SDG 8.5, 8.8

Benefits Type	Canada, U.S., Europe, Asia (Excluding Laos)	Mexico	Laos
Life Insurance	Yes	Yes	No
Healthcare	Yes	Yes	No
Disability and Invalidity Coverage	Yes	No	No
Parental Leave (Any Type)	Yes	Yes	Yes
Retiree Benefits	Yes	No	No

FOREIGN MIGRANT WORKERS, 2021 | FMW, SDG 8.8

Asia Region	1,317
Europe	0
North America	41
<b>Total</b>	<b>1,358</b>

PERCENTAGE OF EMPLOYEES WORKING MORE THAN 60 HOURS PER WEEK | WH, SDG 8.5, 8.6

	2019	2020**	2021**
Employees Covered (%)*	95%	99%	99%
Global	2%	1%	0.70%

\* Employees included in this calculation are based on RBA definition, covering 16,068 employees.

\*\* The RBA allows for certain exemptions to working hours requirements in the case of emergency or other unusual situations. China was recognized as eligible for exemption on February 9, 2020 and all regions globally were recognized on March 18, 2020 until further notice. Celestica has followed the RBA Working Hour Advisory guidance for definitions of conformance during these time periods.

PERCENTAGE OF EMPLOYEES WORKING MORE THAN 6 CONSECUTIVE DAYS | SDG 8.5, 8.6

	2019***	2020**	2021**
Employees Covered (%)*	95%	99%	99%
Global	7.32%	4.50%	3.22%

\*Employees included in this calculation are based on RBA definition, covering 16,068 employees.

\*\* The RBA allows for certain exemptions to working hours requirements in the case of emergency or other unusual situations. China was recognized as eligible for exemption on February 9, 2020 and all regions globally were recognized on March 18, 2020 until further notice. Celestica has followed the RBA Working Hour Advisory guidance for definitions of conformance during these time periods.

\*\*\* Data covers July 1 to December 31, 2019.



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# Global Reporting Initiative® Index

The Global Reporting Initiative (GRI) drives sustainability reporting by all organizations. GRI produces a comprehensive sustainability reporting framework that is widely used around the world to enable greater organizational transparency. The framework, including the reporting guidelines, sets out the principles and indicators that organizations can use to report their economic, environmental, and social performance.

DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE/RESPONSE
<b>Organizational Profile</b>		
102-1	Name of the organization	Celestica Inc.
102-2	Activities, brands, products, and services	<a href="#">2021 20-F Form</a> <a href="#">Brand and Values</a> <a href="#">Services Overview</a>
102-3	Location of headquarters	Toronto, Ontario, Canada
102-4	Location of operations	<a href="#">2021 20-F Form</a> <a href="#">Locations</a> <a href="#">KPI Summary</a>
102-5	Ownership and legal form	<a href="#">2021 20-F Form</a>
102-6	Markets served	<a href="#">2021 20-F Form</a> <a href="#">Markets Overview</a>
102-7	Scale of the organization	<a href="#">2021 20-F Form</a>
102-8	Information on employees and other workers	<a href="#">2021 20-F Form</a> <a href="#">KPI Summary</a>
102-9	Supply chain	<a href="#">2021 20-F Form</a> <a href="#">Our Products and Services - Supply Chain</a> <a href="#">Supplier Resources</a>
102-10	Significant changes to the organization and its supply chain	<a href="#">2021 20-F Form</a>



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DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE/RESPONSE
<b>Organizational Profile Continued</b>		
102-11	Precautionary principle or approach	<a href="#">Key Impacts and Risks</a>
102-12	External initiatives	<a href="#">External Sustainability Initiatives</a>
102-13	Membership of associations	<a href="#">Memberships and Affiliations</a>
<b>Strategy</b>		
102-14	Statement from senior decision-maker	<a href="#">A Letter from Rob Mionis</a>
102-15	Key impacts, risks, and opportunities	<a href="#">2021 20-F Form</a> <a href="#">Key Impacts and Risks</a> <a href="#">2022 CDP Climate Change Questionnaire</a>
<b>Ethics and Integrity</b>		
102-16	Values, principles, standards, and norms of behavior	<a href="#">Brand and Values</a> <a href="#">Ethics Program</a> <a href="#">Labour and Ethics Management</a> <a href="#">Compliance and Ethics</a> <a href="#">RBA Code of Conduct</a>
102-17	Mechanisms for advice and concerns about ethics	<a href="#">Ethics Program</a> <a href="#">Labour and Ethics Management</a> <a href="#">Compliance and Ethics</a> <a href="#">Whistleblowing and Reporting Infractions</a>
<b>Governance</b>		
102-18	Governance structure	<a href="#">Sustainability Governance</a> <a href="#">Corporate Governance</a>
102-19	Delegating authority	<a href="#">Sustainability Governance</a> <a href="#">Nominating and Corporate Governance Committee Mandate</a> <a href="#">2021 20-F Form</a>
102-20	Executive-level responsibility for economic, environmental, and social topics	<a href="#">Sustainability Governance</a>
102-21	Consulting stakeholders on economic, environmental, and social topics	<a href="#">Sustainability Governance</a>



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<b>Governance Continued</b>		
102-22	Composition of the highest governance body and its committees	<a href="#">2021 20-F Form</a>
102-23	Chair of the highest governance body	<a href="#">Sustainability Governance</a> <a href="#">2021 20-F Form</a>
102-26	Role of highest governance body in setting purpose, values, and strategy	<a href="#">Sustainability Governance</a>
102-30	Effectiveness of risk management processes	<a href="#">2021 20-F Form</a>
102-31	Review of economic, environmental, and social topics	<a href="#">Sustainability Governance</a>
102-32	Highest governance body's role in sustainability reporting	<a href="#">Sustainability Governance</a>
<b>Stakeholder Engagement</b>		
102-40	List of stakeholder groups	<a href="#">Stakeholder Engagement</a>
102-41	Collective bargaining agreements	<a href="#">2021 20-F Form</a> <a href="#">RBA Code of Conduct</a> <a href="#">KPI Summary</a>
102-42	Identifying and selecting stakeholders	<a href="#">Stakeholder Engagement</a>
102-43	Approach to stakeholder engagement	<a href="#">Materiality</a> <a href="#">Stakeholder Engagement</a>
102-44	Key topics and concerns raised	<a href="#">Stakeholder Engagement</a>



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<b>Reporting Practice</b>		
102-45	Entities included in the consolidated financial statements	<a href="#">2021 20-F Form</a>
102-46	Defining report content and topic boundaries	<a href="#">Materiality</a>
102-47	List of material topics	<a href="#">Materiality</a>
102-48	Restatements of information	In 2020, due to a mistake in data entry, one site's water consumption was underreported by 14.6 ML. In 2020, we over-calculated our commuting data by 8,312 mt CO2e.
102-49	Changes in reporting	Training and Education' and 'Employee Wellness' have increased in Stakeholders' importance. 'Materials', 'Human Rights Assessments' and other human rights indicators, and 'Anti-Corruption' increased in Celestica's importance.
102-50	Reporting period	January 1, 2021 - December 31, 2021
102-51	Date of most recent report	September 27, 2021 <a href="#">About this Report</a>
102-52	Reporting cycle	Annual <a href="#">About this Report</a>
102-53	Contact point for questions regarding the report	<a href="mailto:sustainability@celestica.com">sustainability@celestica.com</a>
102-54	Claims of reporting in accordance with the GRI Standards	This report is prepared in accordance with the Global Reporting Initiative Standards: Core Option
102-55	GRI content index	<a href="#">Global Reporting Initiative Index</a>
102-56	External assurance	<a href="#">Technical Notes About Data Greenhouse Gas Emissions About This Report 2022 CDP Climate Questionnaire</a> Third-party assurance of GHG emissions began in 2013, and the certificate is located within our CDP Climate Change Questionnaire.



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DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE/RESPONSE	OMISSIONS
<b>Economic Performance</b>			
201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">Financial Implications Due to Climate Change</a> <a href="#">2022 CDP Climate Change Questionnaire</a>	
<b>Anti-Corruption, Anti-Competitive Behaviour</b>			
103	Management Approach	<a href="#">Business Ethics</a>	
205-1	Operations assessed for risks related to corruption	Celestica is committed to reducing any risks to our business that stem from bribery or fraud. Celestica provides anti-bribery training and has a global anti-bribery policy. The highest level of executive oversight for Celestica’s anti-bribery and anti-corruption policy rests with the Senior Vice President, Sustainability and Chief Legal Officer. We receive requests on occasion from key customers to confirm our commitment to upholding bribery laws in our business dealings. All Celestica’s operations and global functions are assessed for risks related to corruption and no significant risks have been identified.	
205-2	Communication and training about anti-corruption policies and procedures	<a href="#">Ethics Program</a> <a href="#">RBA Code of Conduct</a>	
205-3	Confirmed incidents of corruption and actions taken	In 2021, Celestica was not involved in any legal actions against it related to anticompetitive behaviours nor identified in any legal actions against it for violations of antitrust, bribery, corruption or monopoly legislation.	
206-1	Legal actions for anti-competitive behavior, antitrust, and monopoly practices	In 2021, Celestica was not involved in any legal actions against it related to anticompetitive behaviours nor identified in any legal actions against it for violations of antitrust, bribery, corruption or monopoly legislation.	



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<b>Materials</b>			
103	Management Approach	<a href="#">Environmental Sustainability</a> <a href="#">After-Market Services</a>	
301-2	Recycled input materials used		We currently do not report on recycled content for the product and services but are investigating processes to measure and set appropriate long term targets
301-3	Reclaimed products and their packaging materials	Data represents materials that are reused within our production facilities and for products reused/recycled through our after-market services organization. For our effluents and waste table, 100% of reuse materials are from paper and cardboard materials, from packaging. <a href="#">KPI Summary</a>	We currently do not report on reclaimed products and their packaging materials as a percentage, but rather a quantity and weight. We are investigating opportunities to estimate reclaimed materials by category.
<b>Energy</b>			
103	Management Approach	<a href="#">Environmental Sustainability</a>	
302-1	Overall energy consumption within the organization	<a href="#">Energy</a> <a href="#">KPI Summary</a> <a href="#">2022 CDP Climate Change Questionnaire</a>	
302-2	Overall energy consumption outside the organization	<a href="#">KPI Summary</a> <a href="#">2022 CDP Climate Change Questionnaire</a>	We report on the upstream and downstream emissions outside of the organization, but not the energy consumption.
302-3	Energy intensity	<a href="#">Energy</a> <a href="#">KPI Summary</a> <a href="#">2022 CDP Climate Change Questionnaire</a>	
302-4	Reduction of energy consumption	<a href="#">Energy</a> <a href="#">KPI Summary</a> <a href="#">2022 CDP Climate Change Questionnaire</a>	



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<b>Water and Effluents</b>			
103	Management Approach	<a href="#">Environmental Sustainability</a>	
303-1	Interactions with water as a shared resource	<a href="#">Water</a> <a href="#">2022 CDP Water Security Questionnaire</a>	
303-2	Management of water discharge-related impacts	<a href="#">2022 CDP Water Security Questionnaire</a>	
303-3	Water withdrawal	<a href="#">Water</a> <a href="#">2022 CDP Water Security Questionnaire</a> <a href="#">KPI Summary</a>	
303-4	Water discharge	<a href="#">2022 CDP Water Security Questionnaire</a>	
303-5	Water consumption	<a href="#">2022 CDP Water Security Questionnaire</a>	
<b>Emissions</b>			
103	Management Approach	<a href="#">Environmental Sustainability</a>	
305-1	Reporting direct (scope 1) GHG emissions.	<a href="#">Greenhouse Gas Emissions</a> <a href="#">Emissions From Our Operations (Scope 1 and Scope 2)</a> <a href="#">KPI Summary</a> <a href="#">2022 CDP Climate Change Questionnaire</a>	
305-2	Reporting indirect (scope 2) GHG emissions.	<a href="#">Greenhouse Gas Emissions</a> <a href="#">Emissions From Our Operations (Scope 1 and Scope 2)</a> <a href="#">KPI Summary</a> <a href="#">2022 CDP Climate Change Questionnaire</a>	
305-3	Reporting indirect (scope 3) GHG emissions	<a href="#">Greenhouse Gas Emissions</a> <a href="#">Other Indirect Emissions (Scope 3)</a> <a href="#">KPI Summary</a> <a href="#">2022 CDP Climate Change Questionnaire</a>	
305-4	Emission intensity: (absolute GHG emissions/ organizational specific metric)	<a href="#">Emissions From Our Operations (Scope 1 and Scope 2)</a> <a href="#">KPI Summary</a> <a href="#">2022 CDP Water Security Questionnaire</a>	
305-5	Reduction of GHG emissions (result of reduction initiatives)	<a href="#">Emissions From Our Operations (Scope 1 and Scope 2)</a> <a href="#">KPI Summary</a> <a href="#">2022 CDP Climate Change Questionnaire</a>	



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DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE/RESPONSE	OMISSIONS
305-7	Nitrogen oxides, sulphur oxides, and other significant air emissions	KPI Summary Table 2022 CDP Climate Change Questionnaire Additional air emissions in this table are calculated based on the direct measurements and reporting of emissions from sites	
<b>Waste</b>			
103	Management Approach	<a href="#">Environmental Sustainability</a>	
306-1	Waste generation and significant waste-related impacts	<a href="#">Waste</a>	
306-2	Management of significant waste-related impacts	<a href="#">Waste After-Market Services</a>	
306-3	Waste Generated	<a href="#">KPI Summary</a>	
306-4	Waste Diverted from disposal	Waste at our facility locations is all managed and diverted off-site. <a href="#">KPI Summary</a>	
306-5	Waste directed to disposal	Waste at our facility locations is all managed and diverted off-site. All incineration is completed with energy recovery. <a href="#">KPI Summary</a>	
<b>Environmental Compliance</b>			
103	Management Approach	<a href="#">Environmental Sustainability</a>	
307-1	Non-compliance with environmental laws and regulations	<a href="#">Environmental Compliance</a> In 2021, Celestica did not identify any significant non-compliance issues with environmental laws and/or regulations.	
<b>Supplier Environmental Assessment</b>			
103		<a href="#">Compliance and Ethics</a>	
308-1		<a href="#">Supplier Assessments</a> <a href="#">KPI summary table</a>	We provide the number of suppliers that were screened using environmental criteria, rather than the percentage of suppliers. The total number of suppliers is not disclosed.



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DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE/RESPONSE	OMISSIONS
<b>Employment</b>			
103	Management Approach	<a href="#">Employment Practices</a>	
401-1	New employee hires and employee turnover	<a href="#">KPI Summary</a> In 2021, Celestica's voluntary turnover was 3,581 employees, a rate of 17%.	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">KPI Summary</a>	We ensure that statutory requirements are met for our part-time employees. However, specific benefits may vary between employees depending on their enrollment choices. Certain locations may also provide mental health and supplemental support. We inform employees on available mental health awareness and group benefits, and provide a benefits overview to ensure they can make informed decisions for themselves and their families. Many of our sites provide employees with wellness programs, including webinars, informational campaigns and events.
401-3	Parental leave	<a href="#">KPI Summary</a>	We report on the locations that offer parental leave, but we do not report on further details on our parental leave population, including the total number of employees that returned to work and the retention rates of employees that took parental leave.



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DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE/RESPONSE	OMISSIONS
<b>Occupational Health and Safety</b>			
103	Management Approach	<a href="#">Employment Practices</a>	
403-1	Occupational health and safety management system	<a href="#">Occupational Health and Safety RBA Code of Conduct</a>	
403-2	Hazard identification, risk assessment, and incident investigation	<a href="#">Additional Occupational Health and Safety Practices</a>	
403-3	Occupational health services	<a href="#">Additional Occupational Health and Safety Practices</a>	
403-4	Worker participation, consultation, and communication on occupational health and safety	<a href="#">Additional Occupational Health and Safety Practices</a>	<p>We do not report on the level at which each formal joint management-worker health and safety committee typically operates within the organization.</p> <p>Not all Celestica sites with unions cover health and safety topics as a part of their collective agreements or within their trade union. The percentage to which various health and safety topics are covered by these agreements is not tracked. However, health and safety is covered at these sites through employee rules to ensure we abide by local laws.</p>
403-5	Worker training on occupational health and safety	<a href="#">Occupational Health and Safety</a> <a href="#">Additional Occupational Health and Safety Practices</a>	
403-6	Promotion of worker health	<a href="#">Occupational Health and Safety</a> <a href="#">Employee Wellness</a>	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Additional Occupational Health and Safety Practices</a>	



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DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE/RESPONSE	OMISSIONS
<b>Occupational Health and Safety Continued</b>			
403-8	Workers covered by an occupational health and safety management system	All employees are covered by an Occupational Health and Safety management system. <a href="#">Occupational Health and Safety Additional Information</a>	
403-9	Work-related injuries	<a href="#">KPI Summary</a>	We do not disclose the work-related hazards that pose a risk of high-consequence injury.
403-10	Work-related ill health	N/A	We track total recordable incidents, including injuries and illnesses. However, this metric is unable to be separated to measure just occupational illness.



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DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE/RESPONSE	OMISSIONS
<b>Training and Education</b>			
103	Management Approach	Employment Practices (link to be provided)	
404-1	Average Hours of training per year per employee	<a href="#">KPI Table</a> <a href="#">Learning and Development</a>	We provide the total number of hours of training broken down by gender, but do not provide the average hours of training broken down by gender or employee category.
404-2	Programs for upgrading employee skills	<a href="#">Learning and Development</a>	We do not offer assistance programs for voluntary retirees to facilitate the management of career endings.
404-3	Performance and career development reviews	Performance objectives occur with all permanent, full-time Celestica employees and align to strategic focus areas. The goals for broader functions and teams are established annually, providing an opportunity for a cohesive and valuable partnership between employees and people leaders.  All permanent, full-time employees at and above the manager level are included in our global talent and succession reviews. Talent reviews below the manager level are also completed at the discretion of each business leader with a consistent approach. Through our enhanced 2020 Global Talent Review cycle, we provided greater visibility to talent pool capabilities by leveraging a digital talent and succession management system. In 2021, we will continue to expand targeted leadership development programs for managers, directors and high performers to build future capabilities to maintain a competitive advantage, ensure individuals are in the right roles to help deliver on our business strategy, and support employees' career aspirations and growth.	



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DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE/RESPONSE	OMISSIONS
<b>Diversity and Equal Opportunity</b>			
103	Management Approach	<a href="#">Employment Practices</a>	
405-1	Diversity of governance bodies and employees	<a href="#">Gender Equality KPI Summary</a> <a href="#">2021 Form 20-F</a> <a href="#">Management Information Circular</a> <a href="#">People</a> <a href="#">Company Directors</a>	We report on gender and age in our overall workforce, within our new hires population and within our annual population of employees who were promoted. We do not report on other vulnerable or minority groups.
405-2	Ratio of basic salary and remuneration of women to men	<a href="#">Gender Equality</a>	We do not track basic salary and remuneration of women to men.
<b>Non-Discrimination</b>			
103	Management Approach	<a href="#">Compliance and Ethics</a>	
406-1	Incidents of discrimination and corrective actions taken	<a href="#">KPI Summary</a>	
<b>Freedom of Association and Collective Bargaining</b>			
103	Management Approach	<a href="#">2021 20-F Form</a>	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">KPI Summary</a>	
<b>Child Labour</b>			
103	Management Approach	<a href="#">Ethical Labour Practices</a>	
408-1	Operations and suppliers at significant risk for incidents of child labor	<a href="#">Child labour prevention policy</a>	

Celestica has effectively taken measures for the abolition of child labour in our operations and in our supply chain through our Child Labour Prevention Policy and our membership/alignment to the RBA. We consider all operations to be of significant risk to child labor and young workers exposed to hazardous work. In alignment with RBA best practices, Celestica audits and assesses high risk suppliers to validate child labour is not used in any stage of manufacturing, and that work is not provided to young workers that will jeopardize their health and safety and proper training and support is provided. We assume proper due diligence on child labour practices has been conducted on all customer-driven supplier selections. Celestica analyzes risks of Celestica-chosen suppliers, and those identified as having significant risks are further audited and assessed in more detail.



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DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE/RESPONSE	OMISSIONS
<b>Forced or Compulsory Labour</b>			
103	Management Approach	<a href="#">Ethical Labour Practices</a>	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Slavery and Human Trafficking statement</a> (within the compliance and ethics website resources) We strictly prohibit and have implemented local labour policies and practices to prevent the use of slavery, forced labour and human trafficking. Our policies specify that all who apply for employment at Celestica do so on a voluntary basis, and that all employees are legally entitled to leave upon reasonable notice without penalty.	
<b>Human Rights Assessment</b>			
103	Management Approach	<a href="#">Compliance and Ethics</a>	
412-1	Operations that have been subject to human rights reviews or impact assessments	Every two years, an internal or external audit is conducted at each of Celestica’s manufacturing sites to ensure that we do not have any operations at significant risk of being exposed to slavery, human trafficking or child labour	
412-2	Employee training on human rights policies or procedures	<a href="#">Ethics Program</a>	
<b>Supplier Social Assessment</b>			
103	Management Approach	<a href="#">Compliance and Ethics</a>	
414-1	New suppliers that were screened using social criteria	<a href="#">Supplier Assessment</a> <a href="#">KPI Summary</a>	We provide the number of suppliers that were screened using social criteria, rather than the percentage of suppliers. The total number of suppliers is not disclosed.
<b>Political contributions</b>			
415-1	Total monetary value of financial and in-kind political contributions	Communities <a href="#">Corporate Giving</a>  Celestica did not make any contributions to political campaigns, political organizations, lobbyists or lobbying organizations, trade associations and other tax-exempt groups.	
<b>Customer Privacy</b>			
103	Management Approach	<a href="#">Business Ethics</a>	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2021, there were no substantiated complaints by regulatory bodies or other parties of breaches of our privacy obligations. We identified no leaks, thefts or losses of customer or other business partners’ data during this time.	



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DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE/RESPONSE	OMISSIONS
<b>Socioeconomic Compliance</b>			
419-1	Non-compliance with laws and regulations in the social and economic area	<a href="#">Compliance and Ethics</a>  Our annual risk assessment program comprises part of our Compliance and Ethics program. All Compliance department members complete formal compliance and ethics training and become Certified Compliance and Ethics Professionals (CCEPs). This training promotes employee awareness of current topics and best practices in the industry. It also promotes information sharing and resolutions to key challenges. Due to these rigorous processes, Celestica has not faced any significant fines or non-monetary sanctions for non-compliance with economic or social laws or regulations.	
<b>Conflict Minerals</b>			
103	Management Approach	<a href="#">Compliance and Ethics</a>	
CM	Adhering to ethical practices and compliance with laws and regulations regarding conflict minerals.	<a href="#">Supply Chain</a> <a href="#">Compliance and Ethics</a> <a href="#">RBA Code of Conduct</a>	
<b>Employee Wellness</b>			
103	Management Approach	<a href="#">Employee Wellness</a> <a href="#">Employment Practices</a>	
EW	Practices regarding employee health and wellness.	<a href="#">Employee Wellness</a>	
<b>Working Hours</b>			
103	Management Approach	<a href="#">Ethical Labour</a>	
WH	Alignment to the RBA best practices on working hours.	<a href="#">Working Hours</a> <a href="#">Compliance and Ethics</a>	
FMW	Adhering to ethical practices and compliance with laws and regulations regarding foreign migrant workers.	<a href="#">Ethics Program</a> <a href="#">KPI Summary</a> <a href="#">Compliance and Ethics</a>	



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# SASB Disclosure

The Sustainability Accounting Standards Board (SASB) connects businesses and investors on the financial impacts of sustainability. An independent, standard-setting organization, SASB’s mission is to help businesses around the world identify, manage, and report on sustainability factors that matter to investors. SASB standards are industry-specific. Celestica is reporting on the “Electronic Manufacturing Services & Original Design Manufacturing” standards within the “Technology and Communications” sector.

## SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS

TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	REFERENCE/RESPONSE
Water Management	Total water withdrawn, percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)	TC-ES-140a.1	<a href="#">2022 CDP Water Security Questionnaire</a> <a href="#">KPI Summary</a>
	Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)	TC-ES-140a.1	<a href="#">2022 CDP Water Security Questionnaire</a>
Waste Management	Amount of hazardous waste from manufacturing, percentage recycled	Metric tons (t), Percentage (%)	TC-ES-150a.1	<a href="#">KPI Summary</a>
Labor Practices	Number of work stoppages	Number	TC-ES-310a.1	There were no days idle due to strike or lockouts, however this excludes any stoppages due to the COVID-19 pandemic.
	Total days idle	Days idle	TC-ES-310a.1	There were no days idle due to strike or lockouts, however this excludes any stoppages due to the COVID-19 pandemic.

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SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS CONTINUED

TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	REFERENCE/RESPONSE
Labor Conditions	Total recordable incident rate (TRIR) for (a) direct employees and (b) contract employees	Rate	TC-ES-320a.1	<a href="#">KPI Summary</a> We investigate and treat each and every work related incident equally, regardless of their employment status.
	Near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Rate	TC-ES-320a.1	<a href="#">KPI Summary</a> We investigate and treat each and every work related incident equally, regardless of their employment status.
	Percentage of (1) entity's facilities and (2) Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by (a) all facilities and (b) high-risk facilities	Percentage (%)	TC-ES-320a.2	<a href="#">KPI Summary</a> No Celestica facilities were identified as high risk, by SASB definition. No tier 1 supplier facilities were identified as high risk, by SASB definition. Note that audits in the RBA VAP or equivalent process are valid for 2 years. In some instances, Celestica completes internal peer audits on our sites and verification visits on our suppliers. Both processes are equivalent to the RBA VAP in which they cover the required provisions advised by SASB disclosure requirements.
	(1) Non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent and (2) associated corrective action rate for (a) priority non-conformances and (b) other nonconformances, broken down for (i) the entity's facilities and (ii) the entity's Tier 1 supplier facilities	Rate	TC-ES-320a.3	<a href="#">KPI Summary</a>
Product Lifecycle Management	Weight of end-of-life products and e-waste recovered, percentage recycled	Metric tons (t), Percentage (%)	TC-ES-410a.1	Celestica does not track the weight of end-of-life products and e-waste recovered. Celestica delivers innovative supply chain solutions globally to customers. Our business model consists of a comprehensive offering of product manufacturing and related supply chain services. Our teams will look to expand on these metrics in the short term for products related to our Hardware Platform Solutions business
Materials Sourcing	Description of the management of risks associated with the use of critical materials		TC-ES-440a.1	<a href="#">Compliance and Ethics</a> <a href="#">Compliance and Ethics</a> <a href="#">Supply Chain</a>



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SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS CONTINUED

ACTIVITY METRIC	UNIT OF MEASURE	CODE	REFERENCE/RESPONSE
Number of manufacturing facilities	Number	TC-ES-000.A	<a href="#">2021 20-F Form</a> <a href="#">Our Locations</a>
Area of manufacturing facilities	Square feet (ft <sup>2</sup> )	TC-ES-000.B	<a href="#">2021 20-F Form</a>
Number of employees	Number	TC-ES-000.C	<a href="#">2021 20-F Form</a> <a href="#">KPI Summary</a>



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# TCFD Disclosure

The Task Force on Climate-related Financial Disclosures (TCFD) publishes climate-related financial disclosure recommendations designed to help companies provide better information to support informed capital allocation. The disclosure recommendations are structured around four thematic areas: governance, strategy, risk management, and metrics and targets.

TOPIC	DISCLOSURE FOCUS AREA	DISCLOSURE	CELESTICA RESPONSE
Governance	Disclose the organization's governance around climate-related risk and opportunities	a) Describe the board's oversight of climate-related risks and opportunities	<a href="#">2022 CDP Climate Change Questionnaire C1.1, 1.1a, 1.1b</a> <a href="#">Sustainability Governance</a> <a href="#">Nominating and Corporate Governance Committee Mandate</a> <a href="#">2021 20-F Form</a>
		b) Describe managements role in assessing and managing climate-related risks and opportunities	<a href="#">2022 CDP Climate Change Questionnaire C1.2, C1.2a, C2.2, C2.2a</a> <a href="#">Sustainability Governance</a>
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organizations' businesses, strategy and financial planning	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<a href="#">2022 CDP Climate Change Questionnaire C2.1a, 2.3, 2.3a, 2.4, 2.4a</a> <a href="#">Key Impacts and Risks</a>
		b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	<a href="#">2022 CDP Climate Change Questionnaire C2.3a, 2.4a, 3.1, 3.3, 3.4, 3.4a</a> <a href="#">Key Impacts and Risks</a> <a href="#">2021 20-f Form</a>
		c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<a href="#">2022 CDP Climate Change Questionnaire C3.2</a>



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TOPIC	DISCLOSURE FOCUS AREA	DISCLOSURE	CELESTICA RESPONSE
Risk Management	Disclose how the organization identifies, assesses and manages climate-related risks	a) Describe the organization's processes for identifying and assessing climate-related risks.	<a href="#">2022 CDP Climate Change Questionnaire</a> C2.1, 2.1b, 2.2, 2.2a <a href="#">Materiality</a>
		b) Describe the organization's processes for managing climate-related risks.	<a href="#">2022 CDP Climate Change Questionnaire</a> C2.1, 2.2, 3.1, 4.3c <a href="#">Sustainability Governance</a> <a href="#">Our Sustainability Strategy</a> <a href="#">Celestica's Management Approaches</a>
		c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<a href="#">2022 CDP Climate Change Questionnaire</a> C2.1, 2.1b, 2.2, 3.1 <a href="#">Sustainability Governance</a>
Metrics and targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<a href="#">2022 CDP Climate Change Questionnaire</a> C4.2, 4.2b, 9.1 <a href="#">2022 CDP Water Security Questionnaire</a> W1.2b, 1.2d, 1.2h Change in Scope 1 & Scope 2 year-over-year CDP C7.9 Energy & Fuel Consumption - CDP C8.2 Renewable energy consumption - CDP C8.2e Number of energy-reduction consumption- CDP C4.3a Supplier Assessment - <a href="#">KPI Summary</a> Water- <a href="#">KPI Summary</a> and <a href="#">Water</a>
		b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<a href="#">2022 CDP Climate Change Questionnaire</a> C6.1, 6.3, 6.5, 7.1, 7.1a, 7.2, 7.3b, 7.5, 7.6, 7.6b, (Supporting information in C5.1, 5.2, 5.2a, 6.2, 6.4,7.9) <a href="#">Greenhouse Gas Emissions</a> <a href="#">KPI Summary</a>
		c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<a href="#">2022 CDP Climate Change Questionnaire</a> 4.1, 4.1a, 4.2, 4.2b, 9.1 <a href="#">Greenhouse Gas Emissions</a> <a href="#">Waste</a>



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# UNGC CoP

The United Nations Global Compact (UNGC) Communication on Progress (CoP) is a key component of Celestica’s commitment to ESG. As a participant of UNGC, Celestica is required to annually provide updates on our work to embed the Ten Principles into our strategies and operations.

FOCUS AREA	PRINCIPLE	PROGRESS, ALIGNMENT AND REFERENCES
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	Celestica has shown its commitment to human rights through the development of a number of internal policies and practices that are based on international labour and human rights standards <a href="#">Slavery and Human Trafficking Policy</a> <a href="#">Child Labour Prevention Policy</a> <a href="#">Privacy Policy</a> <a href="#">Labour and Ethics Management</a> <a href="#">Compliance and Ethics Management Approach</a> <a href="#">Stakeholder Engagement</a> <a href="#">Celestica Conflict Minerals Policy</a> <a href="#">RBA Code of Conduct</a>
	Principle 2: Businesses should make sure that they are not complicit in human rights abuses	<a href="#">Labour and Ethics Management</a> <a href="#">Compliance and Ethics Management Approach</a> <a href="#">Stakeholder Engagement</a> <a href="#">RBA Code of Conduct</a> <a href="#">KPI Summary</a> <a href="#">Slavery and Human Trafficking Policy</a> <a href="#">Child Labour Prevention Policy</a> <a href="#">Privacy Policy</a>
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	<a href="#">2021 20-F Form</a> <a href="#">KPI Summary</a> <a href="#">RBA Code of Conduct</a>
	Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour	<a href="#">Ethics Program</a> <a href="#">Labour and Ethics Management</a> <a href="#">Ethical Labour Practices</a> <a href="#">Compliance and Ethics</a> <a href="#">RBA Code of Conduct</a>



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Labour continued	Principle 5: Businesses should uphold the effective abolition of child labour	<a href="#">Ethics Program</a> <a href="#">Labour and Ethics Management</a> <a href="#">Child Labour Prevention Policy</a> <a href="#">Ethical Labour Practices</a> <a href="#">RBA Code of Conduct</a>
	Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation	<a href="#">2021 20-F Form</a> <a href="#">Learning and Development</a> <a href="#">Diversity and Inclusion</a> <a href="#">Ethics Program</a> <a href="#">Employment Practices</a> <a href="#">RBA Code of Conduct</a>
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges	<a href="#">Key Impacts and Risks</a> <a href="#">2022 CDP Climate Change Questionnaire</a> <a href="#">2021 20-F Form</a>
	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility	<a href="#">Environmental Sustainability Management Approach</a> <a href="#">Greenhouse Gas Emissions</a> <a href="#">Energy</a> <a href="#">Waste</a> <a href="#">Water</a> <a href="#">Our Products and Services</a> <a href="#">2022 CDP Climate Change Questionnaire</a> <a href="#">KPI Summary</a>
	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies	<a href="#">Energy</a> <a href="#">Our Products and Services</a> <a href="#">Waste</a> <a href="#">2021 20-F Form</a>
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	<a href="#">Ethics Program</a> <a href="#">2021 20-F Form</a> <a href="#">Compliance and Ethics Management Approach</a> <a href="#">Business Ethics</a> <a href="#">RBA Code of Conduct</a>



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## Cautionary Note Regarding Forward-Looking Statements

This report contains forward-looking statements, including, without limitation, those related to our sustainability and ESG initiatives, strategies, areas of focus, targets, goals, commitments, objectives, aspirations, programs, future plans, and financial and operational priorities. Such forward-looking statements may, without limitation, be preceded by, followed by, or include words such as “believes,” “expects,” “anticipates,” “estimates,” “intends,” “plans,” “continues,” “project,” “potential,” “possible,” “contemplate,” “seek” or similar expressions, or may employ such future or conditional verbs as “may,” “might,” “will,” “could,” “should” or “would,” or may otherwise be indicated as forward-looking statements by grammatical construction, phrasing or context. For those statements, we claim the protection of the safe harbour for forward-looking statements contained in the U.S. Private Securities Litigation Reform Act of 1995 and applicable Canadian securities laws.

The forward-looking statements contained herein are provided to assist readers in understanding management’s current expectations and plans regarding our sustainability and ESG initiatives and objectives and financial and operational priorities. Readers are cautioned that such information may not be appropriate for other purposes. Forward-looking statements are not guarantees of future performance, and are based on management’s current expectations, forecasts and assumptions, which are subject to risks, uncertainties and other factors (many of which are beyond our control) that could cause actual outcomes and results (including the achievement of our sustainability and/or ESG targets, goals, objectives, commitments and/or the implementation of our sustainability and/or ESG initiatives) to differ materially from those expressed or implied in such statements, including, among others, risks related to employee, stakeholder, customer, supplier and/or NGO engagement and commitment to sustainability and/or ESG initiatives, the cost of implementing our sustainability and/or ESG initiatives, our ability to execute our sustainability and/or ESG initiatives as planned, the effectiveness and impact of intended actions; the impact of changing legislation, regulatory initiatives, and social responsibility and sustainability initiatives generally, as well as risks related to our operational and financial performance (which may impact our ability to achieve such targets, goals, objectives and/or commitments or implement our sustainability and/or ESG initiatives as anticipated). For identification and discussion of risks, uncertainties and assumptions related to our operational and financial performance, as well as further information concerning forward-looking statements, please refer to our public filings, which can be accessed at [www.sedar.com](http://www.sedar.com) and [www.sec.gov](http://www.sec.gov), including our most recent MD&A, our most recent Annual Report on Form 20-F filed with, and subsequent reports on Form 6-K furnished to, the U.S. Securities and Exchange Commission, and as applicable, the Canadian Securities Administrators (including the “Risk Factors” section of such Form 20-F and the Cautionary Note Regarding Forward-looking Statements therein and in our other public filings).

The forward-looking statements contained herein are based on various assumptions, many of which involve factors that are beyond our control. Our material assumptions include those related to our ability to: successfully implement our sustainability and ESG initiatives as intended; further invest in renewable energy; enhance cross-functional collaboration on sustainable solutions and ESG initiatives; and engage our full value chain on sustainability and ESG practices, as well as assumptions related to the effectiveness and impact of such planned actions and science-based targets. Although management believes its assumptions to be reasonable under the current circumstances, they may prove to be inaccurate, which could cause actual results to differ materially (and adversely) from those that would have been achieved had such assumptions been accurate.

The forward-looking statements herein speak only as of the date made, and we assume no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable law. All forward-looking statements herein are expressly qualified by these cautionary statements.