



Employment Practices

Our Workforce

Our Management Approach

- Uphold ethical labour and employment practices
- Review and evolve our Total Rewards strategy to ensure Celestica remains competitive in the attraction, engagement and retention of our talented workforce
- Enhance our approach to the effective integration and assimilation of new employees
- Embed Celestica's Leadership Imperatives throughout our people practices
- Govern and enhance our annual performance management cycle
- Ensure learning and development is accessible to all employees so they can develop the skills and experiences required to be successful
- Conduct an annual talent and succession review focused on the identification and development of employees with the potential to take on roles with broader complexity and scope in the future
- Commit to recognition programs that create an environment where employees are acknowledged for their contributions and impact

Diversity and Inclusion

Our Management Approach

- Attract, engage, develop and retain a diverse pool of top talent to achieve business growth and performance
- Foster a respectful, supportive and collaborative environment in which all employees feel valued and can realize their full potential and thrive
- Strive to increase diversity at all levels of leadership and across our geographies, disclosing statistics of representation on boards and in executive positions
- Strengthen and expand inclusion practices in our pipeline of talent, and take purposeful steps to build a strong practice and integrate diversity and inclusion into our company's culture.
- Expand mentorship programs to promote skill development and advancement of women in leadership roles
- Continue to raise awareness through continuous training and education

Occupational Health and Safety

Our Management Approach

- Establish and maintain Celestica's [Global Occupational Health and Safety Policy](#)
- Focus on providing a safe and healthy workplace that is free from occupational exposures, conditions or acts that could negatively impact employee health, safety or wellbeing.
- Encourage all employees to be responsible for safety, a core value of our operations, and to raise concerns regarding unsafe acts or conditions and ensure they are free from reprisal
- Engage personnel in training, risk assessments, incident investigations, and improvement activities
- Ensure our Occupational Health and Safety Management System focuses on identifying hazards and implementing controls to eliminate or reduce risk, as well as applying the hazard hierarchy to our operations to achieve safety objectives
- Act as a responsible neighbour in the communities in which we operate and extend our community focused approach to assist those in need
- Follow legal requirements when manufacturing products and providing services
- Conduct frequent reporting on Environmental Health and Safety (EHS) leading and lagging indicators at each site
- Conduct third-party legal compliance audits and take timely action to correct any deficiencies
- Align with and certify to internationally recognized EHS management system requirements such as OHSAS 18001/ISO 45001
- Provide additional focus for sites requiring improvements, including special attention to any new sites in the network and review process effectiveness
- Partner with regulators, customers and employees to continually improve workplace health and safety
- Share best practices across the Celestica network, including outcomes from incident investigations
- Focus on continual improvement and growing network expertise through peer audit programs that allow our trained peer auditors to assess sites within their region in accordance with the [Responsible Business Alliance Code of Conduct](#)

Employee Benefit Practices

Our Management Approach

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

Learning and Development

Our Management Approach

- Link learning and development goals to Celestica's strategy, as well as individual and team goals
- Identify our employees' strengths and development needs and create robust development plans to support employees' career growth
- Implement learning and development programs to enhance employees' ability to respond to business needs, while enabling them to achieve their career goals
- Adapt existing program delivery methods and content to respond to evolving employee development needs and global circumstances (i.e. the COVID-19 pandemic)
- Assess training programs from both technical and leadership skills perspectives
- Promote various development programs and opportunities available to broaden and deepen skills
- Analyze results by continually reviewing feedback and measures of program effectiveness

Performance Management

Our Management Approach

- Identify strategic goals and focus areas annually to drive a one-company, one-vision approach as a foundation to employee objective setting
- Determine annual executive objectives and goals that align with the strategic focus areas
- Establish performance objectives with all permanent, full-time Celestica employees that align to strategic focus areas, and the goals of their broader function and team
- Create and renew development plans and align with performance goal-setting to ensure employees have the requisite skills for their role, prepare for future roles and experience meaningful career growth
- Encourage ongoing, future-focused performance conversations and coaching throughout the year to drive results at the individual, team and organizational level
- Review and assess performance and development objectives, milestones and measures and alignment to our five Leadership Imperatives at mid-year and year-end
- Align performance outcomes to the talent and succession review process, learning and development activities, and Total Rewards and Recognition

Talent and Succession Review

Our Management Approach

- Assess talent and determine suitable succession candidates using a common set of criteria
- Conduct an annual talent assessment and succession review for management-level roles
- Review executive succession annually with Celestica's Board of Directors
- Measure success by tracking key performance indicators
- Provide thorough education, guidance and resources to enable people leaders to effectively assess, develop and engage/retain talent

Local Communities

Our Management Approach

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