



# 2025 ESG Report



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## Forward-Looking Statements

This ESG Report contains forward-looking statements within the meaning of applicable U.S. securities laws, including statements regarding: our beliefs and expectations about the impacts of climate change and other environmental risks on our business; our plans to develop and/or commit to greenhouse gas (GHG) reduction targets or take other steps related to measurement of future GHG emissions and identification of GHG reduction opportunities; our plans to further develop our ESG/sustainability program generally; our beliefs and expectations regarding additional costs we will need to incur in order to comply with regulatory requirements, meet the expectations of our customers and investors, or implement GHG reductions; and our beliefs about the cybersecurity risks that affect us. Forward-looking statements may be identified by words such as “seek”, “believe”, “plan”, “estimate”, “anticipate”, “expect”, “intend”, “continue”, “outlook”, “may”, “will”, “should”, “could”, or “might”, and other similar expressions. These forward-looking statements involve risks and uncertainties, as well as assumptions that, if they do not fully materialize or prove incorrect, could cause our results to differ materially from those expressed or implied by such forward-looking statements. Factors that could materially affect our business and financial results and ESG-related outcomes include, but are not limited to: our ability to attract new customers and retain and expand sales to existing customers; our ability to successfully develop and market new product offerings and product enhancements; the loss of one or more large customers; competition; challenges retaining key employees and successfully hiring and training qualified new employees; security breaches or cyber-attacks; real or perceived malfunctions or errors in our products; and economic recession, inflation, tariffs or trade disputes, or political instability, as well as other factors described in the “Risk Factors” section of our most recent Annual Report on Form 10-K, as updated by the “Risk Factors” section of our subsequent Quarterly Reports on Form 10-Q (if any). Our filings with the Securities and Exchange Commission and other important information can be found in the Investor Relations section of our website at [investors.onespan.com](https://investors.onespan.com). Statements in this ESG Report are made as of September 2026, and the continued availability of this ESG Report after that date shall under no circumstances create an implication that the information contained herein is correct as of any date thereafter. We do not have any intent, and disclaim any obligation, to update the forward-looking information to reflect events that occur, circumstances that exist or changes in our expectations after the date of this ESG Report, except as required by law.

# 2025 ESG Report: Letter to Stakeholders

As a global corporation with operations, customers and suppliers worldwide, OneSpan understands that active management of our environmental and social impacts and risks is important to our long-term success. To this end, we are committed to conducting our business responsibly and to the ongoing development of our sustainability program as we continue to pursue efficient, customer-focused growth across our business.

In our 2025 ESG report that follows, you will find information about how we approach our relationship with employees and other stakeholders, evaluate our environmental impacts, manage cybersecurity risk, and promote effective governance. The report also features a concise datasheet containing key ESG metrics on page 30.

We hope you find this report helpful, and we look forward to updating you on our progress. Thank you for your support of OneSpan.

**Victor Limongelli**  
CEO and President

# Our People

We understand that achieving our business objectives will depend primarily on the skills, creativity, and determination of our people. To that end, we strive to create an environment that will attract, retain and develop talented people who are motivated to find opportunities and create new possibilities for our customers, for themselves and their teams, and for OneSpan. To achieve this goal, we focus on the areas described below.

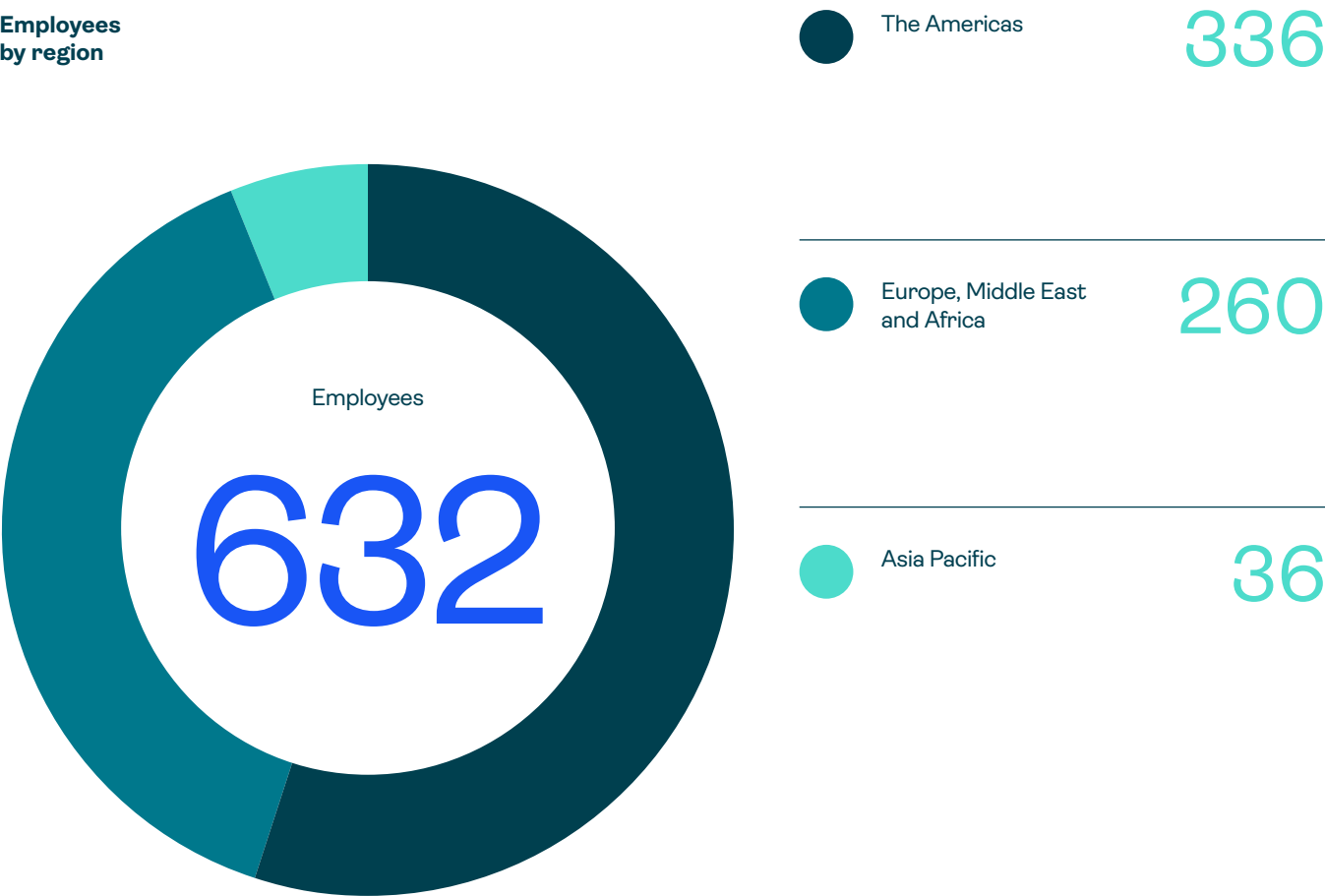
- Competitive Compensation and Benefits.**  
We seek to provide our employees with competitive and fair compensation and benefit offerings, and use market benchmarks to ensure external competitiveness while maintaining equity within the organization. We tie incentive compensation to business performance and provide a range of health, wellness, family leave, savings, retirement, and time-off benefits for our employees, which vary based on local regulations and norms.
  - Engagement.**  
We seek input from our employees regularly through a variety of channels, including informal interactions, regular one-to-one meetings between managers and employees, department meetings, quarterly virtual all-company meetings and employee engagement surveys. This input helps us assess our progress in promoting an environment where employees are engaged, productive, and have a strong sense of belonging. We also use employee feedback to identify areas where we can do better
- and expect our managers to actively work to improve those areas.

  - Hybrid Workplace Policy.**  
For our employees who live near one of our offices, local office leadership designates the number of days per week employees generally come to the office in person, which ranges from two or three times per week in certain locations, to five days per week in others. For locations that are not five days per week in the office, for the rest of the week employees may work either remotely or from their local office. We believe this approach maintains the flexibility of remote work while also providing a regular opportunity for in-person interactions to collaborate, innovate, and build relationships with colleagues. →

## The OneSpan team

OneSpan is powered by a team of 632 employees that spans the globe, consisting of 336 employees in the Americas, 260 employees in Europe, the Middle East, and Africa, and 36 employees in the Asia Pacific region.

Employees by region



As of June 30, 2026

● **Workplace Environment and Access to Talent.**

With 632 employees around the world and customers in more than 120 countries, we believe that our business benefits from a workplace that includes employees with a range of perspectives, experience, backgrounds and cultures. We work with a variety of job sites and candidate application platforms to increase our access to a broad pool of potential employees. We also monitor the composition of our workforce by gender on an ongoing basis to make sure we are accessing and retaining a wide range of available talent. As of December 31, 2025, approximately 30% of our total employees and 30% of our employees at a manager level and above identified as female, and 69% and 70%, respectively, identified as male.

● **Training and Talent Development.**

We promote and support employee development, compliance and organizational effectiveness by providing professional development and compliance training. All of our employees take required annual training on the following topics: our code of conduct and ethics; cybersecurity; and preventing harassment and discrimination. In addition, we make a variety of external professional development courses and tailored in-house trainings available to our employees.

● **Feedback, Coaching and Career Development.**

We believe regular feedback is an important component of employee development. Our managers provide ongoing feedback and performance coaching to their direct reports in regular one-to-one meetings, and are also encouraged to solicit their teams’

feedback on their own performance. We have also adopted a career ladder program tailored for our research and development employees. The goal of this program is to set out a structured and supportive career development framework that fosters continuous learning, skill development, and career advancement.

● **Employee Recognition.**

We recognize our employees for driving business results, exemplifying our company values, extraordinary efforts on specific projects, and long tenure with the company. We believe that these recognition programs help drive strong employee performance and promote a positive working environment.

● **Community Outreach.**

We encourage employee volunteerism in the communities where we live and work by providing each employee with one paid day off each year to participate in volunteer activities of their choice. In addition, our main office locations regularly participate in events such as food, pet supply and holiday children’s toy drives.

● **Monitoring Employee Turnover.**

We monitor voluntary turnover and total attrition, as a whole and by tenure, region, and by job family. Total attrition captures all reasons employees leave, including voluntary turnover and involuntary turnover due to job eliminations or performance reasons, whereas voluntary turnover is limited to elective departures by employees. Our voluntary turnover across our global employee base in 2025 was 5.8%, which we believe is low compared to global voluntary turnover rates in the technology industry. Our total attrition in 2025 was 9.3%.

● **Commitment to Well-Being and Human Rights, Near and Far.**

We maintain a variety of policies and procedures to promote positive workplace conduct and employee well-being within OneSpan, and human rights beyond, including a code of conduct and ethics, a compliance concern reporting hotline, anti-discrimination and equal opportunity policies, a stress and burnout awareness training program, human rights and anti-trafficking policies, and a supplier code of conduct.

# Our Planet

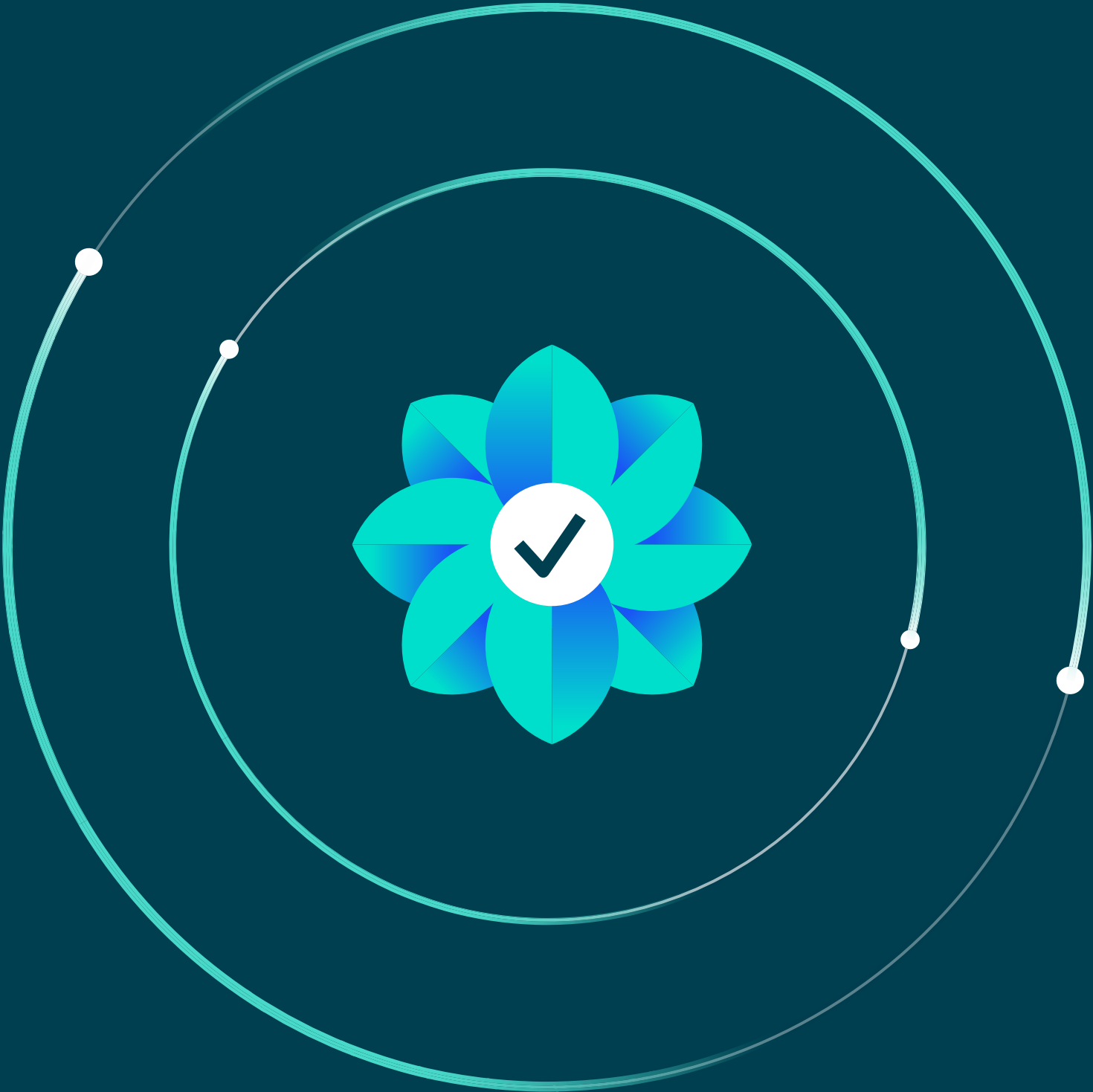
The scientific consensus is that humanity must act quickly to reduce carbon emissions if we are to avoid the worst effects of climate change. The Paris Agreement calls for participating countries to cut carbon emissions sufficiently to keep the global temperature increase in this century well below 2 degrees Celsius over pre-industrial levels, with a goal of limiting it to 1.5 degrees Celsius. Closely connected to climate change are other environmental issues that impact the viability and quality of life on earth, including food and water scarcity, pollution, plastic waste, ocean acidification, deforestation, desertification and biodiversity loss.

With respect to OneSpan specifically, we believe our climate-related risks are modest when compared to the other risks we face, such as those pertaining to the growth of our business, competition, products and technology and other risks set forth in our most recent Form 10-K and subsequent 10-Q filings with the U.S. Securities and Exchange Commission. Nevertheless, over the longer term we may be affected by climate change, both directly and indirectly through impacts to our customers, investors, employees, partners, suppliers, communities and other stakeholders.

While it is difficult to predict the extent, nature and timing of these impacts, in order to build a business that will be resilient, responsive to our stakeholders, and successful in the years to come, we have undertaken an ongoing effort to monitor our climate-related risks and to do our part to support global efforts to limit climate change.

## Governance

The Corporate Governance and Nominating Committee (the “CGN”) of our Board of Directors (the “Board”) is responsible for overseeing our ESG program, including climate-related issues. At a management level, our General Counsel and Chief Compliance Officer is responsible for OneSpan’s ESG efforts. Her ESG and climate responsibilities include: overseeing our annual greenhouse gas (“GHG”) footprint calculation; developing targets for near- and long-term GHG reductions; managing our annual ESG report and our responses to various sustainability-related questionnaires, such as CDP and Ecovadis; updating and obtaining input from the CGN and Board on climate and ESG initiatives; and monitoring ESG and climate-related regulations and risks.



# GHG Emission Measurement and Targets

To monitor and manage our contribution to climate change, we annually measure our Scope 1, 2, 3, and total GHG emissions and GHG revenue intensity in accordance with the Greenhouse Gas Protocol. We have not yet adopted GHG reduction targets, but expect to do so in 2026.

## Revisions to Previously Published GHG Emission Figures

We began measuring our corporate GHG emissions in 2022. In 2026, following a comprehensive review of our GHG accounting process, we revised our GHG inventory methodology and recalculated our 2022, 2023, and 2024 emissions under the updated methodology. The revisions were intended to improve the accuracy and utility of our GHG emissions measurements as we prepare to set GHG reduction targets.

The most significant enhancement we made as part of these revisions was increasing our use of activity-based emissions data instead of spend-based emissions estimates. Activity-based

data results in more accurate emissions reporting because it measures GHG emissions based on OneSpan’s specific operations, whereas spend-based methodologies estimate emissions by multiplying various OneSpan expenditures by industry average emissions factors. Activity-based data is also more useful for managing our future emissions, since it can be managed through operational changes, whereas spend-based estimates can only be reduced by decreasing expenditures. Spend-based estimates are also susceptible to distortion based on price volatility unrelated to actual GHG emissions.

Although most of our footprint, particularly Scope 3, remains spend-based, we have made the following shifts to activity-based data in our revised methodology:

- Where feasible, we now use actual energy usage data from our leased facilities to determine the GHG emissions associated with our use of those facilities, rather than relying on estimates based on averages for the general facility location.
- We enhanced our Scope 3, Category 1 (purchased goods and services) emissions calculations by replacing spend-based estimates with product-specific carbon footprint assessments for our Digipass devices. The assessments use product-level bills of materials, supplier-specific manufacturing and electricity-consumption data from our contract manufacturers, and product-specific packaging data, combined with emission factors from the Ecoinvent 3.12 lifecycle assessment database, to calculate “cradle-to-gate” emissions on a per-device basis. Cradle-to-gate emissions represent the GHG emissions generated from raw material extraction, component production, transportation of materials, manufacturing, and sales and transport packaging associated with a Digipass device up to the point it leaves the manufacturing facility.
- We improved transportation and distribution emissions calculations by using shipment-specific logistics data, including actual transportation modes and shipment locations, rather than spend-based estimates.
- We incorporated actual waste weight or volume data, where available, to calculate emissions associated with operational waste, instead of relying on general averages based on facility usage data.
- We introduced product-specific end-of-life emissions modeling for Digipass devices, based on device material composition and estimated recycling and disposal pathways, to better measure emissions associated with the end-of-life treatment of sold products.
- Finally, we now measure emissions from our business travel based on actual miles traveled, rather than the dollar amount of our business travel expenditures.

The table below shows the resulting revised GHG emissions figures for 2022 through 2024 (the “Revised” figures) as compared with our previously published GHG figures for those years (the “Previous” figures), as well as our newly released GHG figures for 2025, which were calculated using the revised methodology.

|                                                          | 2025   | 2024    |          | 2023    |          | 2022    |          |
|----------------------------------------------------------|--------|---------|----------|---------|----------|---------|----------|
|                                                          |        | Revised | Previous | Revised | Previous | Revised | Previous |
| Direct (Scope 1) GHG emissions (tCO2e)                   | 235    | 280*    | 159      | 420*    | 124      | 442*    | 106      |
| Indirect (Scope 2) market-based GHG emissions (tCO2e)    | 58     | 129     | 111      | 85      | 103      | 97      | 207      |
| Indirect (Scope 2) location -based GHG emissions (tCO2e) | 65     | 132     | 115      | 94      | 130      | 84      | 200      |
| Other indirect (Scope 3) GHG emissions (tCO2e)           | 16,675 | 21,230  | 8,608    | 35,123  | 23,362   | 33,029  | 24,757   |
| Total GHG emissions (tCO2e)^                             | 16,969 | 21,640  | 8,877    | 35,628  | 22,134   | 33,568  | 25,070   |
| GHG emissions intensity (tCO2e per USD \$1M revenue)     | 69.77  | 88.99   | 37       | 151.54  | 95       | 153.26  | 114      |

\*The increase in the Revised figures for Scope 1 emissions primarily reflects the incorporation into Scope 1 of fuel usage data for cars we lease on behalf of certain EU-based employees as part of their employee benefits. These fuel-related emissions were previously included in Scope 3 and measured using spend-based estimates.  
^The sum of the Scope 1, market-based Scope 2 and Scope 3 figures and may not equal the total GHG emissions figure due to rounding.

In accordance with the GHG Protocol Scope 2 Guidance, OneSpan reports Scope 2 emissions using both location-based and market-based methodologies. Location-based emissions reflect the average emissions intensity of the electricity grids from which our facilities consume power. Market-based emissions reflect emissions associated with the electricity products and contractual instruments we procure, including renewable electricity arrangements where applicable. Reporting both measures provides transparency into both the emissions characteristics of

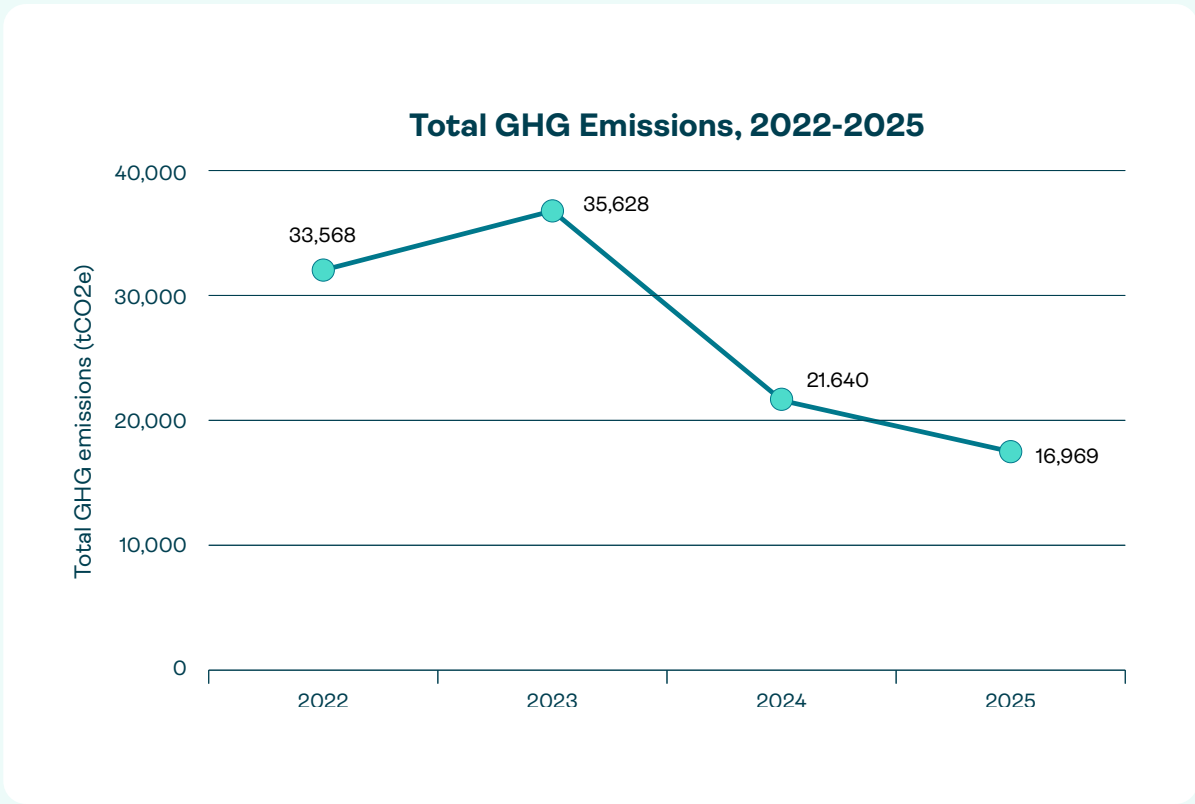
the grids in which we operate and the impact of our energy procurement decisions. We use market-based figures to calculate total GHG emissions and GHG emissions intensity.

Carbon emissions accounting is a complex and evolving field, and we may further modify our GHG emissions figures in the future to improve and refine our footprint (including additional use of activity-based data where possible), incorporate current practices in calculation methodologies, and reflect the impact of significant changes in our business, such as acquisitions.

## Trends in our GHG Emissions over Time

Our overall GHG emission trends over time generally reflect developments in our business during the measurement period. The increase in emissions from 2022 to 2023 reflected higher operating expenses and staffing levels during 2023 as we invested in sales and marketing. The decrease in emissions from 2023 to 2024 was due primarily to a corporate restructuring program that was initiated in 2021, accelerated significantly during 2023, and concluded at the end of 2025. The restructuring

program was designed to better position OneSpan for long-term success by making the company profitable across both of our business segments. As a result of the restructuring, we eliminated approximately 336 positions and reduced our overall operating expenditures significantly. Because most of our GHG footprint is calculated based on our expenditures, this reduction in spending caused a material reduction in our GHG emissions.



Our 2024 GHG footprint was also impacted by a decline in our Digipass device shipments relative to 2023. Our Digipass shipments and revenue have declined in recent years as some of our bank and financial institution customers have adopted a “mobile first” approach, which prioritizes using mobile authentication solutions over traditional hardware authentication devices, particularly for consumer banking. This trend has generally resulted in a reduction in sales volumes for our Digipass hardware authenticator devices as banks adopt a higher mix of software authentication licenses delivered through software applications on mobile devices. Additionally, the decline in hardware sales from 2023 to 2024 was accentuated by the timing of several Digipass device deals that were completed in late 2023 instead of early 2024 as originally expected.

During the second half of 2024, OneSpan began to pivot toward establishing a foundation for future growth. In 2025, we acquired Nok Nok Labs, Inc. and increased our workforce by approximately 5%. Our 2025 GHG emissions nevertheless decreased as compared to 2024, declining by approximately 16.2% year-over-year. This reduction was primarily driven by lower facility related emissions following the closure and lease expiration of our Chicago office, lower manufacturing and transportation related emissions associated with reduced Digipass product shipments, and lower business travel emissions due to a revision to flight emissions factors that became effective in 2025.

# Cybersecurity



# Risk Management and Strategy

We maintain an enterprise cybersecurity risk management program designed to assess, identify, and manage material cybersecurity risks within our corporate information security environment and the systems we develop and operate for the benefit of our customers. Our cybersecurity risk management program is based upon best practices and standards for cybersecurity and information technology, including the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) and the International Organization for Standardization (ISO) 27001 Information Security Management System Requirements.

- **Policies and Training.**  
We maintain security policies, standards, and processes that apply across our operations and that are approved by management, communicated to our personnel, and reviewed on an annual basis. We provide a global security awareness education program that includes mandatory security and privacy awareness training for all personnel, regular phishing identification exercises, focused training opportunities for particular roles, and incident response training for key individuals.
- **Risk Assessment and Safeguards.**  
We conduct regular assessments of risks and vulnerabilities to the confidentiality, integrity, and availability of data in our systems, and we implement safeguards to reduce these risks and vulnerabilities to a reasonable and appropriate level. For internal information systems and assets, we conduct regular internal reviews, employ continuous security monitoring, and conduct periodic independent reviews of the key components of our security program. For customer-facing products and services, in addition to internal reviews and testing, we undergo external reviews and penetration testing using an independent third party provider. Our cloud platforms for SaaS solutions are audited annually by external independent auditors who review our platforms against the Service Organization

Controls (SOC) 2 and/or ISO 27001, 27017 and 27018 standards, and some of our Digital Agreement products are available on a FedRAMP authorized platform. Some of our products are certified under specific technical standards or industry guidelines, such as FIPS 140-2 and FIDO. Our Digipass initialization and distribution services are also audited annually by external independent auditors against the SOC 2 standard. We conduct self-assessment activities for those standards or regulations that are not covered by the external auditors, such as the General Data Protection Regulation in Europe. Additionally, we periodically engage third party consultants to assist with identifying, assessing, and/or managing cybersecurity threats.

- **Incident Management.**  
We have a documented incident response plan for identifying and responding to cybersecurity incidents that focuses on isolating, containing, mitigating, and eradicating the threat as quickly as possible. In the event of a cybersecurity incident, we will follow a documented incident escalation procedure. Please see 1A, Risk Factors, in our Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission on February 26, 2026 for a discussion of identified cybersecurity risks.

- **Third Party Risk Management.**  
Our vendor security risk management program covers vendors that require connectivity to our systems or access to confidential information. We utilize a trust intelligence platform for managing data privacy and data governance which includes third party risk management. Security reviews are performed periodically, based on vendor criticality, to identify potential security issues with the vendor systems or practices. New vendor contracts are reviewed by our legal and security teams, as appropriate, to confirm that security and data protection are appropriately addressed.
- **Material Cybersecurity Incidents.**  
We did not experience any material cybersecurity incidents during the fiscal year ended December 31, 2025. We do not believe that there are currently any known risks from cybersecurity threats that have materially affected or are reasonably likely to materially affect OneSpan or our business strategy, results of operations or financial condition.

# Cybersecurity Governance

Our Board is primarily responsible for overseeing the assessment and management of our risk exposure, including the balance between risk and opportunity and the totality of risk exposure across the organization. The audit committee of the Board oversees the company’s cybersecurity risks and exposures.

We operate our security program under a global Information Security Charter approved by the audit committee, and the audit committee receives security updates and information about cybersecurity risks from the Chief Information Officer (CIO) and Chief Information Security Officer (CISO) at least quarterly. Our Board generally reviews the company’s overall risk management program at least annually, including the corporate insurance program, which includes our cybersecurity insurance policy. We maintain an Information Security Steering Committee composed of key senior leaders who oversee the corporate information security program and our cybersecurity posture. Cybersecurity threats with the possibility of heightened criticality are escalated to a management team comprised of C-level executives and legal department representatives.

The CIO leads our global information technology organization and has nearly 30 years of information technology leadership experience, including acting as CIO at two cloud-based technology providers. The Chief Technology Officer has over 20 years of experience leading product management, engineering, and operational teams at global organizations, including at a fraud management and information security company. Our CISO reports to the CIO and is responsible for leading our information security organization and overseeing our enterprise-wide information security program. The CISO has over 20 years’ experience in information technology and security, leading global security engineering, operations, and enterprise IT teams at three SaaS providers, including serving as Chief Information Security Officer at another cloud-based technology provider. Team members who support our cybersecurity risk management program have relevant education and experience in the fields of cybersecurity, risk management, security architecture, data protection, application security, audit, compliance, incident response, identity governance and governance of enterprise information technology.





# Responsible Vendor Management

OneSpan understands that responsible vendor management is a key component of our ESG program. We have taken the following measures in furtherance of this goal:

- We require that our vendors either agree to our supplier code of conduct or confirm that they will adhere to a substantially equivalent policy of their own. Our supplier code of conduct addresses human trafficking, worker’s rights, compliance with regulations, diversity, and health and safety, among other topics.
- We require that our contract manufacturing partners who manufacture our Digipass devices agree to our supplier code of conduct, represent they use no conflict minerals or forced/child labor, make commitments to responsible sourcing and sustainability, allow compliance audits, and sign periodic compliance certifications.

- We conduct a security and privacy review of vendors who will have access to OneSpan systems, confidential information, or personal data.
- In 2023, we adopted a supplier diversity policy that reflects our commitment to actively seek opportunities to conduct business with a competitive, diverse set of suppliers. Consistent with this policy, we have enhanced our efforts to identify and conduct business with diverse suppliers.

# Corporate Governance

We are committed to effective corporate governance and high ethical standards. We believe that strong corporate governance policies and practices strengthen the accountability of our Board and management, lead to better business performance and align the long-term interests of our management team with our stakeholders, including our stockholders, our customers and our employees. Highlights of our current corporate governance policies and practices and features of our Board include:

Board Composition

- |                                                                             |                                                                                                   |
|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| ✓ All seven of our directors are independent under Nasdaq listing standards | ✓ Separate Chair and CEO, with independent Chair                                                  |
| ✓ Declassified Board                                                        | ✓ Disclosure of Board skills matrix in the proxy statement for our annual meeting of stockholders |

Board Governance

- |                                                                         |                                                                                            |
|-------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| ✓ Majority vote standard for uncontested director elections             | ✓ Regular executive sessions of the independent directors                                  |
| ✓ All standing Board committees consist solely of independent directors | ✓ Active stockholder outreach program                                                      |
| ✓ Regular Board self-evaluation and assessment of Board composition     | ✓ Specific key risk management functions designated to Board committees                    |
| ✓ Regular Board review of overall risk management program               | ✓ Executive officers and directors prohibited from hedging and pledging OneSpan securities |
| ✓ Stock ownership requirements for directors, CEO and CFO               | ✓ Code of ethics and conduct administered by management under the supervision of our Board |

Board Leadership Structure

OneSpan’s current leadership structure provides for the separation of the roles of the CEO and the Chair of our Board. Garry Capers serves as the independent Chair of our Board and Victor Limongelli serves as our CEO and President. At this time, in light of the company’s size and the nature of our business, our Board believes that the separation of these roles serves the best interests of OneSpan and our stockholders. If in the future the Board decides to appoint a Chair who is not independent from management, our Board will appoint a Lead Independent Director pursuant to our Lead Independent Director Policy adopted in 2017.

Our Board’s Role in Risk Oversight

Our Board is primarily responsible for overseeing the assessment and management of OneSpan’s risk exposure, including the balance between risk and opportunity and the totality of risk exposure across the organization. The Board and its committees regularly discuss with management the company’s major risk exposures, their likelihood, the potential financial impact such risks may have on the company and the steps the company takes to manage such risks. The audit committee oversees the company’s risks and exposures regarding financial reporting and legal and regulatory compliance, as well as cybersecurity risks. The management development and compensation committee oversees risks relating to our overall incentive compensation programs and succession planning, including those for senior management. The corporate governance and nominating committee oversees ESG-related risks and risks related to compliance with our corporate governance guidelines and code of conduct and ethics.

For more information regarding our Governance practices, please review our Proxy Statement for our 2026 Annual Meeting of Stockholders.



ESG Datasheet

| People                                                     | 2025      | 2024      | 2023      | 2022      |
|------------------------------------------------------------|-----------|-----------|-----------|-----------|
| Employees <sup>1</sup>                                     |           |           |           |           |
| Total                                                      | 602       | 571       | 676       | 790       |
| By Region (No. / %)                                        |           |           |           |           |
| Canada                                                     | 208 / 35% | 213 / 37% | 251 / 37% | 300 / 38% |
| Europe                                                     | 222 / 37% | 212 / 37% | 241 / 36% | 292 / 37% |
| United States                                              | 123 / 20% | 100 / 18% | 124 / 18% | 134 / 17% |
| Asia-Pacific                                               | 35 / 6%   | 33 / 6%   | 38 / 6%   | 37 / 5%   |
| Middle East                                                | 9 / 2%    | 9 / 2%    | 17 / 3%   | 15 / 2%   |
| Latin America                                              | 5 / < 1%  | 4 / < 1%  | < 1%      | 12 / 1%   |
| By Gender                                                  |           |           |           |           |
| Women (No./ %)                                             | 181 / 30% | 174 / 30% | 207 / 31% | 244 / 31% |
| Men (No./ %)                                               | 419 / 70% | 395 / 69% | 466 / 69% | 534 / 68% |
| % Gender by Management Level – Managers (Women/Men)        | 30% / 70% | 28% / 72% | 29% / 71% | 27% / 71% |
| % Gender by Management Level – non-Managers (Women/Men)    | 30% / 70% | 31% / 69% | 31% / 68% | 32% / 67% |
| Employee engagement                                        |           |           |           |           |
| Voluntary Turnover Rate                                    | 6%        | 12%       | 10%       | 16%       |
| % Participation in Employee Engagement Survey <sup>2</sup> | 70%       | n/a       | n/a       | 93%       |
| Overall Employee Engagement <sup>3</sup> - % Favorable     | 88%       | n/a       | n/a       | 75%       |

1 Employee numbers are as of December 31 of the years shown.

2 We did not conduct an Employee Engagement Survey in 2023 or 2024 due to our leadership transition.

3 The methodology for calculating overall favorability differed in 2025 as compared to 2021 and 2022, so results are not fully comparable.

| Environment                                                        | 2025   | 2024   | 2023   | 2022   |
|--------------------------------------------------------------------|--------|--------|--------|--------|
| Greenhouse Gas (GHG) Emissions <sup>4</sup>                        |        |        |        |        |
| Direct (Scope 1) GHG emissions (tCO <sub>2</sub> e)                | 235    | 280    | 420    | 442    |
| Indirect (Scope 2) market-based GHG emissions (tCO <sub>2</sub> e) | 58     | 129    | 85     | 97     |
| Indirect (Scope 2) location-based GHG emissions                    | 65     | 132    | 94     | 84     |
| Other indirect (Scope 3) GHG emissions (tCO <sub>2</sub> e)        | 16,675 | 21,230 | 35,123 | 33,029 |
| Total GHG emissions (tCO <sub>2</sub> e) <sup>5</sup>              | 16,969 | 21,640 | 35,628 | 33,568 |
| GHG emissions intensity (tCO <sub>2</sub> e per USD \$1M revenue)  | 69.77  | 88.99  | 151.54 | 153.26 |

4 GHG emissions figures shown are the Revised Figures discussed on page 31. As previously noted, carbon accounting is a rapidly evolving field, and therefore the figures in the table above may be revised in the future based on methodology changes, data refinements, and other developments.

5 The sum of the Scope 1, market-based Scope 2 and Scope 3 figures may not equal the total GHG emissions figure due to rounding.



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