MHI CANADA AEROSPACE

ESG Report 2026

Environmental | Social | Governance

Building on our inaugural ESG journey

Innovating for a Greener Future

A group company of Mitsubishi Heavy Industries, Ltd.

REPORT NAVIGATION

Contents

01 Message from the CFO

02 About this Report

03 Our ESG Approach

04 Progress at a Glance

05 Environmental

06 Social

07 Governance

08 Looking Ahead

09 Appendix: Performance Data Summary

Message from the CFO

At MHICA, we believe that lasting success is measured by more than financial performance. It is built on responsibility to our people, our communities, our customers, and the planet we share. Our inaugural ESG report marked the beginning of our formal journey in sustainability, transparency, and accountability. This report builds on that foundation and reflects the steady progress we are making as we move from ambition to action.

As a group company of Mitsubishi Heavy Industries, we draw on a legacy of innovation and stewardship that spans more than 150 years. We also recognize that aerospace is both a powerful enabler of global connectivity and an industry with real environmental challenges to address. Through innovation, operational discipline, and responsible governance, MHICA is committed to playing its role in shaping a more sustainable industry.

We are also making meaningful progress in AI (artificial intelligence); MHICA has moved from early experimentation toward a more disciplined, governed practice, grounded in responsible adoption, sound data foundations, and practical business enablement. Our near term focus is on tools that help our people work more effectively; retrieving knowledge, accelerating problem solving, and supporting better informed decisions across the business. AI at MHICA is not a standalone technology initiative. It is becoming part of how we build a more capable, resilient, and sustainable organization.

This year, we strengthened the internal ownership of our ESG pillars, established a working group to drive and monitor our commitments, and began tracking the metrics that will hold us accountable. Our goal remains both simple and ambitious. We aim to deliver excellence in aerospace manufacturing while contributing meaningfully to a sustainable future for generations to come.

I am proud of the progress reflected in these pages, and I am confident that the disciplined, measurable approach we have adopted will create lasting value for our employees, customers, shareholders, suppliers, and communities in the years ahead.

Sincerely,

Firas Saleh
Chief Financial Officer

About this Report

MHI Canada Aerospace, Inc. (MHICA) is a Canadian Tier 1 manufacturer of heavy aerostructures, producing major wing and fuselage assemblies as the strategic North American hub for the aerostructures business of Mitsubishi Heavy Industries, Ltd. (MHI). From our facility in Mississauga, Ontario, a team of more than 700 skilled employees supports Bombardier's Global 5500/6500 and Challenger 3500 platforms with precision assembly, systems installation, and functional testing.

Our inaugural ESG report established our three pillars and communicated our starting point. This report expands that foundation, adding greater detail on the actions we have taken, the metrics we are tracking, and the priorities that will guide the next phase of our journey.

Scope and Boundary

This report covers MHICA and its operations at our Mississauga, Ontario facility for the 2025 and 2026 reporting cycle. Unless otherwise noted, the information reflects activities under MHICA's direct operational control and spans our operations, human resources, supply chain, compliance, risk management, and community engagement functions.

Basis of Preparation

Several metrics remain in an early phase, where baselines are still being established, and we have prioritized transparency over breadth by reporting only what we can measure with confidence. Environmental performance is expressed using intensity measures based on every 1,000 direct production hours. Social metrics draw on engagement, development, retention, skills progression, and safety data, and governance metrics are tracked against our Governance KPI Roadmap for 2026 to 2028. Where figures are estimated rather than directly metered, this is indicated in the text. The data has been compiled and reviewed internally for accuracy, completeness, and consistency, and has not yet been subject to external assurance. Any material restatement of previously reported figures will be disclosed alongside the updated data.

Continuous Improvement

Our approach is deliberately practical and disciplined. With each reporting cycle, we aim to deepen the quality of our data, broaden the indicators we track, and extend our reporting where it adds value. We regard this report not as a finished statement, but as a marker of progress on an ongoing journey.

A note on future statements: *This report contains statements about MHICA's ESG ambitions, targets, and planned initiatives. These reflect current expectations and may change as business conditions, data, and priorities evolve. Targets and estimates are aspirational and are not guarantees of future performance.*

Our ESG Approach

MHICA's ESG approach is organized around three pillars. Each one reflects the areas where we can make a meaningful contribution through responsible manufacturing, the development of our people, and accountable decisions, all grounded in the mission, vision, and goal that guide our business.

Our Mission	Our Vision	Our Goal
We deliver personalized solutions for our customers while maintaining a high level of honesty and integrity.	Through the strength of our people and the diversification of our customer base, we strive to become the world's premier aerostructure supplier.	To provide value to our customers and put safety and quality in the sky.

Pillar	What it means for MHICA	Current focus
Environmental	Reducing our environmental footprint through energy efficiency, waste reduction, and responsible resource use.	Electricity intensity, waste intensity, reuse, recycling, facility efficiency, and future energy management.
Social	Creating a safe, inclusive, and inspiring workplace while supporting skills development and community trust.	Engagement, retention, learning and development, skills progression, safety, and education partnerships.
Governance	Upholding integrity, transparency, accountability, and oversight across operations and supply chain activities.	ESG oversight, ethics and compliance, policy governance, supplier due diligence, risk management, and the governance of data and AI.

Determining Our Priorities

MHICA's three pillars, and the material topics within them, reflect the issues we believe are most significant to our business and our stakeholders. These are the areas where aerospace manufacturing carries the greatest potential impact and where MHICA can make a meaningful, measurable difference. In this phase of our journey, our priorities have been shaped by operational relevance, stakeholder expectations, regulatory and customer requirements, and alignment with MHI group sustainability principles. As our program matures, we intend to formalize this process through a structured materiality assessment that incorporates direct stakeholder input.

Engaging Our Stakeholders

Meaningful progress depends on sustained dialogue with those who have a stake in our performance. We engage employees through engagement surveys, focus groups, and development programs. We work with customers through quality, delivery, and program reviews, and with suppliers through our annual Supplier Symposium and due diligence processes. We connect with our communities through education and workforce partnerships. The insights gathered through these channels help us prioritize, refine, and hold ourselves accountable to our commitments.

How We Govern ESG

Accountability for our ESG program is embedded across the organization. Each pillar is supported by a designated lead and an executive sponsor who own its priorities and outcomes, and a working group drawn from across the business meets monthly to review progress against a shared set of metrics. Further detail on our governance structures, oversight, and risk management is provided in the Governance section of this report.

Selected Metrics and Actions

Progress at a Glance

MHICA is moving from initial ESG commitments to clearer metrics, targets, and action plans. The snapshot below highlights selected indicators across the three pillars. A full performance data summary is provided in the appendix.

Pillar	Metric or initiative	Current performance	Target or next step
Environmental	Electricity intensity	6,363 kWh per 1,000 direct hours (YTD avg)	Reduce 1% to 2% annually
	Production floor LED lighting	Light fixtures replaced; monitoring underway	About 80,000 kWh per year (about 80% of target)
	Waste intensity	490 kg per 1,000 direct hours (YTD avg)	Reduce about 2% annually
	Reusable shipping covers	Trials advancing on applicable shipments	About 7 kg plastic wrap avoided per year
Social	Development participation	40% of salaried employees	Target 60%
	Engagement (participation and eNPS)	58% participation; eNPS of 62	60% participation; eNPS of 65
	Voluntary turnover	12.4%	Target 10%
	Skills progression	Program launched in 2026	15% of eligible hourly employees
	Safety (TRIR)	3.03	Target 2.7 (10% reduction)
Governance	Ethics and compliance training	92% annual completion	At least 95% in 2026
	Policy coverage (material ESG risks)	55%	At least 70% in 2026
	Supplier due diligence	50% of strategic suppliers signed	At least 70% in 2026

Pillar E

Environmental

We recognize the role that aerospace and advanced manufacturing play in addressing global climate challenges, and we are committed to reducing our environmental footprint through energy efficiency, responsible resource use, and alignment with the sustainability priorities of our customers and parent company. Building on our inaugural report, we have moved from initial assessment to measurable action, concentrating on the two areas where we can have the most immediate and credible impact, namely electricity use and waste.

Material Topic

Provide solutions that reduce energy use and waste while supporting efficient aerospace manufacturing.

Environmental

Measuring What Matters

MHICA measures environmental performance using intensity measures based on every 1,000 direct production hours. Because the wings, centre fuselages, and other assemblies we build differ significantly in size and effort, production hours provide the common denominator that lets us compare performance fairly as our product mix and volumes change. This ensures that growth alone does not distort our results.

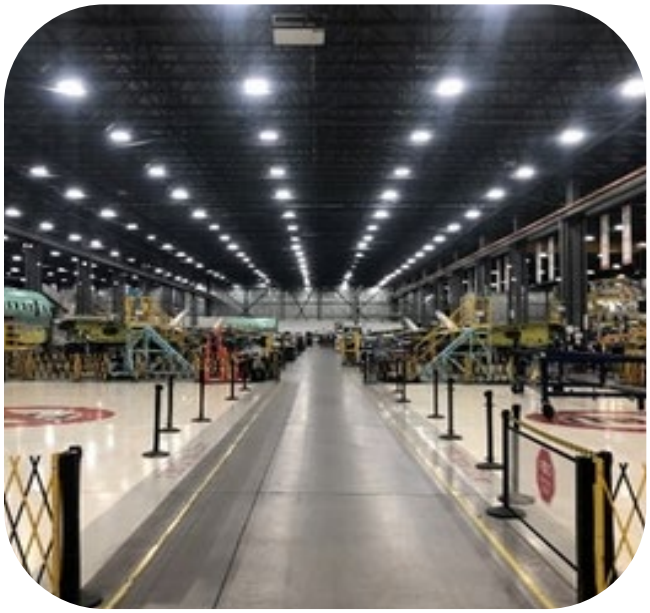
Where credible external reference points exist, we anchor our targets to them. Our waste reduction target of approximately 2% per year aligns with the Government of Canada's Federal Sustainable Development Strategy, which calls for a 30% reduction in waste sent to disposal by 2030 against a 2014 baseline. For electricity, comparable external targets are generally framed around carbon neutrality rather than consumption. As we are not yet pursuing emissions targets, our annual reduction of 1% to 2% in electricity intensity reflects our own assessment of what is realistically achievable given our facility and operations.

Environmental

Electricity Use

MHICA is focused on reducing electricity intensity while maintaining the operational reliability that aerospace manufacturing demands. Our most significant recent action was a plant wide LED lighting upgrade completed in December 2025, which replaced existing fixtures on the production floor with efficient new units. The upgrade is estimated to save approximately 80,000 kWh per year, roughly 80% of our annual electricity reduction target, and we began monitoring consumption immediately afterward to validate performance.

The benefits extend beyond energy. Brighter, more uniform lighting has improved visibility on the production floor. This supports the precision our work requires, contributes to a safer and more comfortable environment for our teams, and helps reduce the potential for errors. Looking ahead, we are evaluating further efficiency measures, including improvements to our compressed air systems and controls on office consumption such as timers and power management, while maintaining a pipeline of ideas to improve energy efficiency in the future.



Metric	Current view	Target or action
Electricity intensity	6,363 kWh per 1,000 direct hours (YTD average)	Reduce by 1% to 2% annually
LED lighting	Lighting fixtures replaced on the production floor	Estimated savings of about 80,000 kWh per year

Environmental

Waste Reduction

MHICA reduces waste through reuse, recycling, and improved resource management across our manufacturing and transportation activities. We track performance using a measure of waste in kilograms for every 1,000 direct production hours. A flagship initiative is the transition from disposable plastic shrink wrap to reusable shipping covers that protect components in transit, including centre fuselages that travel offsite for painting before final delivery. Trials are underway, with reinforced designs being finalized in collaboration with our transportation partners. Once fully implemented, this initiative is expected to eliminate approximately 7 kg of plastic wrap waste each year.

Additional opportunities under development include the regrinding of drill bits and the conversion of printed production documentation to digital work instructions, which would significantly reduce the volume of printed assembly binders our programs require.

Metric or initiative	Current view	Target or action
Waste intensity	490 kg per 1,000 direct hours (YTD average)	Reduce by approximately 2% annually
Reusable shipping covers	Trials advancing on applicable shipments	About 7 kg of plastic wrap avoided per year
Digital work instructions	Business case in development	Reduce printed binders and paper documentation

Environmental

Building on Past Progress

These initiatives build on a track record of practical environmental improvements. In recent years, MHICA has diverted sealant waste from hazardous streams by introducing a curing step, reduced paper use through digitization in functions such as Human Resources and Finance, replaced limited use crates with returnable dollies for wing skins, reused inbound packaging for outbound shipments, and lowered commuting emissions through a work from home option for eligible staff.

Environmental

Priorities and Future Direction

MHICA's environmental priorities are intentionally practical. We focus on initiatives that can be implemented within the realities of our facility, our production requirements, and our capital planning process, and we evaluate new concepts carefully before committing to them. A committee with members from across the business tracks a pipeline of potential projects and meets monthly to review progress.

As our program matures, we intend to broaden our environmental tracking beyond electricity and waste toward a more complete view of total energy use across all sources, including electricity, fuels, and transportation. This will give us a fuller picture of our footprint and position us to respond as customer and regulatory expectations evolve. While formal emissions reporting is not a current priority, we are deliberately building the data foundation that would support it in the future.

Pillar S

Social

Our strength lies in our people. MHICA is committed to creating a safe, inclusive, and inspiring workplace that values diversity, supports employee growth, and builds trust within our communities. As an equal opportunity employer, we encourage applications from women, Indigenous peoples, persons with disabilities, and members of visible minorities. As the aerospace sector contends with a tight labour market and evolving skills demands, our social priorities centre on engaging our people, investing in their development, and strengthening the partnerships that build talent for the future.

Material Topic

Enhance retention and engagement of employees through capability building, career development, workplace safety, and a strong employee voice.

Social

Employee Engagement and a Great Place to Work

MHICA listens to its people and acts on what we hear. Through our annual engagement survey, conducted using the Great Place to Work framework, we measure participation and employee sentiment and translate the results into focused action plans. In our most recent survey, 58% of employees participated and we recorded an employee Net Promoter Score (eNPS) of 62, establishing a clear baseline.

Our ambition is to earn formal recognition as a Great Place to Work, which requires an eNPS of 65. We are working toward that threshold by increasing survey participation to 60% and improving sentiment through targeted engagement, focus groups, and stronger involvement from leaders. Equally important, we are committed to sustaining that standard once it is achieved.

Metric	2025 and 2026 performance	2026 and 2027 target
Engagement (participation and eNPS)	58% participation; eNPS of 62	60% participation; eNPS of 65
Voluntary turnover	12.4%	10%

Social

Learning and Development

Investing in our people is central to building a resilient, capable workforce. MHICA offers a growing range of development programming that spans individual contributors, emerging leaders, and senior leaders. This includes our Emerging Leaders and Leaders of Influence programs, an Executive Council series, and workshops led by Human Resources. In the current period, 40% of salaried employees completed one or more development activities, and our target is to raise participation to 60%, supported by new offerings such as the Soar Beyond mini series for individual contributors. We use participation and feedback data to continually refine these programs.

Social

Skills Progression and Soar Aviation Academy

In a tight labour market, MHICA increasingly grows the advanced skills it needs from within. The Skills Progression Program, launched in 2026, gives production employees a clear and transparent pathway to advance through defined skill levels. Eligibility is assessed through individual employee dashboards that combine performance, attendance, and progression measures, and each level sets out exactly what an employee must demonstrate to advance. This places career growth directly in their hands.

Skills assessments and training are delivered through Soar Aviation Academy, MHICA's internal training school. New entrants, including graduates of college structures programs and employees moving up from other roles in the business, complete an initial program of six to eight weeks to build the capability they need on the production floor.

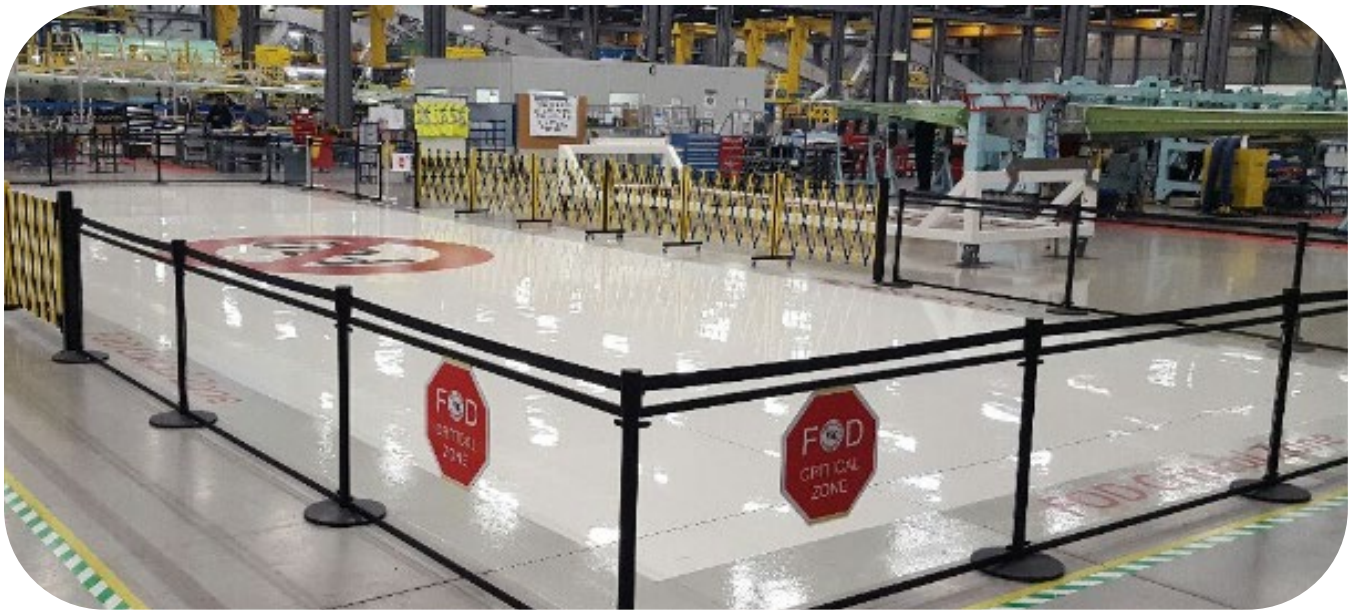
This investment is central to how we address skills shortages and build a sustainable talent pipeline. Our initial goal is to support skills progression for 15% of eligible hourly production employees, and we will track participation and outcomes as the program matures.

SOAR
AVIATION ACADEMY
YOUR FUTURE TAKES FLIGHT HERE

Social

Employee Health and Safety

Safety is a shared responsibility at MHICA, supported through close collaboration between our Environment, Health and Safety team, Operations, leadership, and employees. We monitor performance using the Total Recordable Incident Rate (TRIR), which stood at 3.03 in the current period. Our target is to reduce this by 10% to a rate of 2.7, supported by stronger proactive practices such as increased reporting of near misses and hazard observations, alongside ongoing training and operational oversight.



Metric	Current performance	Target
Safety (TRIR)	3.03	2.7, a reduction of 10%

Social

Education and Community Partnerships

MHICA supports the education and skills development programs that strengthen the future of aerospace. We maintain partnerships with academic and community institutions, including Centennial College, Fanshawe College, Equitek, and the Jumpstart Refugee Program, and our people contribute directly to curriculum development by serving on college and university advisory boards.

We are also proud to support FRC Team 1325 - Inverse Paradox, which we have hosted at our facility as a Platinum sponsor for several years, providing practice space for the robotics team. In 2026, the team delivered a strong World Championship performance in Houston, Texas, finishing fourth in the qualification round, serving as captain of the third alliance, and placing third in the eliminations. The team is also MHICA's charity partner for our annual golf tournament. Through these partnerships, we aim to inspire the next generation of talent in science, technology, skilled trades, and aerospace.

Pillar G

Governance

Strong governance is the foundation of responsible business. MHICA is committed to upholding integrity, transparency, and accountability across every decision and every level of our operations. Since our inaugural report, we have moved beyond stating these principles to building the structures that put them into practice. We have formalized ownership of our ESG program, strengthened our policy and supplier frameworks, and embedded sustainability considerations into how we identify and manage risk.

Material Topic

Enhance corporate governance and corporate social responsibility guidelines while strengthening ESG operating discipline.

Governance

Our ESG Program and Governance Structure

In 2025, MHICA established a formal structure to govern its ESG program and ensure accountability for results. A working group drawn from across the business brings together leaders from every function, with each pillar of Environmental, Social, and Governance assigned a dedicated lead and an executive sponsor responsible for its priorities and outcomes. The working group meets monthly to review progress, supported by a shared tracker that consolidates metrics, initiatives, and milestones in a single place.

This operating model gives our commitments a clear path from intention to execution. It defines who owns each priority, establishes a regular rhythm for monitoring and reporting, and creates a transparent view of performance that can be escalated to senior leadership. Informed by benchmarking conducted with our advisors, our focus is

now on putting these foundations fully into practice by strengthening our monitoring routines, performance reporting, and issue escalation, so that governance is consistently understood and applied across the organization. The metrics that form our Governance scorecard were selected for their relevance to MHICA's risk profile, their alignment with how aerospace peers report, and their traceability through our existing systems. They draw on internationally recognized references, including the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, International Labour Organization conventions, and responsible business conduct guidance.

Governance

Governance Maturity: Where We Stand

MHICA has the foundational components of an effective governance model in place and is now focused on putting them fully into practice and extending them. The summary below outlines our current foundation, the priorities we are addressing, and our specific focus for 2026.

Foundation in place	Priorities to address	2026 focus
• Ethics and compliance training completion of 92%	• Complete policy coverage across material ESG risks	• Formalize the ESG governance structure and reporting cadence
• Formal whistleblower policy and ethics hotline	• Tiering of supplier due diligence by risk	• Reach at least 70% policy coverage of material ESG risks
• Most strategic suppliers aligned to the MHI Code	• Formal ESG oversight cadence and committee structure	• Introduce structured tiering and monitoring of suppliers by risk
• Governance responsibilities clearly assigned	• ESG risks integrated into enterprise risk management	• Increase ESG oversight at the Executive Council level
		• Prepare a roadmap toward internal audit and external assurance

Governance

Ethics and Compliance

MHICA maintains a strong culture of ethics and compliance, anchored by our Code of Conduct and a confidential ethics hotline through which employees can raise concerns. Annual ethics and compliance training completion stood at 92% in the current period, already a high baseline. Rather than treat this as a finished objective, we are working to bring completion as close to full coverage as possible. We are targeting at least 95% annual completion in 2026, with 95% of new hires trained within 90 days of joining, and progressively higher sustained completion through 2028. We are also strengthening how concerns are managed, defining clear service levels by case complexity and reducing the time taken to resolve cases each year.

Governance

Policy Governance

A disciplined governance program depends on a complete and current set of policies. A review conducted during the reporting period found that approximately 55% of MHICA's material governance risks were fully covered by current, approved policies, with the remainder addressed only partially or distributed across multiple documents. In response, we are consolidating and strengthening our policy suite. We are establishing consistent templates and clear ownership, introducing regular review cycles, and creating a single, current central repository so the organization always works from approved versions.

Our policy development is prioritized around the domains most material to a Tier 1 aerospace manufacturer. These include responsible business conduct and human rights, the supplier code of conduct and responsible sourcing, privacy and the governance of personal information, records management and retention, enterprise risk governance, disclosure controls, and the responsible use of artificial intelligence. Our target is to raise formal coverage of material ESG risks to at least 70% in 2026, progressing toward nearly complete coverage of critical risks by 2028.

Governance

Supplier Governance and Responsible Sourcing

As a Tier 1 supplier within a global aerospace supply chain, MHICA recognizes that responsible business extends beyond our own walls. We are strengthening oversight of our suppliers in line with evolving customer and regulatory expectations, including Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act. At present, approximately 50% of our strategic suppliers are signed to the applicable code of conduct. Our goal is to reach at least 70% in 2026, supported by due diligence that is prioritized according to risk, and to move toward full tiering by risk and continuous monitoring by 2028.

To make this practical and sustainable, MHICA is developing a dedicated supplier portal, targeted for launch in late 2026 or early 2027. The portal will give suppliers a single point of access to our Supplier Code of Conduct, compliance resources, and due diligence questionnaires, and will allow them to submit required information directly. This will improve transparency, consistency, and the quality of the information we hold across our supply base.

Governance

Responsible AI and Digital Enablement

As MHICA advances its digital capabilities, we are taking a deliberate and governed approach to artificial intelligence. In 2025, we moved from early, ad hoc experimentation toward a more structured and repeatable practice, supported by foundational work on data and AI policy, intake and risk assessment processes, defined data ownership, and controlled platform development. These are the building blocks that responsible adoption requires before AI can deliver durable, trustworthy value.

Our focus is on practical enablement. We are building tools that help employees find information faster, make better informed decisions, and spend less time on repetitive, document driven tasks. In the near term, this means

capabilities that support knowledge retrieval, document summarization, and cross functional information sharing, with applications across areas such as quality management, supplier oversight, and operational onboarding. These tools are designed to complement how our people already work, reducing friction without displacing their judgment or expertise.

Four principles guide this work: clean and governed data, user adoption first, governance and trust, and fit for purpose technology. Together, these ensure that what we build is grounded in reliable information, actively used, appropriately controlled, and proportionate to the problem it is meant to solve. As the program matures, our ambition is to move from today's assistive tools toward capabilities that surface predictive insights and support more structured operational decisions, while maintaining appropriate oversight, data security, and clear human accountability throughout.

Governance

Risk Management and ESG Oversight

Risk management is a well established discipline at MHICA. A leadership group from across the business meets monthly to review the company’s risk register, assessing operational, supply chain, commercial, and strategic risks and the actions in place to mitigate them. This process is dynamic, adapting to developments in the external environment and across our operations.

Our governance priority is to bring ESG risk firmly within this framework. In 2026, we are introducing twice yearly ESG risk reviews with reporting to the Executive Council, giving senior leadership regular and structured visibility of the risks related to ESG. We intend to move to quarterly reviews with defined measures in 2027 and to fully integrate ESG risk oversight into our Enterprise Risk Management framework by 2028, aligning it with our broader audit and compliance processes.

Governance

KPI Roadmap 2026 to 2028

The roadmap below sets out our governance targets across the next three years, providing a transparent path from our current baseline toward a fully embedded ESG governance model.

Area	2025 performance	2026 target	2027 target	2028 target
Ethics and compliance training	92% annual completion	At least 95% completion; 95% within 90 days of hire	At least 97% completion; under 5% late completions	At least 98% sustained; 100% on time new hires
Whistleblower case management	100% closed in 90 to 120 days	At least 95% closed within 90 days	At least 95% within 75 days; average 70 days or less	At least 95% within 60 days; average 55 days or less
Policy coverage (material ESG risks)	55% of key risks covered	At least 70% coverage	At least 85% coverage	At least 95% coverage of critical risks
Supplier due diligence	50% of strategic suppliers signed	At least 70% signed; due diligence based on risk	At least 85% coverage; full tiering by risk	At least 95% coverage; continuous monitoring
ESG risk oversight	Not formalized	Twice yearly review; ExCo reporting	Quarterly ESG risk reviews; defined measures	Fully integrated into enterprise risk management

Looking Ahead

This report reflects MHICA's continued progress from building a foundation to taking measurable action. Across our three pillars, we have established clear ownership, strengthened the systems that track our performance, and advanced practical initiatives that reduce resource use, develop our people, and reinforce responsible governance.

In the period ahead, we will continue to monitor progress against our electricity and waste targets, work toward Great Place to Work recognition and our skills progression goals and advance our Governance KPI Roadmap by formalizing ESG oversight, expanding policy coverage, strengthening supplier due diligence, and integrating ESG risk into enterprise risk management. We will also continue maturing our approach to artificial intelligence, building governed, data enabled capabilities that support better decision making and stronger operational performance across the business.

Sustainability at MHICA is a core part of how we will build a stronger company, a stronger industry, and a stronger future.

Appendix

Performance Data Summary

The following table consolidates MHICA's key ESG metrics, current performance, and targets. Additional year columns will be populated as data matures across future reporting cycles.

Pillar	Metric	Unit	Current	Target	Horizon
Environmental	Electricity intensity	kWh per 1,000 hrs	6,363	1% to 2% reduction	Annual
	LED lighting savings	kWh per yr	About 80,000	Ongoing	Installed 2025
	Waste intensity	kg per 1,000 hrs	490	About 2% reduction	Annual
	Reusable shipping covers	kg avoided per yr	About 7	Ongoing	In progress
Social	Development participation	%	40	60	Ongoing
	Survey participation	%	58	60	Ongoing
	eNPS	score	62	65	2027
	Voluntary turnover	%	12.4	10	Ongoing
	Skills progression	% eligible hourly	Launched	15	Ongoing
	Safety (TRIR)	rate	3.03	2.7	10% reduction
Governance	Ethics and compliance training	% completion	92	At least 95	2026
	Policy coverage	%	55	At least 70	2026
	Supplier due diligence	% signed	50	At least 70	2026
	ESG risk oversight	maturity	Not formalized	Twice yearly; ExCo	2026