

## Five years in figures - Social

	2020	2019	2018	2017	2016
<b>Personnel</b>					
Number of employees at the end of the year	17 792	18 795	19 293	18 065	18 011
Average age of employees	42.7	41.6	41.4	41.5	41
Permanent employees (%)	94	93	93	92	89
Temporary employees (%)	6	7	7	8	11
Full-time employees (%)	98	98	98	98	98
Part-time employees (%)	2	2	2	2	2
Employee turnover (resigned) (%)	5.6	6.7	5.7	5.3	5.3
Net employment creation	-1 001	-571	923	-213	-840
Training days (days/employee)	1.1	2.1	2.2	2.2	3.0
Development discussions held annually (%)	91	91	96	96	96
<b>Gender diversity</b>					
Male/female ratio (%)	83/17	83/17	83/17	84/16	84/16
Executive positions globally: male/female ratio (%)	80/20	83/17	87/13	89/11	89/11
<b>Regional diversity</b>					
Number of nationalities	139	140	137	136	134
<b>Injuries</b>					
Number of total recordable injuries (excl. first aid cases)	109	136	176	163	175
Total recordable injuries / million working hours	3.1	3.7	4.8	4.5	4.7
Number of lost time injuries resulting in at least 1 day absence, total	72	85	90	88	95
Lost time injuries / million working hours	2.0	2.3	2.5	2.5	2.6
<b>Occupational diseases</b>					
Occupational diseases	3	10	7	15	22
Occupational disease cases / million working hours	0.08	0.27	0.2	0.42	0.6
<b>Absence rate</b>					
Absence due to illness (% of total working hours)	2.0	2.1	2.2	2.0	2.2
Absence due to lost time injury (% of total working hours)	0.07	0.07	0.11	0.13	0.12
Absence due to occupational diseases (% of total working hours)	0.0	0.0	0.0	0.0	0.0
<b>Fatalties</b>					
Number of fatalities, total	0	1	1	1	1
Employees	0	0	1	0	0
Contractors	0	1	0	1	1