

## Five years in figures - Social

	2022	2021	2020	2019	2018
<b>Personnel</b>					
Number of employees at the end of the year	17 581	17 305	17 792	18 795	19 293
Average age of employees	42.5	42.5	42.7	41.6	41.4
Permanent employees (%)	91	93	94	93	93
Temporary employees (%)	9	7	6	7	7
Full-time employees (%)	96	98	98	98	98
Part-time employees (%)	4	2	2	2	2
Employee turnover (resigned) (%)	7.9	7.3	5.6	6.7	5.7
Net employment creation	-54	-476	-1 001	-571	923
Training days (days/employee)	1.4	1.1	1.1	2.1	2.2
Development discussions held annually (%)	99	91	91	91	96
<b>Gender diversity</b>					
Male/female ratio (%)	83/17	83/17	83/17	83/17	83/17
Executive positions globally: male/female ratio (%)	78/22	80/20	80/20	83/17	87/13
<b>Regional diversity</b>					
Number of nationalities	127	130	139	140	137
<b>Injuries</b>					
Number of total recordable injuries (excl. first aid cases)	91	94	109	136	176
Total recordable injuries / million working hours	2.57	2.65	3.1	3.7	4.8
Number of lost time injuries resulting in at least 1 day absence, total	56	55	72	85	90
Lost time injuries / million working hours	1.58	1.55	2	2.3	2.5
<b>Occupational diseases</b>					
Occupational diseases	4	3	3	10	7
Occupational disease cases / million working hours	0.1	0.09	0.08	0.27	0.2
<b>Absence rate</b>					
Absence due to illness (% of total working hours)	2	2.1	2	2.1	2.2
Absence due to lost time injury (% of total working hours)	0.05	0.06	0.07	0.07	0.11
Absence due to occupational diseases (% of total working hours)	0	0	0	0	0
<b>Fatalities</b>					
Number of fatalities, total	0	2	0	1	1
Employees	0	1	0	0	1
Contractors	0	1	0	1	0