

# Personnel Data

## Personnel structure by category

Employees excl. those  
with a second job in the  
Group (incl. maternity  
leaves)

	2013		2014		2015		2016	
	31.12.2013		31.12.2014		31.12.2015		30.12.2016	
	Male	Female	Male	Female	Male	Female	Male	Female
Senior executives	11	6	10	6	11	5	17	4
Heads of functional units	266	203	263	191	247	179	243	176
Specialists	485	585	472	595	499	568	533	609
Labourers	41	0	37	0	33	0	31	0
<b>Total</b>	<b>803</b>	<b>794</b>	<b>782</b>	<b>792</b>	<b>790</b>	<b>752</b>	<b>824</b>	<b>789</b>
	1 597		1 574		1 542		1 613	

The 2016 headcount increased vs 2015 mainly due to the new IT hires under the business development and support programme.

## Personnel structure by age

Employees excl. those with a  
second job in the Group (incl.  
maternity leaves)

	2013		2014		2015		2016	
	31.12.2013		31.12.2014		31.12.2015		30.12.2016	
	Male	Female	Male	Female	Male	Female	Male	Female
Under 25	41	59	50	60	65	46	42	29
26–35	270	289	265	306	272	300	278	283
36–55	392	408	370	393	367	375	392	421
Over 56	100	38	97	33	86	31	112	56
<b>Total</b>	<b>803</b>	<b>794</b>	<b>782</b>	<b>792</b>	<b>790</b>	<b>752</b>	<b>824</b>	<b>789</b>
	1 597		1 574		1 542		1 613	

## Staff turnover

	2013		2014		2015		2016	
	Turnover rate, %		Turnover rate, %		Turnover rate, %		Turnover rate, %	
	Male	Female	Male	Female	Male	Female	Male	Female
Under 25	25.1	17.8	10.4	24.9	31.0	33.3	5.6	2.7
26–35	12.6	8.7	9.6	8.0	9.7	8.7	13.8	6.2
36–55	6.3	3.9	6.5	3.6	4.2	4.3	7.9	3.3
Over 56	2.8	14.3	1.8	0.0	3.7	5.1	3.0	9.2
Total	8.9	7.2	7.0	6.2	7.1	7.1	9.2	4.7
		8.0		6.6		7.1		7.0

## Average number of training hours

### Corporate training

Total training hours							
	Average annual number of training hours per employee	Corporate (skills) training	Training breakdown by gender		Training breakdown by employee category		
			Male	Female	Senior executives	Heads of functional units	Specialists
2013	9.6	2,208	824	1,384	–	656	1,552
2014	27.15	13,928	6,904	7,008	–	10,024	3,888
2015	11.08	13,472	6,944	6,528	256	6,016	7,200
2016	10.72	16,418	9,051	7,367	658	7,829	7,931

### Professional training

Total training hours								
	Average annual number of training hours per employee	Professional training	Training breakdown by gender		Training breakdown by employee category			
			Male	Female	Senior executives	Heads of functional units	Specialists	Labourers
2013	–	5,104	2352	2752		–	2048	3040
2014	6.76	7,110	–	–		–	–	–
2015	31.94	25,912	12,837	13,075		488	9,158	16,266
2016	16.40	25,124	13,638	11,486		568	8,240	16,326

	Total training hours	Average annual number of training hours per employee
2016	41 542	27