

Five years in figures - Social

	2018	2017	2016	2015	2014
Personnel					
Number of employees at the end of the year	19 293	18 065	18 011	18 856	17 717
Average age of employees	41.4	41.5	41	41	40.2
Permanent employees (%)	93	92	89	89	88
Temporary employees (%)	7	8	11	11	12
Full-time employees (%)	98	98	98	98	98
Part-time employees (%)	2	2	2	2	2
Employee turnover (resigned) (%)	5.7	5.3	5.3	5.2	6.2
Net employment creation	923	-213	-840	-755	-283
Training days (days/employee)	2.2	2.2	3.0	3.0	4.2
Development discussions held annually (%)	96	96	96	92	92
Gender diversity					
Male/female ratio (%)	83/17	84/16	84/16	85/15	86/14
Executive positions globally: male/female ratio (%)	87/13	89/11	89/11	89/11	90/10
Regional diversity					
Number of nationalities	137	136	134	131	122
Injuries					
Total number of injuries	398	446	439	461	510
Number of lost time injuries resulting in at least 1 day absence, total	90	88	95	104	130
Lost time injuries / million working hours	2.5	2.5	2.6	2.8	3.5
Occupational diseases					
Occupational diseases	7	15	22	11	17
Occupational disease cases / million working hours	0.2	0.42	0.6	0.31	0.47
Absence rate					
Absence due to illness (% of total working hours)	2.2	2.0	2.2	1.9	2.0
Absence due to lost time injury (% of total working hours)	0.1	0.1	0.1	0.1	0.1
Absence due to occupational diseases (% of total working hours)	0.0	0.0	0.0	0.0	0.0
Fatalties					
Number of fatalities, total	1	1	1	1	5
Employees	1	0	0	1	3
Contractors	0	1	1	0	2