

## HR Indicators

### | Additional Information to the 2020 Integrated Annual Report

**Important Note:** Information published in the 2020 Integrated Annual Report has been verified by an external third party (See pages 217-2020). The information included in this report is complementary to that of the Annual Report and includes breakdowns and additional information.

#### Workforce Breakdown: Gender

Diversity indicator	Percentage	Target (%)	Target Year
Share of women in total workforce (as % of total workforce)	41.2%		
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	25.5%		
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	48%		
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as a % of total top management positions)	19.4%	40%	2030
Share of women in management positions in revenue generating functions (e.g. sales) as a % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	57.7%		
Share of women in STEM-related positions (as % of total STEM positions)	18.09%		

**Note:**

For more information, please see [2020 Integrated Annual Report](#) p. 131

#### Workforce Breakdown: Race/ Ethnicity & Nationality

Breakdown	Share in total workforce (as % of total workforce)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
Cuban	26.3	16.0
Spanish	16.3	34.4
Mexican	10.0	7.1
Dominican	7.8	2.3
Indonesian	5.8	4.4
Vietnamese	4.9	3.5

#### Workforce Breakdown: Other Minorities

Diversity indicator	% FTEs	Coverage
People with disability	0.89%	>75% of FTEs
Age groups:		
<30 years old	24.72%	>75% of FTEs
30-50 years old	56.62%	
>50 years old	18.65%	

**Note:**

For more information, please see [2020 Integrated Annual Report](#) p. 133 and 181

## Gender Pay Indicators

Employee Level	Average Women Salary	Average Men Salary
Executive level (base salary only)	95.151	164.880
Executive level (base salary + other cash incentives)	95.151	164.880
Management level (base salary only)	78.480	97.815
Management level (base salary + other cash incentives)	78.480	97.815
Non-management level	16.422	13.846

**Note:**

For more information, please see [2020 Integrated Annual Report](#) p. 65 and 190

## Training & Development Inputs

	FY 2020
Average hours per FTE of training and development	22.61
Average amount spent per FTE on training and development	95.91 Eur

**Note:**

For more information, please see [2020 Integrated Annual Report](#) p. 185

## Hiring

	2017	2018	2019	2020
Total number of new employee hires	8.564	17.030	18.980	2.989
Percentage of open positions filled by internal candidates (internal hires)	70.1	71.3	70.0	69.9
Average hiring cost/FTE (Eur)	110.03	100.21	76.56	88.15

**Note:**

For more information, please see [2020 Integrated Annual Report](#) p. 184