

Additional Voluntary Sustainability Disclosures¹

New hires

in headcount	2025	2024	2023	2022
Male				
Under 30 years old	1,392	1,616	1,635	1,762
Between 30 and 50 years old	963	1,229	1,465	1,323
Over 50 years old	151	104	165	127
Female				
Under 30 years old	1,688	2,118	2,383	2,658
Between 30 and 50 years old	1,510	1,811	2,335	2,252
Over 50 years old	185	174	254	158

Rate of employee turnover

in per cent	2025	2024	2023	2022
Male				
Under 30 years old	27%	30%	32%	33%
Between 30 and 50 years old	12%	13%	12%	15%
Over 50 years old	9%	8%	11%	11%
Female				
Under 30 years old	27%	31%	30%	33%
Between 30 and 50 years old	14%	18%	17%	19%
Over 50 years old	11%	9%	12%	13%

Average hours of training and development

in headcount	2025	2024	2023	2022
Male				
B-1 (second tier of management)	35	38	44	31
B-2 (third tier of management)	36	38	39	34
Other managers	39	41	48	45
Professional employees	28	30	30	32
Female				
B-1 (second tier of management)	41	54	48	28
B-2 (third tier of management)	43	43	35	33
Other managers	45	37	41	35
Professional employees	32	36	33	35

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