

► Appendices

Appendix 5. Social figures

Reporting criteria used in these tables:

- 1) As outlined in appendix 3 on page 184 of our Integrated Annual Report 2015, this appendix is part of the limited assurance scope of EY's assurance procedures over KPN's 2015 sustainability information.
- 2) For our non-financial information, we include new acquisitions in our report as of the first full year of ownership. Non-financial information for divestments that have occurred during the reporting year is excluded for the full year.
- 3) We report on continued operations, so BASE Company figures are excluded from all international figures.

Table 1: Total number of employees (in FTEs and numbers)

	FTE	2013 number	FTE	2014 number	FTE	2015 number
KPN the Netherlands	14,782	15,861	14,085	15,004	13,773	14,680
Other participations	417	423	379	386	304	310
KPN Group	15,199	16,284	14,464	15,390	14,077	14,992

Table 2: Employee contract type (in % of total number of employees)

		2013	2014	2015
KPN the Netherlands	Permanent	92.4	93.9	94.2
	Temporary	7.6	6.1	5.8
Other participations	Permanent	98.8	92.5	99.0
	Temporary	1.2	7.5	1.0
KPN Group	Permanent	92.6	93.9	94.3
	Temporary	7.4	6.1	5.7

Table 3: Employee employment type (in % of total number of employees)

		2013	2014	2015
KPN the Netherlands	Part-time	27.7	26.0	72.6
	Full-time	72.3	74.0	27.4
Other participations	Part-time	1.7	7.5	92.6
	Full-time	98.3	92.5	7.4
KPN Group	Part-time	27.0	25.5	73.0
	Full-time	73.0	74.5	27.0

Table 4: Composition of employees by age (in % of total number of employees)

		2013	2014	2015
KPN the Netherlands	16–24	4.4	3.6	2.0
	25–54	78.2	77.8	78.5
	55–65	17.4	18.6	19.5
Other participations	16–24	5.0	1.3	1.9
	25–54	86.5	89.9	87.8
	55–65	8.5	8.8	10.3
KPN Group	16–24	4.4	3.6	2.0
	25–54	78.4	78.1	78.7
	55–65	17.2	18.3	19.3

Table 5: Spread of KPN employees by region (in FTE and number, both as % of total)¹

		2013	2014	2015
The Netherlands	FTE	78.0	77.4	97.8
	number	77.8	76.9	97.9
Belgium & Luxembourg	FTE	4.8	4.6	0.0
	number	4.6	4.4	0.0
Germany	FTE	15.2	16.2	0.0
	number	15.7	17.0	0.0
North America	FTE	1.6	1.7	2.2
	number	1.6	1.5	2.1
Other (including France and Spain)	FTE	0.4	0.2	0.0
	number	0.3	0.2	0.0

1) The spread of KPN employees by region in 2013 and 2014 was not corrected for discontinued operations, because the table should show the trend of the increasing focus of KPN on the Netherlands.

► Appendices

Appendix 5: Social figures

Table 6: Gender proportions among employees (as a % of total employee numbers and FTE)

		2013		2014		2015	
		FTE	number	FTE	number	FTE	number
KPN the Netherlands	male	77.6	75.4	77.7	75.6	77.3	75.1
	female	22.4	24.6	22.3	24.4	22.7	24.9
Other participations	male	65.5	66.0	69.6	69.7	67.7	68.1
	female	34.5	34.0	30.4	30.3	32.3	31.9
KPN Group	male	77.3	75.1	77.5	75.5	77.1	74.9
	female	22.7	24.9	22.5	24.5	22.9	25.1

Table 7: Gender proportions at management level (as a % of total top and middle management)

		2013		2014		2015	
		Top	Middle	Top	Middle	Top	Middle
KPN the Netherlands	male	81.3	83.1	81.8	82.5	81.5	82.5
	female	18.7	16.9	18.2	17.5	18.5	17.5
Other participations	male	80.4	71.4	80.5	62.5	71.1	62.5
	female	19.6	28.6	19.5	37.5	28.9	37.5
KPN Group	male	81.3	82.9	81.7	82.3	79.8	82.4
	female	18.7	17.1	18.3	17.7	20.2	17.6

Table 8: Employees covered by a collective bargaining agreement (in numbers and % of total number of employees)

		2013	2014	2015
KPN the Netherlands	number	14,758	14,103	13,258
	%	93.0	94.0	90.3
Other participations	number	20	35	0
	%	4.7	9.1	0.0
KPN Group	number	14,778	14,138	13,259
	%	90.8	91.9	88.4

Table 9: Employee training: average number of hours and costs (in hours and euros per FTEs)

		2013	2014	2015
KPN the Netherlands	hours/FTE	34.4	32.7	38.2
	euro/FTE	880	820	851
Other participations	hours/FTE	10.5	4.5	7.0
	euro/FTE	316	342	72.4
KPN Group	hours/FTE	33.7	32.0	37.5
	euro/FTE	864	807	834.5

Table 10: Employee turnover (as a % of total employee numbers)

		2013	2014	2015
KPN the Netherlands	intake	3.8	4.3	13.5
	exit	13.1	12.3	18.7
Other participations	intake	13.0	9.6	11.3
	exit	11.6	23.3	14.8
KPN Group	intake	4.1	4.4	13.5
	exit	13.0	13.6	18.6

Table 11: Accident rate (in accidents per 100 FTEs)

	2013	2014	2015
KPN the Netherlands ²	0.31	0.21	0.08
Other participations	0.00	0.00	0.00
KPN Group	0.30	0.20	0.08

2) This number is excluding KPN Corporate Market BV and other participations.