

Sustainability statements - People

	2015	2014	2013	2012	2011
Total workforce	20,750	21,351	23,485	23,498	22,224
% by age category					
<26 years	5	6	6	6	6
26-35 years	26	25	24	24	24
36-45 years	30	29	30	30	31
46-55 years	27	28	28	28	28
>55	12	12	12	12	11
% non-Dutch					
Executives	49	51	50	47	42
Management	68	64	65	63	58
Other	82	77	78	76	75
% female					
Executives	15	12	11	10	10
Management	27	24	23	23	21
Other	29	28	27	27	27
% executive hires					
Non-Dutch	79	88	75	58	70
Female	38	25	23	8	20
% new hires by region					
Netherlands	11	11	10	12	20
Rest of Europe	22	19	23	21	21
North America	16	26	26	23	18
China	18	18	16	22	23
Rest of Asia-Pacific	13	18	19	18	10
Rest of the world	22	8	6	4	8
Total number new hires (excluding acquisitions)	2,171	1,997	1,834	2,073	2,341
Outflow of employees					
Voluntary resignations	1,153	1,011	1,043	1,094	849
Dismissed	647	411	224	507	438
Reorganization	230	221	408	323	134
Retirements	170	167	259	225	303
Deceased	12	11	34	22	6
Total outflow (excluding divestments)	2,212	1,821	1,968	2,171	1,730
Divestments	2,324	2,479	78	18	1,763
Voluntary resignations (% total workforce)	5	4.7	4.4	4.7	3.8
Total resignations (% total workforce)	10.6	8.5	8.4	9.2	7.8
Training in hours per employee	29	25	25	24	28
Net sales per employee (x € 1,000)	367	409	401	399	410
Safety					
Frequency Index of recordable injuries (per 100 DSM employees and contractor employees)	0.41	0.47	0.38	0.44	0.53