

Total workforce (in FTEs*) by type of contract	2010**	2011	2012
Permanent staff	7,852	7,901	8,883
Temporary staff	108	87	113
External manpower (including contractors, and staff seconded from other firms)	2,310	2,234	2,042
Total	10,270	10,222	11,037

Scope: All Amadeus Group Companies.

* FTE (Full Time Equivalent) is the number of headcount converted to a full-time basis, for example, an employee working part-time covering 80% of a full-time schedule is considered as 0.8 FTEs.

** Figures for 2010 include Opodo Group.