

Total workforce by type of employment contract	2009	2010	2011
Permanent staff	7,521	7,852	7,901
Temporary staff	108	108	87
External manpower (including contractors, and staff seconded from other firms)	1,759	2,310	2,234
Total	9,388	10,270	10,222

Scope: All Amadeus Group Companies. Figures in full-time-equivalent (FTEs).

Split by professional category	2009	2010	2011
VPs and Directors	2%	2%	2%
Senior Managers / Managers	23%	24%	25%
Staff	75%	74%	74%

Scope: All Amadeus Group Companies. Based on permanent heads.

Employee turnover	2009	2010	2011
Turnover rate	5.7%	5.3%	5.8%

Note: Only permanent employees included.