

● Appendices

Appendix 9: Social figures

KPN is a company based in the Netherlands and this is our only country of operation. Therefore the numbers in this Appendix refer to this region. An employee is an individual who is in an employment relationship with KPN according to national law or practice. According to the Dutch and European law (AVG and GDPR), we are not allowed to register ethnic nor racial background, nor are we allowed to register nationality. For the determination of the Social Figures we measure the headcount and FTEs for the end of our reporting period. Only the internships are measured throughout the whole year due to the fact that an internship last shorter than a year in most cases. Tables 1, 6 and 8 below include data of KPN and its subsidiaries, all other tables do not include data of KPN's subsidiaries.

Table 1: Total number of employees (in FTE and number)

	2023		2022		2021	
	FTE	Number	FTE	Number	FTE	Number
Overall	9,724	10,410	9,452	9,975	9,699	10,285

Table 2: Gender proportion among employees (in FTE and number, both as % of total)

	2023		2022		2021	
	FTE	Number	FTE	Number	FTE	Number
Male	79.5	77.8	79.5	77.9	80.0	78.2
Female	20.5	22.2	20.5	22.1	20.0	21.8

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

	2023	2022	2021
Permanent	91.5	97.1	97.5
Temporary	8.5	2.9	2.5
Part-time	32.6	27.5	28.4
Full-time	67.4	72.5	71.6

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

	2023	2022	2021
< 30 years	12.2	7.4	7.1
30 - 50 years	48.0	49.6	51.2
> 50 years	39.8	43.0	41.7

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Table 5: Remuneration difference and gender proportion in % between men and women per management level

	2023			2022		
	Difference	Male	Female	Difference	Male	Female
Overall workforce	191	778	22.2	2.2	78	22
PLA	2.09	72.7	27.3	2.2	73	27
Sub Top ¹	2.26	72.5	27.5	0.5	71	29
Scale 12 and higher	2.01	81.7	18.3	3.0	82	18

¹ Direct reports to the Board of Management in management positions

Table 6: Employees covered by a collective labor agreement (in % of total number of employees)

	2023	2022	2021
Workforce represented in a formal joint management-worker health & safety committee	99.1	99.0	98.9
Collective labor agreement ¹	93.3	93.1	93.2

¹ Employees who are not covered by CLA are employees under a personal labor agreement

Table 7: Employee training (in average hours and euro per FTE)

	2023	2022	2021
Hours/FTE	80.6	372	54.8
Euro/FTE	1,342	1,552	1,499

Table 8: Employee turnover (in % of total number of employees)

	2023	2022	2021
Intake	12.6	7.5	11
Exit	8.5	10.7	11.4

Table 9: Accident and fatality rate

	2023	2022	2021
Accidents (% of total employee number)	0.41	0.45	0.38
Fatality rate (accidents per 100 FTE)	0	0	0

Table 10: Absentee rate (per 100 FTE)

	2023	2022	2021
Absentee rate	5.0	5.7	4.6

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Table 11: Other type employees (number of employees)

	2023	2022
Workers who are not employees and whose work is controlled by KPN ¹	3,004	3,735
Internships	167	111
Workers with non guaranteed hours	0	0

1 External personnel from employment agencies