



GRI 405-1: Diversity

Last update: March 2022

¹ Without contract workers and external temporary workers.

Evaluation
 Group
 Division

Diversity of governance bodies and employees in headcounts										
Level	Category 1	Category 2	2014	2015	2016	2017	2018	2019	2020	2021
Group	Gender relations	Employees (male in percent) ¹	91.1%	90.1%	88.4%	87.4%	87.7%	86.5%	85.9%	85.5%
		Employees (female in percent) ¹	8.9%	9.9%	11.6%	12.6%	12.3%	13.5%	14.1%	14.5%
	Total	Under 30 years old (in percent)	18%	17%	17%	16%	14%	16%	16%	15%
		30-50 years old (in percent)	52%	50%	49%	48%	47%	49%	49%	49%
		Over 50 years old (in percent)	30%	31%	34%	36%	38%	34%	35%	36%
		Total	4'995	4'963	7'355	8'302	8'341	8'780	8'497	7'292
		Male	4'550	4'473	6'503	7'254	7'216	7'591	7'299	6'235
		Female	445	490	852	1'048	1'125	1'189	1'198	1'057
		Under 30 years old	904	868	1'233	1'345	1'201	1'408	1'355	1'072
	30-50 years old	2'603	2'464	3'633	3'953	3'934	4'343	4'158	3'586	
	Over 50 years old	1'488	1'541	2'489	3'009	3'206	3'029	2'984	2'634	
	Managerial positions	Male (in percent)	92.5%	92.4%	93.0%	91.1%	90.3%	89.8%	88.2%	89.4%
		Female (in percent)	7.5%	7.6%	7.0%	8.9%	9.7%	10.2%	11.8%	10.6%
		Total	348	354	614	626	702	1'042	1'050	840
		Male	322	327	571	570	634	936	926	751
		Female	26	27	43	56	68	106	124	89
		Under 30 years old	1	3	8	10	17	26	32	22
		30-50 years old	222	222	358	359	393	562	642	443
	Over 50 years old	125	128	248	257	292	454	376	375	
	Non-managerial positions	Male (in percent)	91%	90%	88%	87%	86%	86%	86%	85%
		Female (in percent)	9%	10%	12%	13%	14%	14%	14%	15%
		Total	4'647	4'609	6'741	7'676	7'639	7'738	7'447	6'452
		Male	4'228	4'146	5'932	6'684	6'582	6'655	6'373	5'484
		Female	419	463	809	992	1'057	1'083	1'074	968
		Under 30 years old	903	865	1'225	1'335	1'184	1'382	1'323	1'050
		30-50 years old	2'381	2'242	3'275	3'594	3'541	3'781	3'516	3'143
	Over 50 years old	1'363	1'413	2'241	2'752	2'914	2'575	2'608	2'259	
Technical-commercial personnel	Total	1'597	1'716	3'001	3'837	4'204	4'299	4'361	3'907	
	Male	1'157	1'233	2'232	2'805	3'097	3'128	3'179	2'867	
	Female	440	483	769	1'032	1'107	1'171	1'182	1'040	
	Under 30 years old	273	274	441	555	645	646	664	550	
	30-50 years old	875	957	1'582	1'910	2'010	2'177	2'213	1'995	
Over 50 years old	449	485	979	1'373	1'549	1'476	1'484	1'362		



Diversity of governance bodies and employees in headcounts										
Level	Category 1	Category 2	2014	2015	2016	2017	2018	2019	2020	2021
Group	Industrial personnel	Total	3'398	3'247	4'354	4'465	4'137	4'481	4'136	3'385
		Male	3'393	3'239	4'271	4'449	4'119	4'463	4'120	3'368
		Female	5	8	83	16	18	18	16	17
		Under 30 years old	631	597	791	786	556	762	691	522
		30-50 years old	1'728	1'594	2'091	2'058	1'924	2'166	1'945	1'591
		Over 50 years old	1'039	1'056	1'471	1'620	1'657	1'553	1'500	1'272
Development / Real Estate	Managerial positions	Total ¹						44	52	25
		Male						36	35	21
		Female						8	17	4
		Under 30 years old						0	1	0
		30-50 years old						31	37	18
	Non-managerial positions	Total ¹						39	36	77
		Male						14	16	37
		Female						25	20	40
		Under 30 years old						7	9	14
		30-50 years old						23	12	39
	Technical- commercial personnel	Total ¹						83	88	102
		Male						50	51	58
		Female						33	37	44
		Under 30 years old						7	10	14
		30-50 years old						54	52	57
	Industrial personnel	Total ¹						22	26	31
		Male						-	-	0
		Female						-	-	0
		Under 30 years old						-	-	0
		30-50 years old						-	-	0
		Over 50 years old						-	-	0



Diversity of governance bodies and employees in headcounts											
Level	Category 1	Category 2	2014	2015	2016	2017	2018	2019	2020	2021	
Buildings	Managerial positions	Total ¹						307	304	215	
		Male						290	287	207	
		Female						17	17	12	
		Under 30 years old						1	1	1	
		30-50 years old						148	171	101	
		Over 50 years old						158	132	117	
	Non-managerial positions	Total ¹							1'879	1'686	1'633
		Male							1'616	1'427	1'387
		Female							263	259	246
		Under 30 years old							308	270	252
		30-50 years old							874	751	772
		Over 50 years old							697	665	669
Technical-commercial personnel	Total ¹							1'283	1'209	1'100	
	Male							1'007	936	848	
	Female							276	273	252	
	Under 30 years old							176	160	154	
	30-50 years old							618	574	534	
	Over 50 years old							489	475	412	
Industrial personnel	Total ¹							903	781	752	
	Male							899	778	746	
	Female							4	3	6	
	Under 30 years old							133	111	99	
	30-50 years old							404	348	339	
	Over 50 years old							366	322	314	
Civil Engineering	Managerial positions	Total ¹						458	466	416	
		Male						427	431	377	
		Female						31	35	39	
		Under 30 years old						18	22	18	
	30-50 years old						241	264	217		
	Over 50 years old						199	180	181		
	Non-managerial positions	Total ¹							4'433	4'282	3'435
		Male							3'993	3'820	3'046
Female								440	462	389	
Under 30 years old								791	746	582	
30-50 years old							2'222	2'099	1'679		
Over 50 years old							1'420	1'437	1'174		

Diversity of governance bodies and employees in headcounts											
Level	Category 1	Category 2	2014	2015	2016	2017	2018	2019	2020	2021	
Civil Engineering	Technical-commercial personnel	Total ¹						1'893	1'975	1'716	
		Male						1'432	1'488	1'296	
		Female						461	487	420	
		Under 30 years old						287	296	254	
		30-50 years old						954	1'024	879	
	Over 50 years old						652	655	583		
	Industrial personnel	Total ¹							2'998	2'773	2'135
		Male							2'988	2'763	2'127
		Female							10	10	8
		Under 30 years old							522	472	346
30-50 years old								1'509	1'339	1'017	
Over 50 years old							967	962	772		
Specialties	Managerial positions	Total ¹						67	31	53	
		Male						59	29	48	
		Female						8	2	5	
		Under 30 years old						3	0	1	
		30-50 years old						30	26	26	
	Over 50 years old						34	5	26		
	Non-managerial positions	Total ¹							495	583	437
		Male							425	507	360
		Female							70	76	77
		Under 30 years old							91	113	71
		30-50 years old							223	255	214
	Over 50 years old							181	215	152	
	Technical-commercial personnel	Total ¹							314	351	320
		Male							239	275	238
		Female							75	76	82
		Under 30 years old							39	55	41
30-50 years old								152	169	164	
Over 50 years old							123	127	115		
Industrial personnel	Total ¹							248	263	170	
	Male							245	261	170	
	Female							3	2	0	
	Under 30 years old							55	58	31	
	30-50 years old							101	112	76	
Over 50 years old							92	93	63		

Diversity of governance bodies and employees in headcounts											
Level	Category 1	Category 2	2014	2015	2016	2017	2018	2019	2020	2021	
Functions	Managerial positions	Total ¹						166	197	117	
		Male						124	144	89	
		Female						42	53	28	
		Under 30 years old						4	8	2	
		30-50 years old						112	144	75	
		Over 50 years old						50	45	40	
	Non-managerial positions	Total ¹							892	860	662
		Male							607	603	481
		Female							285	257	181
		Under 30 years old							185	185	99
		30-50 years old							439	396	334
		Over 50 years old							268	279	229
	Technical-commercial personnel	Total ¹							726	738	536
		Male							400	429	328
		Female							326	309	208
		Under 30 years old							137	143	68
30-50 years old								399	394	291	
Over 50 years old								190	201	177	
Industrial personnel	Total ¹							332	319	243	
	Male							331	318	242	
	Female							1	1	1	
	Under 30 years old							52	50	33	
	30-50 years old							152	146	118	
	Over 50 years old							128	123	92	