

1.1.11 Employees

As of 31 December 2015, the Group workforce amounted to 136,574 employees (compared to 138,622 employees in 2014), 96.1% of which consisted of full time employees. These statistics take into account consolidation effects and perimeter changes throughout 2014. Depending on country and hierarchy level, the average working time is between 35 and 40 hours per week.

In 2015, 5,266 employees worldwide were welcomed into the Group (compared to 5,211 in 2014 and 8,823 in 2013). At the same time, 4,870 employees left the Group including partial retirements (compared to 4,478 in 2014 and 4,160 in 2013).

In terms of nationalities, 37.8% of the Group's employees are from France, 33.9% from Germany, 9.2% from the UK and 8.9% are from Spain. US nationals account for 1.8% of employees.

The remaining 8.5% are employees coming from a total of 130 other countries. In total, 92.4% of the Group's active workforce is located in Europe on more than 100 sites.

Workforce by Division and Geographic Area

The tables below provide a breakdown of Group employees by Division and geographic area, as well as by age and gender, including the percentage of part-time employees. Employees of companies accounted for by the proportionate method (such as ATR, MBDA) in 2013 are included in the tables on the same proportionate basis and have not been adjusted for the application of IFRS 10 and 11.

Employees by Division	31 December 2015	31 December 2014	31 December 2013
Airbus	72,816	73,958	78,862
Airbus Helicopters	22,520	22,939	23,374
Airbus Defence and Space ⁽²⁾	38,206	38,637	-
Astrium ⁽²⁾	-	-	17,255
Cassidian ⁽²⁾	-	-	21,229
Airbus Corporate Functions ⁽¹⁾	3,032	2,989	2,951
Other Businesses	-	99	390
Group Total	136,574	138,622	144,061

(1) "Airbus Corporate Functions" includes Headquarters, Shared Services and Innovation Works.

(2) The former reportable segments Cassidian, Astrium and Airbus Military form the new reportable segment Airbus Defence and Space as of 1 January 2014.

Employees by geographic area	31 December 2015	31 December 2014	31 December 2013
France	50,810	51,740	54,510
Germany	47,796	48,374	50,080
Spain	12,521	12,449	11,217
UK	12,157	12,783	14,626
US	2,821	2,991	3,254
Other Countries	10,469	10,285	9,771
Group Total	136,574	138,662	144,061

% Part time employees	31 December 2015	31 December 2014	31 December 2013
France	4.2%	4.1%	4.0%
Germany	5.1%	4.5%	4.3%
Spain	1.2%	1.0%	0.7%
UK	2.4%	1.8%	2.1%
US	1.1%	1.6%	0.6%
Other Countries	1.4%	0.8%	2.2%
Group Total	3.9%	3.4%	3.5%

Active Workforce by contract type	31 December 2015	31 December 2014	31 December 2013
Unlimited contract	133,650	135,688	140,327
Limited contract > 3 months	2,924	2,934	3,733

% Active Workforce by Age	31 December 2015	31 December 2014	31 December 2013
<20	0.2%	0.2%	0.1%
20-29	10.6%	11.4%	12.7%
30-39	29.7%	30.0%	27.8%
40-49	27.9%	27.8%	27.8%
50-59	27.1%	26.3%	25.4%
60+	4.6%	4.3%	3.9%

	31 December 2015	31 December 2014	31 December 2013
Women in Active Workforce	17.2%	17.1%	17.2%
Women in Management Positions	10.9%	10.2%	9.6%
Employee Turnover Rate	3.6%	3.3%	3.0%
Total number of Training Hours	2,264,145	2,906,356	3,167,116
Total number of Training Participants	226,692	238,386	238,773

Reporting Scope

Airbus Group's headcount reporting includes all consolidated companies worldwide. The internationally comparative figures are based on the Active Workforce, i.e. the number of permanent and short-term employees, irrespective of their individual working times. The headcount is calculated according to the consolidation quota of the respective companies.

The scope for HR structure reporting covers about 98% of the Group's consolidated companies, including all employees of these companies, irrespective of their individual consolidation

quota. This includes employees working for Airbus Group or its subsidiaries in France, Germany, Spain, Great Britain and internationally. In total, about 2% of the companies belonging to the Airbus Group – usually recently acquired – are not included in the scope, as no detailed employee data is available at Group level. For more details on Scope and Methodology, please refer to the Airbus Group website at <http://www.airbusgroup.com> (Investors & Shareholders > Publications > Annual Reports and Registration Documents).

1.2 Recent Developments

In January 2016, the Silicon Valley-based Ventures fund and the A³ outpost of Airbus Group became fully operational. In late May 2015, Airbus Group had announced a plan to establish its Silicon Valley operations with a fully independent venture capital fund and an innovation center, which has been branded A³ by Airbus Group. The Group had appointed Tim Dombrowski as CEO of Airbus Venture Capital and Paul Eremenko as CEO of A³. Airbus Ventures has completed its core leadership team set-up and is operating with a US\$ 150 million commitment from Airbus Group. The fund's

mission is to identify and invest in the most visionary entrepreneurs in the global aerospace ecosystem.

On 26 February 2016, the European Commission decided to open an in-depth investigation (Phase 2) regarding the acquisition by Airbus Safran Launchers (ASL) of CNES' shares in Arianespace (approximately 35%), in order to investigate more thoroughly impact on competition. Closing of the transaction is subject to the European Commission's approval. ASL would become a 74% shareholder of Arianespace after closing of the acquisition.