

Engaging our people

We are an organisation where diverse talents come together globally to apply fresh perspectives and knowledge to make the world more resilient.



Our vision is to offer our employees meaningful work with a clear purpose in an attractive, flexible and inclusive work environment where everyone can contribute. Our organisation is constantly looking for new ways to improve the wellbeing of society and prepare for the changing needs of the future, drawing on the know-how and experience of a diverse, multigenerational group of employees. We look to collaborate in the spirit of "Let's be smarter together", convinced that only by doing this we can maximise our full potential. We are passionate about building an environment of trust, respect, collaboration and responsibility, in which *how* we achieve results is every bit as important as *what* we achieve.

Swiss Re is a global company with a presence in all major markets and more than 30 countries. As of 31 December 2019, we employed 15 401 people (regular staff) from 115 nationalities, equalling 14 737 full-time equivalents. 62.1% work in Europe, the Middle East and Africa (EMEA), 22.2% in the Americas and 15.7% in the Asia-Pacific (APAC) region.

This represents growth of 3% compared to 2018, mainly in the EMEA and APAC regions, and a reduction in the Americas. It is in line with the evolution of our business and our focus on growth in new markets. The fastest growing locations are our shared service centres in Bratislava, Slovakia and Bangalore, India, which provide us with access to new talent pools.

We have seen an increase in voluntary attrition in the last few years and witness higher attrition rates in markets such as Bangalore and Bratislava where generation Y employees represent 86.7% and 84.7% of the workforce, respectively. The average tenure of Swiss Re employees remains high at slightly more than seven years, testament to the engaging and fulfilling work environment we seek to offer. (For detailed geographical data on attrition rate and tenure, see table to the right.)

Employee data, Swiss Re Group

	2017	2018	2019	Change in % 2018–2019
Headcount				
Regular employees	14 485	14 943	15 401	+3.1
EMEA total	8 630	9 099	9 565	+5.1
Switzerland	3 369	3 303	3 274	-0.9
Slovakia	1 337	1 537	1 651	+7.4
EMEA (without Switzerland/Slovakia)	3 924	4 259	4 640	+8.9
Americas total	3 740	3 624	3 418	-5.7
Asia-Pacific total	2 115	2 220	2 418	+8.9
India	983	1 088	1 224	+12.5
Asia-Pacific (without India)	1 132	1 132	1 194	+5.5
Temporary employees	355	252	297	+17.6
Attrition rate	7.2%	7.6%	8.6%	
EMEA total	7.4%	7.5%	8.6%	
Switzerland	4.7%	6.0%	5.7%	
Slovakia	13.3%	12.1%	12.1%	
EMEA (without Switzerland/Slovakia)	7.8%	7.1%	9.5%	
Americas total	4.5%	6.0%	7.4%	
Asia-Pacific total	11.3%	10.4%	10.6%	
India	12.9%	11.0%	13.0%	
Asia-Pacific (without India)	10.1%	9.9%	8.3%	
Average tenure regular staff (in years)	7.1	7.3	7.2	
EMEA total	7.6	7.5	7.5	
Switzerland	9.4	9.8	9.9	
Slovakia	3.5	3.6	4.0	
EMEA (without Switzerland/Slovakia)	7.3	7.2	7.0	
Americas total	7.6	8.0	8.3	
Asia-Pacific total	4.7	4.9	4.9	
India	4.0	4.1	4.1	
Asia-Pacific (without India)	5.3	5.7	5.8	

Website



You can learn more about working at Swiss Re at:

www.swissre.com/about-us/diversity-inclusion-in-Swiss-Re/our-people.html

Website



You can learn more about job opportunities at Swiss Re at:

careers.swissre.com/

The Swiss Re employee experience

Swiss Re has a clear People Strategy that sets out what we want to achieve in order to create an environment that enables each of our employees to give their personal best. We regard our People Strategy as our “North Star”: It provides us with clarity and direction, it is embedded in everything we do and defines our ambition for the future of Swiss Re.

The strategy has four core themes:

- **Lead and develop:** We aim to be known in the market for both our technical expertise and our leadership capabilities. Our employees inspire and engage each other across all levels through honest, constructive and timely dialogue and feedback. We invest in the career development of our people, which we see as a shared responsibility, with leaders investing their time and resources and employees taking ownership to drive their development.
- **Empower and collaborate:** We empower and enable our people to make decisions and drive performance, while at the same time ensuring that we maintain an appropriate risk culture. We encourage all employees to work together and collaborate across organisational and geographical boundaries for the wider benefit of Swiss Re.
- **Drive the business:** We want our employees to operate with a truly commercial mind-set and a clear sense of accountability. They should all take accountability proactively and hold each other responsible for performance in terms of both results and behaviour. We ensure reward is fair and competitive, although this should not be the main reason why people want to work for our company.

- **Build for the future:** At Swiss Re, we embrace and build a diverse workforce that brings together the best of multiple generations, cultures, skill sets and thinking. Our aim is for our employees to live a flexible, inclusive and open culture where all perspectives are valued. We create meaning for our employees by connecting our work to the core purpose of our company: to make the world more resilient.

Swiss Re is committed to collecting and responding to employee feedback, as it helps us understand where we are on the journey to bring our People Strategy with its four core themes to life. This is one way in which we measure progress, but we also use a set of key performance indicators to provide us with a comprehensive picture.

Below we describe key actions we took in 2019 across these four core themes.

Lead and develop

In our People Strategy, we put a strong focus on developing our leaders, our leadership pipeline and our employees at all levels. In addition, we offer various programmes to young adults moving into the workforce, the most prominent being our award-winning graduates@swissre programme.

Investing in our leadership and a strong pipeline

The Swiss Re employee experience is very much dependent on our leaders. They serve as role models and play an important role in the growth and development of our people whilst being focused on delivering results. We recognise that being a good leader is not easy. We therefore strengthen the leadership capabilities of our line managers and prepare them to meet the challenges of a rapidly changing work environment. We do this through targeted skills programmes that strengthen our leaders’ skills both in people and general management.

In addition, we regularly review and adapt our leadership development programmes. In 2019, we put a special focus on embracing agility. The goal is to equip our leaders at all levels to cope with challenges such as creating joint movement amongst employees, responding faster to business changes and empowering everybody to take a leadership role.

For senior leaders, we launched the new CEO-sponsored Pathfinder Experience Programme to build a community of change catalysts who will reinforce the agile, forward-looking principles described above. We also developed the Explorer Programme for our leadership talents, which enables them to take on additional leadership responsibilities and to lead in an ambiguous and dynamic environment.

Developing our employees

In a world where the ability to learn and adapt quickly is increasingly crucial, the effective development of our people is key for our enduring success.

We firmly believe in the 70/20/10 approach to learning. It advocates a blended approach to learning, consisting of actions that reflect “on-the-job experiences”, eg rotations and stretch assignments (70%), “learning from others”, eg mentoring and coaching (20%) and structured learning (10%).

In 2019, we introduced our new learning experience platform called LearningOne. It is a one-stop shop aimed at making the learning experience more effortless for all our employees, by enabling them to easily access all the learning offerings they require. It finds the required content wherever it is hosted – inside or outside the company – while artificial intelligence personalises the learning offering for every individual. This supports the democratisation of learning because experts working for our company can now share their learning quickly and widely and be credited for their contributions. All this is helping us in our journey to become more agile.

Classroom and inhouse eLearning data, Swiss Re Group

	2017	2018*	2019
Total learning hours	234 609	165 440	174 420
Learning hours per employee	15.0	11.0	10.8
Learning costs per employee (in USD)	785	513	434

* In 2018 we began changing Swiss Re’s learning landscape with LearningOne, adopting a new learning philosophy that gives our employees access to bite-sized learning nuggets at their personal convenience. We no longer track these learning hours, which explains the significant drop from 2017 to 2018.



NASSCOM award for “Excellence in Learning & Skills Development” in India

In 2019, our Global Business Solution Centre Bangalore was recognised for “Excellence in Learning & Skills Development” at the NASSCOM Global Capability Centres Conclave.

With more than 1100 employees, largely millennials, our Bangalore team has adopted a holistic approach to continuous learning, while putting a special focus on early leadership development initiatives, including a social responsibility programme. Ensuring that all its employees understand Swiss Re’s value chain and helping them to be “future ready” has been enabled through different trainings and by encouraging job rotations

and job movements across regions and functions. Our ambition to truly live “diversity and inclusion” has translated into offerings such as gender intelligence workshops, female mentorship programmes and LGBTI+ integration.

In a bid to tap into the best re/insurance talent in the country, Swiss Re Bangalore has signed Memorandums of Understanding with some of India’s

leading academic institutions such as the National Insurance Academy (niapune.org.in/) in Pune and BIMTECH – Birla Institute of Management Technology (www.bimtech.ac.in/) in Noida. Through these partnerships, we also get an opportunity to shape and build the academic curricula, as well as raise awareness of the talent potential in re/insurance.

Through the introduction of LearningOne, we have reduced classroom training (see table to the left), but continue to offer courses on topics where the focus is more on practising than on knowledge transfer. These topics include sales, negotiation and presentation skills, emotional intelligence and interpersonal effectiveness, change management and leadership skills.

Our innovative approach to learning has been recognised externally through multiple awards. We are especially proud of the NASSCOM award we received in India, one of our fastest growing locations where learning is crucial to our success (see above). NASSCOM (www.nasscom.in/) is the premier trade body and chamber of commerce of the tech industry in India and comprises over 2800 member companies, including Indian as well as multinational organisations with a presence in India.



Our graduates@swissre programme offers university graduates from across the globe the opportunity to discover the exciting world of a leading global re/insurer. In 2019, the programme won an award from TheJobCrowd for the fourth year in a row.

Award from TheJobCrowd – for the fourth year in a row

In 2019, our graduates@swissre programme again won an award from TheJobCrowd (www.thejobcrowd.com), with first place in the Banking & Finance category. TheJobCrowd is a popular job review website for graduates in the UK.

To determine the ranking, our graduates were asked to complete a survey about working for Swiss Re. The survey included questions such as: What are the best things about your company? What attracted you to the company? How do

you rate the work/life balance, training and ethical/environmental balance? The results from our graduates were overwhelmingly positive.

Website



You can learn more about the graduates@swissre programme at: careers.swissre.com/go/Careerstarters/2744101/

Engaging the next generation: graduates@swissre

Every year, our award-winning graduates@swissre programme provides entry positions for university graduates and offers an excellent opportunity for young talents to discover the exciting world of a leading global re/insurer.

Over a period of 18 months, the graduates receive on-the-job training in their respective functions. We have recently introduced a modern learning experience and encourage

more on-the-job learning. These training sessions are specifically designed for the programme and focus on Swiss Re's core business areas. The programme was first launched in 2007, and we still have 380 graduates working for Swiss Re from this 12-year period.

Our graduates recognise our strong focus on their development, which helped us win an award from TheJobCrowd for the fourth year in a row (see above).

Empower and collaborate

We empower and enable our people to make decisions and drive performance. In a global company such as Swiss Re, employees need to collaborate across the organisation and different geographies. In this context, our employees tell us that our Own the Way You Work programme makes a noticeable difference. We also have high hopes that applying agile methods will further improve the way we can empower our people and enable them to collaborate even more.

Owning the way we work

Our trademarked programme Own the Way You Work is a cultural initiative which gives our managers and employees autonomy to decide how, when and where they carry out work, in compliance with the applicable laws, rules and regulations of their particular region. Coupled with cutting-edge technology and flexible workplace solutions, the programme shapes an ambitious and creative company culture, where everyone can perform at their best.

Experimenting with agile methods

Swiss Re has been an early mover with regard to agile working methods and created cross-functional teams by market and for key clients many years ago, bringing together roles like client management, underwriting, claims handling and technical accounting to deliver value to our clients as one. Recently, further units have started to implement agile organisational structures, removing traditional hierarchies and experimenting with agile methods (eg Scrum). We expect these units to have a role model effect for others.

Website



You can find out more about our Own the Way You Work programme at: www.swissre.com/about-us/diversity-inclusion-in-Swiss-Re/own-the-way-you-work.html

Content in the 2019 Financial Report



Further information on Swiss Re's approach to compensation can be found in our 2019 Financial Report (pages 120–149).

Drive the business

Our employees work hard to fulfil our vision of making the world more resilient, and we hold each other accountable for performance in this context. The way we have evolved our approach to managing performance and, consequently, reward our people supports this.

Managing performance

Our performance management approach supports our aim for a high-performance culture in which our individual and team goals, as well as behaviours, are aligned to our firm's purpose and business strategy. We want our employees to reach their potential and be fully supported in their work, which also links back to our approach to learning (see section "Lead and develop").

Our Leadership Imperatives are fully embedded in our performance management approach, focusing both on *what* people achieve and *how* they achieve their goals. Including these behaviours in performance and feedback discussions allows for robust, forward-looking conversations, better performance differentiation and transparent pay-for-performance.

Following the encouraging results from the Performance Management Pilots conducted over two years with over 2 000 employees, we are now moving ahead with Continuous Performance Management, which will remove year-end ratings and focus on the qualitative aspects of performance management. We are committed to making Swiss Re a more commercial, nimble and agile company by enabling our employees to adapt quickly and smartly to changing business needs.

Together, we are moving Swiss Re towards a culture of continuous performance dialogue by placing more emphasis on frequent conversations between employees and their managers that provide forward-looking, ongoing and timely feedback.

Rewarding our people

Our compensation framework is designed to attract, motivate and retain the qualified talent the Group needs to succeed globally and to create a tangible link between performance and pay. The aim is to provide compensation that is competitive in local labour markets and to ensure that our employees focus on delivering outstanding results while supporting appropriate and controlled risk-taking.

For most employees, total compensation comprises base salary and the Annual Performance Incentive (API), which is linked to both individual and company performance.

Swiss Re has several incentive programmes that reflect the long-term nature of our business: both the Value Alignment Incentive Plan (VAI), as the deferred part of the API, and the Leadership Performance Plan (LPP) aim to reward sustained business performance rather than short-term results. This helps align shareholder and employee interests more closely. The VAI applies to employees who have a total API in excess of a defined threshold, and the LPP is awarded to our senior management and select key employees.

We also encourage our employees to own Swiss Re shares by providing opportunities to participate directly in the long-term success of the Group through the Global Share Participation Plan.

The balanced compensation package is generally complemented by competitive pension plans and other employee benefits. Such benefits include, for example, the Continuous Contribution Award, which recognises the loyalty, commitment and continuous contribution of our employees by offering them opportunities at defined milestones to enjoy additional paid time-off. Health benefits and financial protection in case of ill health are a further important part of many of our packages. We provide medical, life and disability insurance in excess of state provisions in most locations. Furthermore, we support employees in accumulating retirement benefits to supplement any state provisions.

In addition, the CO_{you2} Programme has continued to offer our employees subsidies for a range of climate-friendly investments they want to make in their private lives (see page 63).

Further information on Swiss Re's approach to compensation and benefits can be found in our 2019 Financial Report (pages 120–149).

Build for the future

At Swiss Re, we embrace and build a diverse workforce that brings together the best of multiple generations, cultures, skill sets and thinking. We can only unleash the motivation and creativity of our employees if they can all be who they are and feel included. An inclusive culture is key to our business success: in today's fast-changing world we can only thrive with a culture that celebrates diverse teams, encourages fresh perspectives and fosters innovative thinking to create smarter solutions for our clients. A commitment to inclusiveness is therefore fundamental to our organisational performance and to reaching the goals set out in our People Strategy. Throughout the year, we continued with several inclusion initiatives.

Promoting an inclusive culture

We know that our employees' lives and experiences are unique, and we believe in championing that uniqueness. Uniqueness in leadership and in thought – in fact, in every way we work together and live our values. A key aspect of our People Strategy is to prevent stereotyping of individuals based on any dimension of diversity. The philosophy of managing and attracting diverse talent is fully embedded in our development offering for managers.

Swiss Re is committed to provide an equal and safe work environment for LGBTI+ (lesbian, gay, bisexual, transgender, intersex) employees, and is a signatory to the United Nation's Free & Equal Standards of Conduct to tackle discrimination against LGBTI+ people. In the last two years, we have equalised our leave (parental & bereavement), gift and insured (medical, death & critical illness) benefits for our employees and their partners: all of these benefits now extend to LGBTI+ partners as well as unmarried heterosexual partners across our locations globally – for the few locations where a significant cultural or legal barrier still exists, we continue to work on solutions.

Our global Together with Pride employee network comprises over 1 000 allies and LGBTI+ employees and has active local chapters in Australia, Brazil, Canada, Germany, India, Mexico, Slovakia, Switzerland, the UK and the US. To honour Pride Month, we decorated our buildings in different locations with rainbow colours to show our support for the LGBTI+ community.

In the US, the new employee resource group Mosaic was launched to promote an inclusive environment for people of colour, with the aim of enhancing their professional and personal development. Nearly 500 colleagues across the Americas joined the event virtually and in-person to engage on the topic of allyship as a driver of inclusion.

Achieving gender equality at Swiss Re

At Swiss Re, we believe that increasing gender balance in leadership is a strategic imperative critical to our future business success. Swiss Re is a signatory to the UN Global Compact and deeply committed to the UN Sustainable Development Goal #5: "To achieve gender equality and empower all women and girls". We are proud to have been included in the Bloomberg Gender-Equality Index (GEI, www.bloomberg.com/gei) for the second year in a row, an achievement which underscores our strong commitment to gender-related topics and an inclusive work environment.

We recognise that women continue to be underrepresented at executive/senior management levels, as shown in the table below. The figures have been improving but not as fast as we had hoped. Our Group Executive Committee (Group EC) members are committed to driving this change, and closely monitor the talent flows in their respective units and locations to actively improve the situation.

Website

 You can find out more about our efforts to foster an inclusive culture at: www.swissre.com/about-us/diversity-inclusion-in-Swiss-Re/inclusive-culture.html

Website

 You can find out more about our efforts to improve gender balance at: www.swissre.com/about-us/diversity-inclusion-in-Swiss-Re/gender-balance.html

Women in management positions, Swiss Re Group (in %)

	2017	2018	2019
Total workforce	47.3	47.9	48.4
Executive/senior management positions*	23.3	24.5	26.7
All management positions**	33.3	34.2	35.4

*"Executive/senior management positions" comprises the management levels of Director/Senior Vice President upwards.

**"All management positions" refers to Vice President and above.

We are also focused on increasing the number of women who join Swiss Re at all levels, ensuring diverse candidate slates as well as diverse selection panels. “Gender Promotion Ratio” is a key internal performance metric for each of our Group EC members: It compares the ratio of female promotions into middle management and above with the ratio of women in the “donor pool”. Whilst we are doing well here, we recognise the need to do more overall to address imbalances in the gender composition of our workforce.

Our global Female Sponsorship Initiative started in 2017 and came to a successful close in March 2019 with very encouraging results. In that, we identified a pool of sponsors and sponsees and paired them for an engagement that lasted 18–24 months, with the aim of preparing the sponsees for leadership positions and strengthening our female talent pipeline. We are committed to following up on the career steps of these women as part of our overall talent pipeline and on integrating the concept of sponsorship into our talent development programmes.

Listening to our employees

We foster a culture of open dialogue and frequent feedback at all levels, where employees and managers engage in regular, personal exchange. In particular, we want to assess our progress in fostering an engaging work environment and an agile, commercial culture, which are both key to our present and future success.

For the past five years, we sought feedback from all our employees in a more formal manner through an annual Employee Engagement Survey (EES), run by our external provider Aon, now known as Kincentric (www.kincentric.com/). Besides helping to foster an open culture, it has also enabled us to measure progress against the objectives of our People Strategy.

A key feedback received from our line managers, which is supported by external trends, is the need to become more flexible in our survey approach. Acting on this, we have shifted from an annual survey to a pulse check approach: shorter, more regular and lighter surveys on themes important to evolve our organisation. This also enables us to act more quickly on the results and take targeted actions.

The first of these pulses carried out early in 2019 focused on the topics of engagement and agility, while also measuring progress on specific priorities such as talent, pay and leaders creating excitement for the future.

As with our annual surveys in previous years, we experienced high response rates for our pulses: 80% in May and 69% in November. Our Group Employee Engagement score established in the May pulse was 64%, 2 percentage points lower than in 2018 and slightly below Aon's GlobalFinance & Insurance industry average. The Engagement score is calculated based on how employees speak about their organisation, on their desire to work for it and their motivation to contribute to business success. We continue to compare our results with external benchmarks.

One question was whether our employees have plenty of good things to say about Swiss Re, another whether they recommend Swiss Re as an employer. We are pleased that both questions scored excellent results: 72% (2 percentage points higher than in 2018) and 74% (1 percentage point higher), respectively.

Given our desire to build a more agile culture, we place special emphasis on measuring our progress in this respect. One of Swiss Re's biggest strengths has been reconfirmed by our employees – that we have an environment that is open to and inclusive of individual differences (68%). We also continue to focus on speed as an opportunity. When, in November, we checked the pulse on whether our employees are experiencing progress on agility, 59% of them responded positively, which is encouraging.

Employee relations

Many of our locations have active employee groups. These employee representatives play an important part in the company's success by contributing valuable perspectives and by helping us identify employment-related challenges. We support and appreciate the cooperation with these groups.

These bodies are elected by local employees and have clearly defined information and consultation rights. Although there are significant local differences in the applicable legislation, their rights typically concern: working conditions, benefits, reorganisation and restructuring, redundancies, disciplinary actions and conflict cases.

At our Zurich headquarters, where almost a quarter of our total workforce is employed, we work closely with the Personnel Committee (PECO). Representing the interests of our Swiss-based employees, PECO aims to create and maintain a positive working environment. It is involved in changes or adaptations to the General Working Conditions or other important policies, such as the Social Plan. PECO also seeks to ensure the de-facto equality of men and women, and places special emphasis on the challenges faced by employees with family obligations.

In the UK, similar activities are conducted by the Employee Liaison Group (ELG), and at our Munich office we have a works council with clearly defined codetermination rights in several areas. Other offices in Europe (eg in France, Italy, Luxembourg and Denmark) also have works councils or staff delegates, depending on the size of the branch and local regulations.

Website



You can learn more about the Swiss Re Alumni Network at:
www.swissre.com/about-us/sr-alumni-network.html

Caring for the wellbeing of our employees

We appreciate that today's fast-moving and demanding work environment can pose challenges to the health of our employees and we do our best to provide them with support. In our efforts, we consider a healthy mind to be as important as a healthy body. We offer free, locally available Employee Assistance Programmes, through which our employees can get confidential, impartial and professional assistance on issues of a personal or work-related nature. To help our people stay physically fit, we provide onsite fitness centres and classes, for instance in Switzerland and Bangalore.

Pathways, our mental health network, has the mission of allowing employees to bring their whole selves to work, to allow them to feel accepted and included and to reduce the stigma potentially surrounding mental health issues. Since 2017 the network has been instrumental in raising awareness and a better understanding by creating a network of mental health champions and organising first aid trainings, lunch & learns, talks and educational videos available to all. A few highlights from 2019 activities include: a mental health TEDx co-organised by Swiss Re in Bangalore; a session on mental health awareness and stress at work in Armonk; a mental health awareness week in Folkestone and London; stress management seminars in Bratislava; and mindfulness practice sessions in Zurich.

We monitor absences due to illness (see table below showing sick leave days in Switzerland, Slovakia and India over the last three years) and respond to negative trends when they occur.

Being a parent at Swiss Re

At Swiss Re, we understand that having children and bringing them up is a source of great joy and that one's life takes on a new quality that shapes day-to-day routines. We want to help our employees balance their career and family responsibilities, allowing them to always put their families first. To this effect, we offer a range of programmes and support services.

In general, our employees can count on diverse options, such as additional family allowance, one-off childbirth allowance, additional paid maternity and paternity leave, or the option to take unpaid leave. These benefits are tailored to the local needs of our workforce and therefore differ from region to region.

In Switzerland, for instance, we have extended our parental leave regulations and now offer our fathers and secondary carers the possibility to extend their leave by up to six weeks to a total of eight weeks, made possible by a 50/50 cost-sharing arrangement between employees and Swiss Re.

In Bratislava – one of our high growth locations – we have honoured the concept of "maternity buddies" since 2015: Every mother on maternity leave has a maternity buddy who informs her about current activities in the team, news concerning the organisation as well as open positions to encourage their return. To enable parents to concentrate on challenges at work – knowing that their children are in good hands and being properly cared for – we started partnering with the TwinCity Kindergarten, a day care provider located in the same premises as Swiss Re.

Employee health data: Sick leave data for Switzerland, Slovakia and India, regular staff*

Country	Measurement	2017	2018	2019
India	Average number of sick days per head	8.9	8.8	8.7
	Average number of active employees	935	1 039	1 181
	Number of employees who have recorded absence due to illness	999	1 094	1 261
Slovakia	Average number of sick days per head	5.3	5.2	5.6
	Average number of active employees	1 116	1 276	1 431
	Number of employees who have recorded absence due to illness	958	1 110	1 295
Switzerland	Average number of sick days per head	4.4	4.7	4.2
	Average number of active employees	3 348	3 239	3 165
	Number of employees who have recorded absence due to illness	1 881	1 834	1 824

* excludes staff of subsidiaries