

People

	2009		2008		2007		2006	
Number of employees								
CSM overall	8,430		8,433		8,432		7,611	
Bakery Supplies Europe	3,965		4,101		4,023		3,779	
Bakery Supplies North America	3,451		3,311		3,329		2,803	
Purac	965		972		1,032		989	
Holding	49		49		48		40	
Employees per region/country								
Netherlands	9.4%		7.4%		8.7%		12.5%	
Rest of Europe	46.0%		47.5%		45.7%		46.3%	
North America	40.9%		41.0%		41.9%		38.4%	
Rest of world	3.7%		4.1%		3.7%		2.8%	
Female/male ratio								
	female	male	female	male	female	male	female	male
	31.7%	68.3%	30.8%	69.2%	30.1%	69.9%	30.0%	70.0%
Average age								
	female	male	female	male	female	male	female	male
	40.6	42.4	39.7	41.8	39.5	41.7	40.5	42.5
Average years of employment								
	female	male	female	male	female	male	female	male
	7.7	9.9	7.7	9.8	7.6	10	8.7	11.7
Absenteeism ratio (>one day)								
	2.70%		2.30%		2.70%		3.22%	
Average investment in training/education, in euros per employee (excluding corporate management training program)								
	€ 486		€ 326		€ 458		€ 438	