

## Performance Indicator on Human Resources

	OTE S.A.								COSMOTE S.A.							
	2013		2014		2015		2016		2013		2014		2015		2016	
<b>Total workforce (headcount on 31st of December)</b>	<b>7,044</b>		<b>7,067</b>		<b>8,617</b>		<b>8,524</b>		<b>2,045</b>		<b>2,050</b>		<b>2,008</b>		<b>1,957</b>	
<b>Employment type</b>	<b>Number</b>	<b>%</b>														
Full - time dependent employment with indeterminate term contracts	6,817	97%	6,880	97%	8,442	98%	8,359	98%	2,044	100%	2,049	100%	2,007	100%	1,956	100%
Part- time dependent employment with indeterminate term contracts	61	1%	44	1%	54	0.6%	46	0.5%	1	0%	1	0%	1	0%	1	0%
Dependent employment, on fixed-term	166	2%	143	2%	121	1.4%	119	1.4%				0%				
<b>Gender</b>	<b>Number</b>	<b>%</b>														
Male	4,877	69%	4,889	69%	6,128	71%	6,065	71%	998	49%	1,001	49%	976	49%	964	49%
Female	2,167	31%	2,178	31%	2,489	29%	2,459	29%	1,047	51%	1,049	51%	1,032	51%	993	51%
<b>Age</b>	<b>Number</b>	<b>%</b>														
Under 30	80	1%	71	1%	584	7%	450	5%	33	2%	18	1%	13	1%	8	0%
between 30 and 50	5,131	73%	4,819	68%	5,974	69%	6,247	73%	1,953	96%	1,957	95%	1,898	95%	1,830	94%
Over 50	1,833	26%	2,177	31%	2,059	24%	1,827	21%	59	3%	75	4%	97	5%	119	6%
<b>Education level</b>	<b>Number</b>	<b>%</b>														
Doctorate			59	1%	54	1%	49	1%			12	0.6%	11	0.5%	7	0.4%
Post-Graduate			282	4%	268	3%	248	3%			61	3%	284	14%	289	15%
University			1,021	14%	1,246	14%	1,279	15%			642	31%	452	23%	441	23%
Technical			1,338	19%	2,091	24%	2,134	25%			282	14%	247	12%	245	13%
Post Secondary													95	5%	95	5%
Secondary			4,000	57%	4,614	54%	4,494	53%			916	45%	883	44%	846	43%
Compulsory			231	3%	202	2%	189	2%			6	0.3%	6	0.3%	6	0.3%
Elementary			136	2%	142	2%	131	2%			33	1.6%	30	1.5%	28	1.4%
<b>Region</b>	<b>Number</b>	<b>%</b>														
Attica	4,145	59%	3,939	56%	4,974	58%	4,802	56%	1,819	89%	1,828	89%	1,805	90%	1,734	89%
Male					3,288		3,227						861		842	
Female					1,686		1,575						944		892	
Epirus	126	2%	141	2%	176	2%	178	2%	8	0.4%	8	0.4%	6	0.3%	8	0.4%
Male					137		135						3		3	
Female					39		43						3		5	

	OTE S.A.								COSMOTE S.A.							
	2013		2014		2015		2016		2013		2014		2015		2016	
Thessaly	196	3%	214	3%	235	3%	238	3%	14	0.7%	14	0.7%	9	0.4%	12	0.6%
Male					190		190						6		6	
Female					45		48						3		6	
Thrace	194	3%	201	3%	193	2%	180	2%							1	0.1%
Male					150		137								0	
Female					43		43								1	
Central Greece and Euboia	334	5%	387	5%	377	4%	402	5%							4	0.2%
Male					293		296								1	
Female					84		106								3	
Crete	302	4%	305	4%	400	5%	412	5%	31	1.5%	31	1.5%	29	1.4%	31	1.6%
Male					323		330						16		18	
Female					77		82						13		13	
Macedonia	828	12%	878	12%	1,089	13%	1,115	13%	139	7%	139	7%	134	7%	135	7%
Male					825		837						71		73	
Female					264		278						63		62	
Aegean Islands	308	4%	320	5%	388	5%	404	5%								0%
Male					323		324									
Female					65		80									
Ionian islands	96	1%	108	2%	142	2%	148	2%							1	0%
Male					115		118								0	
Female					27		30								1	
Peloponnese	515	7%	574	8%	643	7%	645	8%	31	1.5%	29	1.4%	24	1.2%	30	1.5%
Male					484		471						18		20	
Female					159		174						6		10	
Outside Greece									3	0.1%	1	0%	1	0%	1	0%
Male													1		1	
Female													0		0	

	OTE S.A.								COSMOTE S.A.							
	2013		2014		2015		2016		2013		2014		2015		2016	
Responsibility level	Number	%														
Employees with responsibility position					738	9%	750	9%					357	18%	368	19%
Male					513		507						252		261	
Female					225		243						105		107	
Employees without responsibility position					7,879	91%	7,774	91%					1,651	82%	1,589	81%
Male					5,615		5,558						724		703	
Female					2,264		2,216						927		886	
<b>Employees with special needs</b>	<b>Number</b>	<b>%</b>														
Employees with special needs	361	5%	360	5%	300	3%	292	3%	24	1%	26	1%	26	1%	16	1%
<b>Headcount (Yearly) Average</b>			<b>7,040</b>		<b>8,457</b>		<b>8,644</b>				<b>2,051</b>		<b>2,025</b>		<b>1,984</b>	
<b>Total workforce on indeterminant term contracts</b>	<b>6,878</b>		<b>6,924</b>		<b>8,496</b>		<b>8,405</b>		<b>2,045</b>		<b>2,050</b>		<b>2,008</b>		<b>1,957</b>	
<b>Employment type</b>	<b>Number</b>	<b>%</b>														
Full- time	6,817	99%	6,880	99%	8,442	99%	8,359	99%	2,044	100%	2,049	100%	2,007	100%	1,956	100%
Part- time	61	1%	44	1%	54	1%	46	1%	1	0%	1	0%	1	0%	1	0%
<b>Gender</b>	<b>Number</b>	<b>%</b>														
Male	4,774	69%	4,792	69%	6,047	71%	5,986	71%	998	49%	1,001	49%	976	49%	964	49%
Female	2,104	31%	2,132	31%	2,449	29%	2,419	29%	1,047	51%	1,049	51%	1,032	51%	993	51%
<b>Type of Work</b>	<b>Number</b>	<b>%</b>														
Office	3,860	56%	3,984	58%					1,673	82%	1,704	83%				
Retail	805	12%	827	12%					145	7%	137	7%				
Fieldwork/other	2,213	32%	2,113	31%					227	11%	209	10%				
Administration/Retail staff					2,514	30%	2,521	30%								
Expert personnel					280	3%	272	3%								
Finance					412	5%	395	5%								
Technical					4,781	56%	4,746	56%								
Customer support					358	4%	330	4%								
Other					151	2%	141	2%								
Administration													51	3%	52	3%

	OTE S.A.								COSMOTE S.A.							
	2013		2014		2015		2016		2013		2014		2015		2016	
Sales													229	11%	218	11%
Customer service													250	12%	236	12%
Construction, network/IT operations and applications													284	14%	280	14%
Network and IT applications design and development													307	15%	307	16%
Specialists													50	2%	49	3%
Product and services development and promotion													111	6%	110	6%
Securing enterprise effectiveness and value													688	34%	668	34%
Secondment													38	2%	37	2%
<b>Total workforce on full- time indeterminant term contracts</b>	<b>6,817</b>		<b>6,880</b>		<b>8,442</b>		<b>8,359</b>		<b>2,044</b>		<b>2,049</b>		<b>2,007</b>		<b>1,956</b>	<b>1</b>
<b>Gender</b>	<b>Number</b>	<b>%</b>														
Male	4,774	70%	4,792	70%	6,046	72%	5,986	71%	997	49%	1,000	49%	975	49%	963	49%
Female	2,043	30%	2,088	30%	2,396	28%	2,373	29%	1,047	51%	1,047	51%	1,032	51%	993	51%
<b>Total workforce on part-time indeterminant term contracts</b>	<b>61</b>		<b>44</b>		<b>54</b>		<b>46</b>		<b>1</b>		<b>1</b>		<b>1</b>		<b>1</b>	
<b>Gender</b>	<b>Number</b>	<b>%</b>														
Male	0	0%	0	0%	1	2%	0	0%	1	100%	1	100%	1	100%	1	100%
Female	61	100%	44	100%	53	98%	46	100%	0	0%	0	0%	0	0%	0	0%
<b>Total workforce on fixed term contracts</b>	<b>166</b>		<b>143</b>		<b>121</b>		<b>119</b>		<b>0</b>		<b>0</b>					
<b>Gender</b>	<b>Number</b>	<b>%</b>														
Male	103	62%	97	68%	81	67%	79	66%								
Female	63	38%	46	32%	40	33%	40	34%								
<b>Recruitment</b>	<b>9</b>		<b>43</b>		<b>2,185</b>		<b>232</b>		<b>24</b>		<b>16</b>		<b>20</b>		<b>6</b>	
<b>Gender</b>	<b>Number</b>	<b>%</b>														
Male	6	67%	11	26%	1,684	77%	168	72%	20	83%	10	63%	5	25%	4	67%
Female	3	33%	32	74%	501	23%	64	28%	4	17%	6	38%	15	75%	2	33%

	OTE S.A.								COSMOTE S.A.							
	2013		2014		2015		2016		2013		2014		2015		2016	
Age	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Under 30	0	0%	0	0%	567	26%	67	29%	3	13%	1	6%	3	15%	1	17%
between 30 and 50	8	89%	36	84%	1,571	72%	158	68%	20	83%	15	94%	15	75%	5	83%
Over 50	1	11%	7	16%	47	2%	7	3%	1	4%	0	0%	2	10%	0	0%
Region	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Attica	7	78%	30	70%	1,153	53%	188	81%	20	83%	16	100%	20	100%	6	100%
Epirus					54	2%		0%	1	4%						
Thessaly			1	2%	60	3%	3	1%								
Thrace					21	1%		0%								
Central Greece and Euboa			3	7%	71	3%	3	1%								
Crete			1	2%	133	6%	2	1%	2	8%						
Macedonia	1	11%	6	14%	343	16%	14	6%	1	4%						
Aegean Islands			1	2%	143	7%	5	2%								
Ionian islands					51	2%	4	2%								
Peloponnese	1	11%	1	2%	156	7%	13	6%								
Outside Greece																
Recruitment within OTE Group	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Recruitment within OTE Group					2,004		34		6		3					
Recruitment within OTE Group as a percentage of total recruitment						92%		15%		25%		19%				
Departures	1,881		42		635		325		102		12		63		55	
Gender	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Male	1,340	71%	27	64%	445	70%	230	71%	44	43%	8	67%	30	48%	15	27%
Female	541	29%	15	36%	190	30%	95	29%	58	57%	4	33%	33	52%	40	73%
Age	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Under 30	3	0.2%	1	2%	8	1%	6	2%	1	1%	0	0%	0	0%	0	0%
between 30 and 50	479	25%	14	33%	130	20%	80	25%	98	96%	10	83%	55	87%	44	80%
Over 50	1,399	74%	27	64%	497	78%	239	74%	3	3%	2	17%	8	13%	11	20%

	OTE S.A.								COSMOTE S.A.							
	2013		2014		2015		2016		2013		2014		2015		2016	
Region	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Attica	1,035	55%	33	79%	319	50%	196	60%	86	84%	11	92%	55	87%	51	93%
Epirus	33	2%			10	2%	6	2%								
Thessaly	53	3%			24	4%	16	5%	1	1%					1	
Thrace	45	2%	1	2%	23	4%	14	4%								
Central Greece and Euboiia	99	5%	1	2%	39	6%	18	6%								
Crete	89	5%			30	5%	15	5%	1	1%			1	2%	2	4%
Macedonia	213	11%	4	10%	83	13%	25	8%	11	11%			4	6%	1	2%
Aegean Islands	70	4%			35	6%	11	3%								
Ionian islands	36	2%			5	1%	5	2%								
Peloponnese	208	11%	3	7%	67	11%	19	6%	2	2%			3	5%		0%
Outside Greece									1	1%	1	8%				
<b>Voluntary Exit Programs</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>
Departures in the context of voluntary exit programs	1,827				559		273		96				52		49	
Percentage of Departures in the context of voluntary exit programs to total departures		97%				88%		84%		94%				83%		89%
<b>Departures as % of indeterminant term staff</b>		<b>27%</b>		<b>0.6%</b>		<b>7.5%</b>		<b>3.9%</b>		<b>5%</b>		<b>0.6%</b>		<b>3.1%</b>		<b>2.8%</b>
<b>Employees covered by enterprise collective labor agreements (%)</b>		<b>99%</b>		<b>99%</b>		<b>99%</b>		<b>99%</b>		<b>92%</b>		<b>92%</b>		<b>92%</b>		<b>92%</b>
<b>Members of the Boards of Directors</b>	<b>11</b>		<b>11</b>		<b>10</b>		<b>11</b>		<b>9</b>		<b>9</b>		<b>9</b>		<b>9</b>	
<b>Gender</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>
Male	10	91%	10	91%	9	90%	10	91%	9	100%	9	100%	9	100%	9	100%
Female	1	9%	1	9%	1	10%	1	9%	0	0%	0	0%	0	0%	0	0%
<b>Age</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>
Under 30	0	0%	0	0%	1	10%	0	0%	0	0%	0	0%	0	0%	0	0%
between 30 and 50	5	45%	6	55%	2	20%	4	36%	4	44%	5	56%	3	33%	3	33%
Over 50	6	55%	5	45%	7	70%	7	64%	5	56%	4	44%	6	67%	6	67%

	OTE S.A.								COSMOTE S.A.							
	2013		2014		2015		2016		2013		2014		2015		2016	
Health and Safety Issues	Number	%														
<b>Fatalities (Number of employees)</b>	<b>0</b>															
<b>Work days lost (calendar days for OTE and scheduled work days for COSMOTE)</b>	<b>1,853</b>		<b>1,884</b>		<b>2,496</b>		<b>2,198</b>		<b>207</b>		<b>271</b>		<b>340</b>		<b>211</b>	
<b>Number of employees injured</b>	<b>31</b>		<b>37</b>		<b>60</b>		<b>52</b>		<b>14</b>		<b>14</b>		<b>14</b>		<b>9</b>	
Male	25	81%	25	68%	47	78%	41	79%	6	43%	3	21%	1	7%	3	33%
Female	6	19%	12	32%	13	22%	11	21%	8	57%	11	79%	13	93%	6	67%
<b>Injury rate<sup>1</sup></b>	<b>0.40</b>		<b>0.60</b>		<b>0.81</b>		<b>0.66</b>		<b>0.68</b>		<b>0.69</b>		<b>0.69</b>		<b>0.45</b>	
Male	0.46		0.59		0.89		0.73		0.59		0.30		0.10		0.31	
Female	0.25		0.63		0.61		0.48		0.75		1.05		1.24		0.60	
<b>Occupational disease rate<sup>2</sup></b>	<b>0</b>															
Male	0		0		0		0		0		0		0		0	
Female	0		0		0		0		0		0		0		0	
<b>Lost day rate<sup>3</sup></b>	<b>23.83</b>		<b>30.73</b>		<b>33.59</b>		<b>27.87</b>		<b>10.00</b>		<b>13.27</b>		<b>16.72</b>		<b>10.64</b>	
Male	31.28		40.31		38.57		33.50		6.73		3.31		4.25		10.95	
Female	7.06		9.20		21.34		13.98		13.11		22.77		28.51		10.33	
<b>Absentee rate<sup>4</sup></b>	<b>543.67</b>		<b>687.07</b>		<b>630.76</b>		<b>600.57</b>		<b>615.45</b>		<b>608.82</b>		<b>618.98</b>		<b>643.14</b>	
<b>Health and Safety inspections</b>	<b>Number</b>	<b>%</b>														
Technical inspections as mandated by law (hours)			10,653		8,771		8,774				1,336		1,369		1,496	
Technical inspections carried out (hours)			14,700	138%	14,405	164%	11,935	136%			1,336	100%	1,369	100%	1,496	100%
Occupational health inspections as mandated by law (hours)			3,562		4,497		4,495				875		1,023		1,302	
Occupational health inspections carried out (hours)			9,737	273%	9,685	215%	8,900	198%			1,113	127%	1,023	100%	1,302	100%
<b>Training on Health and Safety issues (hours per employee)</b>	<b>0.43</b>		<b>0.64</b>		<b>0.30</b>		<b>0.35</b>		<b>1.62</b>		<b>1.02</b>		<b>0.92</b>		<b>0.97</b>	

1 Injury rate = (Total number of injuries / Total hours worked) x 200,000. The factor 200,000 is derived from 50 working weeks of 40 hours per 100 employees. The data do not include minor (first-aid level) injuries.

2 Occupational diseases rate = (Total number of occupational diseases cases / Total number of hours worked) x 200,000. The factor 200,000 is derived from 50 working weeks of 40 hours per 100 employees.

3 Lost day rate = (Total number of lost days / Total hours worked) x 200,000. The factor 200,000 is derived from 50 working weeks of 40 hours per 100 employees. Lost days for OTE are calculated as calendar days, while for COSMOTE as scheduled work days. Lost day count begins on the day of the injury or the next day, depending on the time of the day.

4 Absentee rate = (Total number of missed absentee days / Total number of workforce days worked) x 25,000. The factor 25,000 is derived from 50 working weeks of 5 days per 100 employees. This rate is not monitored per gender.

	OTE S.A.								COSMOTE S.A.							
	2013		2014		2015		2016		2013		2014		2015		2016	
Employee training	Number	%														
<b>Total participations, OTE and COSMOTE</b>	<b>6,184</b>		<b>6,683</b>		<b>16,327</b>		<b>8,885</b>		<b>4,300</b>		<b>1,684</b>		<b>3,312</b>		<b>1,319</b>	
<b>Additional participations, OTE and COSMOTE subsidiaries</b>	<b>998</b>		<b>3,940</b>		<b>1,500</b>		<b>888</b>		<b>768</b>		<b>599</b>		<b>3,296</b>		<b>439</b>	
<b>Gender</b>	<b>Number</b>	<b>%</b>														
Male	4,682	76%	4,796	72%	12,081	74%	6,820	77%	2,343	54%	988	59%	1,925	58%	784	59%
Female	1,502	24%	1,887	28%	4,246	26%	2,065	23%	1,957	46%	696	41%	1,387	42%	535	41%
<b>Employee category</b>	<b>Number</b>	<b>%</b>														
Administration/Retail	1,544	25%	1,871	28%	4,593	28%	2,007	23%								
Expert personnel	355	6%	286	4%	488	3%	320	4%								
Finance	319	5%	302	5%	658	4%	312	4%								
Technical	3,813	62%	3,776	57%	9,680	59%	5,805	65%								
Customer support	67	1%	313	5%	470	3%	151	2%								
Other	86	1%	135	2%	438	3%	290	3%								
Administration									27	1%	32	2%	84	3%	61	5%
Sales									480	11%	220	13%	537	16%	149	11%
Customer service									581	14%	144	9%	322	10%	63	5%
Construction, network/IT operations and applications									875	20%	288	17%	588	18%	260	20%
Network and IT applications design and development									754	18%	330	20%	541	16%	192	15%
Specialists									107	2%	78	5%	91	3%	86	7%
Product and services development and promotion									224	5%	120	7%	214	6%	109	8%
Securing enterprise effectiveness and value									1,252	29%	472	28%	935	28%	399	30%
Secondment																
<b>Responsibility level</b>	<b>Number</b>	<b>%</b>														
Employees with responsibility positions		0%	869	13%	1,645	10%	1,293	15%		0%	326	19%	642	19%	504	38%
Employees without responsibility positions		0%	5,814	87%	14,682	90%	7,592	85%		0%	1,358	81%	2,670	81%	815	62%

	OTE S.A.								COSMOTE S.A.							
	2013		2014		2015		2016		2013		2014		2015		2016	
<b>Total employees who participated in training</b>	<b>3,974</b>		<b>4,570</b>	<b>65%</b>	<b>8,500</b>	<b>99%</b>	<b>5,561</b>	<b>65%</b>	<b>1,867</b>		<b>1,088</b>	<b>53%</b>	<b>1,906</b>	<b>95%</b>	<b>860</b>	<b>44%</b>
<b>Gender</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>
Male			3,230	71%	6,504	77%	4,215	76%			598	55%	938	49%	511	59%
Female			1,340	29%	1,996	23%	1,346	24%			490	45%	968	51%	349	41%
<b>Training hours average (on the basis of headcount average)</b>	<b>12.46</b>		<b>11.88</b>		<b>18.81</b>		<b>17.03</b>		<b>23.17</b>		<b>13.55</b>		<b>17.06</b>		<b>12.84</b>	
<b>Gender (on the basis of headcount average)</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>
Male	13.97		13.09		20.70		18.90		29.07		18.63		23.86		16.98	
Female	9.10		9.16		14.15		12.42		17.50		8.69		10.62		8.88	
<b>Employee category (on the basis of headcount on 31/12/2016)</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>
Administration/Retail					14.95		12.13									
Expert personnel					15.59		24.11									
Finance					12.09		12.14									
Technical					21.86		20.98									
Customer support					9.63		4.57									
Other					27.51		29.78									
Administration													18.49		16.21	
Sales													21.94		8.40	
Customer service													9.32		5.94	
Construction, network/IT operations and applications													29.36		22.76	
Network and IT applications design and development													22.77		13.93	
Specialists													17.08		45.59	
Product and services development and promotion													21.90		17.64	
Securing enterprise effectiveness and value													11.08		9.85	
Secondment																

## Key Performance Indices of the Boards of Directors and Management Diversity

	OTE - COSMOTE															
	2013				2014				2015				2016			
Diversity in the Boards of Directors and Management	Male		Female		Male		Female		Male		Female		Male		Female	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Board of Directors OTE	10	91%	1	9%	10	91%	1	9%	9	90%	1	10%	10	91%	1	9%
Board of Directors COSMOTE	9	100%	0	0%	9	100%	0	0%	9	100%	0	0%	9	100%	0	0%
CEO	1	100%	0	0%	1	100%	0	0%	1	100%	0	0%	1	100%	0	0%
Management Team OTE-COSMOTE	8	67%	4	33%	8	67%	4	33%	7	64%	4	36%	8	73%	3	27%
<b>Total</b>	<b>22</b>	<b>81%</b>	<b>5</b>	<b>19%</b>	<b>21</b>	<b>81%</b>	<b>5</b>	<b>19%</b>	<b>19</b>	<b>79%</b>	<b>5</b>	<b>21%</b>	<b>21</b>	<b>84%</b>	<b>4</b>	<b>16%</b>
Management level	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Chief Officers	15	75%	5	25%	13	81%	3	19%	6	75%	2	25%	6	75%	2	25%
Executive Directors									15	75%	5	25%	14	82%	3	18%
Heads of Divisions	63	80%	16	20%	64	80%	16	20%	56	80%	14	20%	65	80%	16	20%
Heads of Departments	204	82%	44	18%	185	78%	53	22%	174	76%	55	24%	169	73%	64	27%
Heads of Sections	534	66%	280	34%	540	68%	254	32%	514	67%	254	33%	514	66%	265	34%
<b>Total</b>	<b>816</b>	<b>70%</b>	<b>345</b>	<b>30%</b>	<b>802</b>	<b>71%</b>	<b>326</b>	<b>29%</b>	<b>765</b>	<b>70%</b>	<b>330</b>	<b>30%</b>	<b>768</b>	<b>69%</b>	<b>350</b>	<b>31%</b>