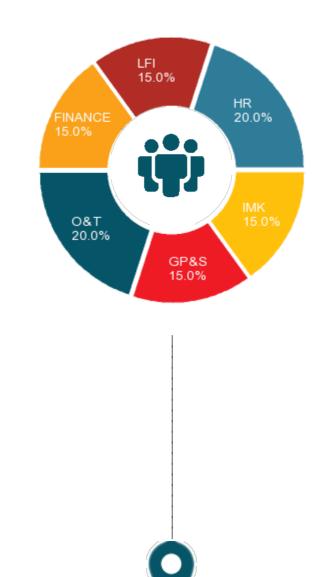


WORKFORCE BY BUSINESS UNIT



20 20 20 20 20 20 20 20

Nigeria 20

Pakistan 20

Egypt 20

Jordan 20

20

Qatar 20

Lebanon 20

Kenya 20

BACK

Employees that spend time

supporting core

infrastructure(O&T, Business

Support)

MALE %

26.09%

13.04%

8.70%

43.48%

MILLENIAL

1980 - 2000

20

UAE 20

Morocco 20

FRONT

Employees that spend 50% or

more in direct contact with

customers driving revenue in either selling activities,

relationship management

roles, delivery or providing

routine post sale support.

GENERATION

Baby Boomer

Generation X

BABY BOOMER

1946 - 1964

1.6

1.4

1.2

1.0

0.8

0.6

0.4

0.2

0.0

89.6

5

6

2

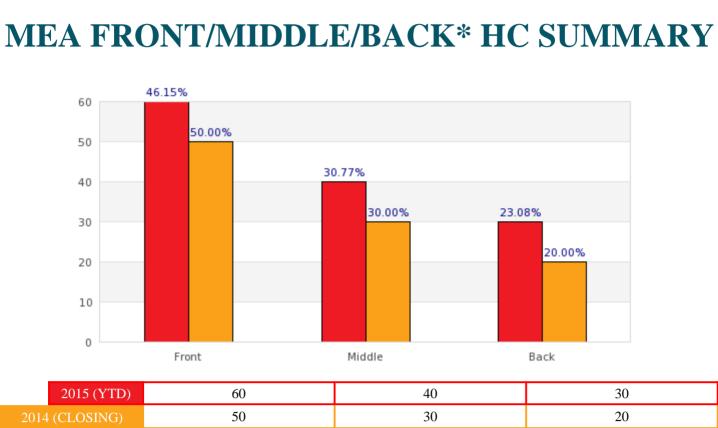
13

20

South Africa 20

KSA 20

WORKFORCE BY LOCATION



DIVERSITY

21.74%

26.09%

8.70%

56.52%

MALE

6

3

10

GENERATION X

MIDDLE

Employees that spend less

than 50 pct of time in direct

contact with customers and

do not support our core

operating infrastructures

(Communications, HR,

Finance, Law, Marketing, Product Development, Risk Management)



Mena 20.0%

Africa 23.0%



America 8.0%

1%

MEA Jan 2014 MEA Jan 2015 MCWW Jan 2014 MCWW Jan 2015

YTD MEA ATTRITION Vs. MCWW

