

Our employees

Supplementary data is set out below regarding Van Lanschot Kempen's employees.

The number of FTEs employed at Van Lanschot Kempen decreased in 2019 by 61 FTEs to 1,560 (2018: 1,621).

Number of employees	2019		2018	
	Number	FTEs	Number	FTEs
Van Lanschot Netherlands	1,096	1,030	1,158	1,091
Van Lanschot Belgium	132	126	149	142
Van Lanschot Switzerland	29	28	29	27
Kempen	386	375	371	362
Total¹	1,643	1,560	1,707	1,621

1 Differences in the sum are due to rounding.

The proportion of women is 35%.

Gender breakdown	2019		2018	
	Number	%	Number	%
Men	1,068	65	1,098	64
Women	575	35	609	36
Total	1,643	100	1,707	100

The percentage of both female and male employees with less than five years of service increased in 2019.

Length of service (%)	2019		2018	
	Men	Woman	Men	Woman
< 5 years	44.8	41.7	43.4	40.1
5 to 10 years	12.9	13.9	17.3	14.3
10 to 15 years	18.5	15.0	14.6	13.5
15 to 20 years	9.9	11.0	13.0	15.4
20 to 25 years	7.8	9.6	5.0	7.4
> 25 years	6.0	8.9	6.7	9.4
Total	100	100	100	100

The proportion of female and male employees working part time approximately remained the same compared to the previous year.

Type of service / gender	2019						2018					
	M	%	F	%	Total	%	M	%	F	%	Total	%
Full-time	930	87	273	47	1,203	73	964	88	285	47	1,249	73
Part-time	138	13	302	53	440	27	134	12	324	53	458	27
Total	1,068	100	575	100	1,643	100	1,098	100	609	100	1,707	100

The average age of our employees was 43.9 in 2019, slightly higher than 2018.

Average age	2019	2018
Men	43.9	43.8
Women	44.0	43.8
Total workforce	43.9	43.8

A total of 270 employees left Van Lanschot Kempen in 2019 (2018: 219). Staff turnover increased.

Employment ended	2019		2018	
	Number	%	Number	%
End of temporary contract	45	17%	26	12%
At employee's request	105	39%	114	52%
At employer's request	111	41%	68	31%
Retirement	4	1%	7	3%
> 2 years work incapacity	0	0%	0	0%
Death	5	2%	4	2%
Total	270	100	219	100%
Natural wastage²		16%		13%

2 The natural wastage figure is obtained by comparing the number of departures in one year with the average number of employees for that year.

In 2019, we invested €2.8 million (2018: €4.5 million) in education and training programmes, with an increased focus on developing the digital and analytical skills of our employees. In 2018, the higher spend and training hours was driven by the one-off costs of setting up the Private Banking Academy and the rollout of the Advanced Leadership Programme.

Training hours	2019	2018
Total number of hours, individually and collectively	80,026	125,361