

# HUMAN RESOURCES

Our Human Resources policies reflect the guiding principles that sustain our plans and actions. Developed in coordination with the strategic guidelines of the Group, these policies have in mind the Human and Ethical aspect of Inapa.

Our HR policies are based on seven objectives: equal treatment of all employees; attraction and commitment; development and enhancement; recognition and merit; prevention and safety; change management; conciliation of work and personal life.

As part of the policy, in line with the objectives cited above and in order to combine with the necessary sustainability of the Group, we proceeded to the relocation and redirection of some employees

according to the needs of functional areas and the evolution of the market and business performance. The reorganization of the packaging business in Germany (merger of Realpack and Inapa Packaging) and the assignment of additional responsibilities to the Inapa Shared Center also impacted this process.

The effect of all these reorganization actions and commercial and operational resizing resulted in a decrease of 43 employees compared with the same period last year, setting up in 1427 the average number of employees of all group companies in 2014.

Reflecting the composition of the business, 78% of the total workforce is engaged in the paper distribution area.

## EVOLUTION OF EMPLOYEES' PER GROUP SUBSIDIARY

BUSINESS AREA	COMPANY	COUNTRY	2014	2013	2012	2011	
Paper	Paper Union	Germany	588	617	634	662	
	Inapa France	France	201	221	238	263	
	Inapa Suisse	Switzerland	75	79	79	81	
	Inapa Portugal	Portugal	73	78	82	108	
	Inapa España	Spain	85	85	89	110	
	Inapa Belgique	Belgium	29	29	29	33	
	Inapa Luxembourg	Luxembourg	2	2	4	4	
	Inapa Angola	Angola	10	9	10	5	
	Korda	Turkey	54	51	n.a.	n.a.	Acquisition in Oct/2003
	PMF	Germany	n.a.	n.a.	n.a.	3	Sold in 2012
Packaging	Inapa Packaging	Germany	75	78	71	72	
	Logistipack	France	29	25	27	25	
	Semaq	France	22	30	29	n.a.	Acquisition in 2012
	Inapa Embalagem	Portugal	0	0	7	n.a.	Started in 2012
	Da Hora	Portugal	24	23	18	n.a.	Acquisition in 2012
	Tradembal	Portugal	25	20	n.a.	n.a.	Acquisition in Sep/2013
Visual Communication	Complott PU	Germany	68	67	71	63	
	Crediforma	Portugal	8	10	n.a.	n.a.	Acquisition in Mar/2013
Holding	Inapa IPG	Portugal	18	19	19	26	
Shared Services	Inapa Shared Center	Portugal	41	27	20	n.a.	Started in 2012
<b>Total</b>			<b>1,427</b>	<b>1,470</b>	<b>1,427</b>	<b>1,455</b>	



In Portugal, after a year of 2013 was marked by the restructuring of the packaging business and the entry in the visual communication business, the number of employees in 2014 stood approximately the same.

Inapa Shared Center, a shared services company, continues its expansion in order to extend the activity to an increasing number of the Group companies. After all changes, the number of employees is 189, a growth of 12 employees compared to the previous year.

Switzerland, with 75 employees, reduced 3 employees compared to the previous year and represents about 5% of the Group total.

The remaining countries have now 95 employees (increased 4 employees compared to last year) mainly due to a slight variation in Korda (Turkish paper company acquired in 2013), representing 7% of the Group's workforce.

The following table illustrates the breakdown of our employees by occupational categories

### EMPLOYEES PER FUNCTIONAL AREA



- Board & Senior Management
- Administrative & Back Office
- Logistics & Others
- Sales & Marketing

Given the Group's commercial nature, logistic and transport represent 33% of the total staff and sales and marketing represent 48% and are the most representative functional areas. Administrative, technical and back-office personnel account for 13% of the total staff.

Board Members and senior management account for around 6% of the Group's total personnel.

The distribution of the staff remained roughly unchanged when compared to 2013.

In order to achieve the strategic goals of Inapa Group the employee's weight in complementary businesses increased representing 18% in 2014. Also reflecting the need to adapt the Group processes and operations to the business evolution, and with the aim of increase the efficiency, create value, reduce costs and provide better services to the Group, the shared center grew to 4% of the total number of employees in the Group.

Individually, and considering the totality of the business, Germany accounts for 51% of total Group employees, a little less weight than in the previous year and equivalent to its share in consolidated sales. The slight variation was also due to the reorganization of packaging in Germany.

France, the second largest market of the Group, with a weight of 22% in sales, is also the second largest employer with 252 employees, which represent 18% of the total workforce. The adjustment made in Inapa France followed the reorganization of logistics and distribution.

In Spain, after a process of consolidation and reorganization in 2012 and 2013, the number of employees in 2014 was the same as in the year before.