

**Number of Employees and Salary Paid 1974 - 1993 E.F.Y**  
**(1981/82 -2000/01 G.C)**

| Year<br>(E.F.Y) | Male | Female | Total | Salary Paid<br>( Birr ) | Average Salary<br>Per Employee<br>per year | Average Salary<br>per employee<br>per month |
|-----------------|------|--------|-------|-------------------------|--|---|
| 1974            | 3251 | 1474   | 4725  | 15,894,734.0            | 3,363.96                                   | 280.33                                      |
| 1975            | 3358 | 1582   | 4940  | 16,662,030.0            | 3,372.88                                   | 281.07                                      |
| 1976            | 3389 | 1647   | 5036  | 17,466,793.0            | 3,468.39                                   | 289.03                                      |
| 1977            | 3492 | 1696   | 5188  | 18,248,557.0            | 3,517.46                                   | 293.12                                      |
| 1978            | 3532 | 1763   | 5295  | 19,332,159.0            | 3,651.02                                   | 304.25                                      |
| 1979            | 3593 | 1810   | 5403  | 21,974,361.0            | 4,067.07                                   | 338.92                                      |
| 1980            | 3710 | 1883   | 5593  | 22,094,161.0            | 3,950.32                                   | 329.19                                      |
| 1981            | 3933 | 1951   | 5884  | 23,746,857.0            | 4,035.84                                   | 336.32                                      |
| 1982            | 3936 | 1994   | 5930  | 25,100,431.0            | 4,232.79                                   | 352.73                                      |
| 1983            | 3969 | 2035   | 6004  | 25,870,046.0            | 4,308.80                                   | 359.07                                      |
| 1984            | 3639 | 1853   | 5492  | 26,159,739.0            | 4,763.24                                   | 396.94                                      |
| 1985            | 3434 | 1862   | 5296  | 30,401,773.0            | 5,740.52                                   | 478.38                                      |
| 1986            | 3352 | 1870   | 5222  | 32,219,975.0            | 6,170.05                                   | 514.17                                      |
| 1987            | 3514 | 1982   | 5496  | 35,615,278.0            | 6,480.22                                   | 540.02                                      |
| 1988            | 3470 | 1993   | 5463  | 39,146,637.0            | 7,165.78                                   | 597.15                                      |
| 1989            | 3582 | 2037   | 5619  | 43,209,266.0            | 7,689.85                                   | 640.82                                      |
| 1990            | 3861 | 2225   | 6086  | 48,716,200.0            | 8,004.63                                   | 667.05                                      |
| 1991            | 4267 | 2306   | 6573  | 66,841,133.0            | 10,169.05                                  | 847.42                                      |
| 1992            | 4607 | 2476   | 7083  | 73,377,362.0            | 10,359.64                                  | 863.30                                      |
| 1993            | 4868 | 2502   | 7370  | 78,597,565.0            | 10,664.53                                  | 888.71                                      |

Remark:- The 1993 salary paid includes assumption of 10% annual increment and 5% portion payment on the annual payroll payment to employees in the budget year.

Source :- Human Resource Management & Training Department

**Employees by Educational Standards**  
**1991-1993 E.F.Y (1998/99-2000/01 G.C)**

| No.          | Educational Level                            | 1991 E.F.Y  |             |             | 1992 E.F.Y  |             |             | 1993 E.F.Y  |             |             |
|--------------|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|              |  | Male        | Female      | Total       | Male        | Female      | Total       | Male        | Female      | Total       |
| 1            | Amharic Reading & Writing                    | 427         | 55          | 482         | 361         | 47          | 428         | 371         | 47          | 418         |
| 2            | Elementary Education (1-6)                   | 209         | 50          | 259         | 226         | 61          | 287         | 304         | 55          | 359         |
| 3            | J/Secondary School (7-8)                     | 564         | 756         | 1320        | 591         | 706         | 1357        | 503         | 708         | 1211        |
| 4            | High School                                  | 1055        | 646         | 1701        | 1337        | 901         | 2238        | 1286        | 845         | 2131        |
| 5            | Comprehensive Secondary School               | 249         | 545         | 794         | 194         | 325         | 519         | 430         | 416         | 846         |
| 6            | Commercial Sector                            | 94          | 84          | 178         | 70          | 101         | 171         | 54          | 148         | 202         |
| 7            | Technical Sector                             | 756         | 51          | 807         | 746         | 114         | 860         | 786         | 95          | 881         |
| 8            | University Education                         | 505         | 80          | 585         | 652         | 125         | 777         | 704         | 147         | 851         |
| 9            | University Graduate (1 <sup>st</sup> Degree) | 365         | 37          | 402         | 371         | 34          | 405         | 392         | 39          | 431         |
| 10           | 2nd Degree (Masters)                         | 43          | 2           | 45          | 39          | 2           | 41          | 38          | 2           | 40          |
| <b>Total</b> |  | <b>4267</b> | <b>2306</b> | <b>6573</b> | <b>4607</b> | <b>2476</b> | <b>7083</b> | <b>4368</b> | <b>2502</b> | <b>7370</b> |

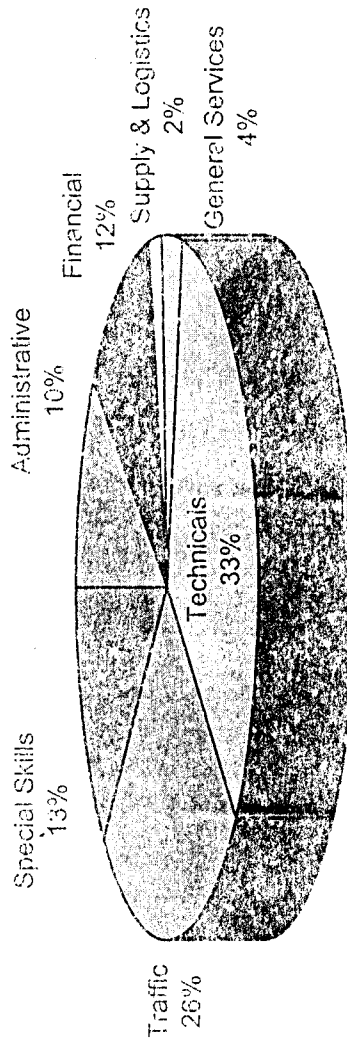
**Employees By Place Of Assignment ( Head Office, Zones & Regions )**  
**1991 - 1993 E.F.Y ( 1998/99 - 2000/01 G.C )**

| P L A C E                                    | 1991 E.F.Y   |                | 1992 E.F.Y   |                | 1993 E.F.Y   |                |
|--|--------------|----------------|--------------|----------------|--------------|----------------|
|  | No. of Empl. | % of the Total | No. of Empl. | % of the Total | No. of Empl. | % of the Total |
| <b>1. <u>Head Office</u></b>                 |              |                |              |                |              |                |
| 1.1 Managing Director's Office               | 69           | 1.05           | 70           | 0.99           | 70           | 0.95           |
| 1.2 Human Resouce Manag. Training Dept.      | 119          | 1.81           | 121          | 1.71           | 117          | 1.59           |
| 1.3 Finance & Material Resource Dpt.         | 506          | 7.70           | 523          | 7.38           | 565          | 7.67           |
| 1.4 Information tecnology & New Serices Dpt. | 119          | 1.81           | 126          | 1.78           | 151          | 2.05           |
| 1.5 Corporate Planning & Business Devt. Dpt. | 71           | 1.08           | 84           | 1.19           | 88           | 1.19           |
| 1.6 Telecom Infrastructure Devt. Dpt.        | 550          | 8.37           | 625          | 8.82           | 605          | 8.21           |
| 1.7 Telecom Service Dpt.                     | 518          | 7.88           | 487          | 6.88           | 471          | 6.39           |
| <b>H. Office sub-total</b>                   | <b>1952</b>  | <b>29.70</b>   | <b>2036</b>  | <b>28.74</b>   | <b>2067</b>  | <b>28.05</b>   |
| <b>2. <u>Zones</u></b>                       |              |                |              |                |              |                |
| 2.1 Central A.A. Zone                        | 287          | 4.37           | 315          | 4.45           | 314          | 4.26           |
| 2.2 Eastern A.A. Zone                        | 279          | 4.24           | 315          | 4.45           | 338          | 4.59           |
| 2.3 Northern A.A. Zone                       | 295          | 4.49           | 330          | 4.66           | 337          | 4.57           |
| 2.4 Southern A.A. Zone                       | 211          | 3.21           | 265          | 3.74           | 280          | 3.80           |
| 2.5 South Western A.A. Zone                  | 245          | 3.73           | 269          | 3.80           | 285          | 3.87           |
| 2.6 Western A.A. Zone                        | 301          | 4.58           | 326          | 4.60           | 317          | 4.30           |
| <b>A.A Zones sub-total</b>                   | <b>1618</b>  | <b>24.62</b>   | <b>1820</b>  | <b>25.70</b>   | <b>1871</b>  | <b>25.39</b>   |
| <b>3. <u>Regions</u></b>                     |              |                |              |                |              |                |
| 3.1 East Region                              | 365          | 5.55           | 385          | 5.44           | 414          | 5.62           |
| 3.2 North East Region                        | 363          | 5.52           | 404          | 5.70           | 410          | 5.56           |
| 3.3 North West Region                        | 428          | 6.51           | 493          | 6.96           | 491          | 6.66           |
| 3.4 South East Region                        | 400          | 6.09           | 420          | 5.93           | 440          | 5.97           |
| 3.5 South West Region                        | 354          | 5.39           | 365          | 5.15           | 411          | 5.58           |
| 3.6 South Region                             | 506          | 7.70           | 524          | 7.40           | 567          | 7.69           |
| 3.7 North Region                             | 370          | 5.63           | 412          | 5.82           | 446          | 6.05           |
| 3.8 West Region                              | 217          | 3.30           | 224          | 3.16           | 253          | 3.43           |
| <b>Regions sub-total</b>                     | <b>3003</b>  | <b>45.69</b>   | <b>3227</b>  | <b>45.56</b>   | <b>3432</b>  | <b>46.57</b>   |
| <b>Grand Total</b>                           | <b>6573</b>  | <b>100.00</b>  | <b>7083</b>  | <b>100.00</b>  | <b>7370</b>  | <b>100.00</b>  |

**Employees By Professional Category  
1990 - 1993 E.F.Y (1997/98 - 2000/01 G.C)**

| Professional       | 1990 E.F.Y       |             |             | 1991 E.F.Y       |             |             | 1992 E.F.Y       |             |             | 1993 E.F.Y       |             |             |
|--------------------|------------------|-------------|-------------|------------------|-------------|-------------|------------------|-------------|-------------|------------------|-------------|-------------|
|                    | No. of Employees |             |             | No. of Employees |             |             | No. of Employees |             |             | No. of Employees |             |             |
|                    | Male             | Female      | Total       | Male             | Female      | Total       | Male             | Female      | Total       | Male             | Female      | Total       |
| Administrative     | 272              | 330         | 602         | 291              | 363         | 654         | 302              | 420         | 722         | 321              | 425         | 746         |
| Financial          | 335              | 173         | 508         | 472              | 230         | 702         | 521              | 268         | 789         | 576              | 303         | 879         |
| Supply & Logistics | 76               | 35          | 111         | 84               | 41          | 125         | 101              | 50          | 151         | 112              | 54          | 166         |
| General Services   | 211              | 144         | 355         | 168              | 126         | 294         | 149              | 121         | 270         | 128              | 135         | 263         |
| Technicals         | 1830             | 133         | 1963        | 2025             | 125         | 2150        | 2258             | 144         | 2402        | 2323             | 141         | 2464        |
| Traffic            | 438              | 1352        | 1790        | 480              | 1364        | 1844        | 490              | 1413        | 1903        | 527              | 1374        | 1901        |
| Special Skills     | 699              | 58          | 757         | 747              | 57          | 804         | 786              | 60          | 846         | 881              | 70          | 951         |
| <b>Total</b>       | <b>3861</b>      | <b>2225</b> | <b>6086</b> | <b>4267</b>      | <b>2306</b> | <b>6573</b> | <b>4607</b>      | <b>2476</b> | <b>7083</b> | <b>4668</b>      | <b>2502</b> | <b>7370</b> |

**Distribution of Employees By Professional Category 1993 E.E.Y**



**Employees By Year of Service 1990- 1993 E.F.Y**  
**(1997/98 - 2000/01 G.C)**

| Year of Service | 1990 E.F.Y  |             |             | 1991 E.F.Y  |             |             | 1992 E.F.Y  |             |             | 1993 E.F.Y  |             |             | % age Distribution | Cumulative Distribution |
|-----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------------|-------------------------|
|                 | Male        | Female      | Total       | Male        | Female      | Total       | Male        | Female      | Total       | Male        | Female      | Total       |                    |                         |
| Less than 1     | 370         | 191         | 561         | 602         | 306         | 908         | 523         | 210         | 733         | 388         | 84          | 472         | 6.40               | 6.40                    |
| 1 - 5           | 772         | 366         | 1138        | 849         | 384         | 1233        | 1404        | 594         | 1998        | 1851        | 763         | 2614        | 35.47              | 41.87                   |
| 6 - 10          | 444         | 194         | 638         | 619         | 208         | 827         | 466         | 243         | 709         | 407         | 238         | 645         | 8.75               | 50.62                   |
| 11 - 15         | 740         | 349         | 1089        | 734         | 341         | 1075        | 719         | 335         | 1054        | 733         | 315         | 1048        | 14.22              | 64.84                   |
| 16 - 20         | 494         | 365         | 859         | 479         | 341         | 820         | 495         | 338         | 833         | 507         | 348         | 855         | 11.60              | 76.45                   |
| 21 - 25         | 663         | 271         | 934         | 639         | 308         | 947         | 602         | 331         | 933         | 557         | 313         | 870         | 11.80              | 88.25                   |
| 26 - 30         | 147         | 184         | 331         | 150         | 161         | 311         | 227         | 169         | 396         | 289         | 196         | 485         | 6.58               | 94.83                   |
| 31 - 35         | 204         | 209         | 413         | 181         | 170         | 351         | 137         | 156         | 293         | 114         | 160         | 274         | 3.72               | 98.55                   |
| 36 - 40         | 27          | 96          | 123         | 14          | 87          | 101         | 34          | 100         | 134         | 22          | 85          | 107         | 1.45               | 100.00                  |
| <b>Total</b>    | <b>3861</b> | <b>2225</b> | <b>6086</b> | <b>4267</b> | <b>2306</b> | <b>6573</b> | <b>4667</b> | <b>2476</b> | <b>7083</b> | <b>4868</b> | <b>2502</b> | <b>7370</b> | <b>100.00</b>      | <b>100.00</b>           |

**Employees By Age Group & Sex 1990 - 1993 E.F.Y**  
(1997/98 - 2000/01 G.C.)

| Age Group    | 1990 E.F.Y  |             |             | 1991 E.F.Y  |             |             | 1992 E.F.Y  |             |             | 1993 E.F.Y  |             |             | % age Distribution | Cumulative Distribution |
|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------------|-------------------------|
|              | Male        | Female      | Total       | Male        | Female      | Total       | Male        | Female      | Total       | Male        | Female      | Total       |                    |                         |
| Below 20     | 3           | 2           | 5           | 5           | 12          | 17          | 9           | 5           | 14          | 21          | 14          | 35          | 0.47               | 0.47                    |
| 21 - 25      | 383         | 242         | 625         | 667         | 274         | 941         | 791         | 415         | 1206        | 909         | 514         | 1423        | 19.31              | 19.78                   |
| 26 - 30      | 628         | 245         | 873         | 972         | 229         | 1201        | 1051        | 410         | 1461        | 1031        | 450         | 1481        | 20.09              | 39.88                   |
| 31 - 35      | 696         | 357         | 1053        | 667         | 393         | 1060        | 786         | 373         | 1159        | 900         | 392         | 1292        | 17.53              | 57.41                   |
| 36 - 40      | 550         | 435         | 985         | 511         | 461         | 972         | 547         | 406         | 953         | 777         | 413         | 1190        | 16.15              | 73.55                   |
| 41 - 45      | 555         | 377         | 932         | 555         | 405         | 960         | 533         | 391         | 924         | 549         | 350         | 899         | 12.20              | 85.75                   |
| 46 - 50      | 532         | 229         | 761         | 515         | 232         | 747         | 518         | 227         | 745         | 471         | 211         | 682         | 9.25               | 95.01                   |
| 51 - 55      | 394         | 254         | 658         | 375         | 300         | 675         | 372         | 249         | 621         | 210         | 158         | 368         | 4.99               | 100.00                  |
| 56 - 60      | 120         | 74          | 194         | 0           | 0           | 0           | 0           | 0           | 0           | -           | -           | 0           | 0.00               | 100.00                  |
| <b>Total</b> | <b>3861</b> | <b>2225</b> | <b>6086</b> | <b>4267</b> | <b>2306</b> | <b>6573</b> | <b>4697</b> | <b>2476</b> | <b>7083</b> | <b>4869</b> | <b>2502</b> | <b>7370</b> | <b>100.00</b>      | <b>100.00</b>           |

**Employees By Salary Group 1990 - 1993 E.F.Y**  
**(1997/98 - 2000/01 G.C)**

| Salary-Group | 1990 E.F.Y  |             |             | 1991 E.F.Y  |             |             | 1992 E.F.Y  |             |             | 1993 E.F.Y  |             |             | %age Distribution | Cumulative Distribution |
|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------------|-------------------------|
|              | Male        | Female      | Total       | Male        | Female      | Total       | Male        | Female      | Total       | Male        | Female      | Total       |                   |                         |
| 150 - 249    | 43          | 8           | 51          | 114         | 30          | 144         | 70          | 20          | 90          | 48          | 34          | 82          | 1.11              | 1.27                    |
| 250 - 349    | 459         | 308         | 767         | 437         | 223         | 660         | 577         | 333         | 910         | 524         | 273         | 797         | 10.81             | 11.93                   |
| 350 - 449    | 291         | 167         | 458         | 534         | 338         | 872         | 696         | 408         | 1104        | 805         | 298         | 1103        | 14.97             | 26.99                   |
| 450 - 549    | 281         | 176         | 457         | 224         | 109         | 333         | 175         | 93          | 268         | 362         | 265         | 627         | 8.51              | 35.40                   |
| 550 - 649    | 612         | 416         | 1028        | 217         | 149         | 366         | 135         | 132         | 267         | 160         | 74          | 234         | 3.18              | 38.58                   |
| 650 - 749    | 534         | 282         | 816         | 562         | 404         | 966         | 737         | 440         | 1177        | 434         | 195         | 629         | 8.52              | 47.11                   |
| 750 - 849    | 477         | 242         | 719         | 474         | 241         | 715         | 507         | 230         | 737         | 454         | 352         | 806         | 10.94             | 58.05                   |
| 850 - 949    | 361         | 205         | 566         | 431         | 159         | 590         | 432         | 169         | 601         | 429         | 201         | 630         | 8.55              | 66.59                   |
| 950 - 1049   | 180         | 135         | 315         | 309         | 179         | 488         | 292         | 177         | 469         | 388         | 178         | 566         | 7.68              | 74.27                   |
| 1050 - 1149  | 137         | 148         | 285         | 246         | 162         | 408         | 256         | 169         | 425         | 258         | 140         | 398         | 5.40              | 79.67                   |
| 1150 - 1249  | 93          | 80          | 173         | 147         | 120         | 267         | 156         | 119         | 275         | 251         | 192         | 443         | 6.01              | 85.69                   |
| 1250 - 1349  | 102         | 31          | 133         | 127         | 82          | 209         | 118         | 73          | 191         | 136         | 93          | 229         | 3.11              | 88.79                   |
| 1350 - 1449  | 43          | 9           | 52          | 100         | 57          | 157         | 89          | 50          | 139         | 162         | 101         | 263         | 3.57              | 92.36                   |
| 1450 - 1549  | 44          | 3           | 47          | 60          | 31          | 91          | 68          | 30          | 98          | 81          | 36          | 117         | 1.59              | 93.95                   |
| 1550 & above | 204         | 15          | 219         | 285         | 22          | 307         | 299         | 33          | 332         | 376         | 70          | 446         | 6.05              | 100.00                  |
| <b>Total</b> | <b>3861</b> | <b>2225</b> | <b>6086</b> | <b>4267</b> | <b>2306</b> | <b>6573</b> | <b>4607</b> | <b>2476</b> | <b>7083</b> | <b>4868</b> | <b>2502</b> | <b>7370</b> | <b>100.00</b>     | <b>100.00</b>           |

**Training Statistics by Type of Courses 1992-1993 E.F.Y  
(1999/00-2000/01 G.C)**

| No.         | Type of Training                             | 1992 E F Y      |              | 1993 E F Y      |                |
|-------------|--|-----------------|--------------|-----------------|----------------|
|             |  | No. of Trainees | Trainee Week | No. of Trainees | Trainee Week   |
| <b>I</b>    | <b>Central Training Institute / CTI /</b>    |                 |              |                 |                |
| <b>1.1</b>  | <b>Telecom Engineering Training / TET /</b>  |                 |              |                 |                |
| <b>1.1a</b> | <b>Inservice</b>                             |                 |              |                 |                |
|             | Switching                                    | 26              | 156          | 75              | 270            |
|             | Outside Plant                                | 99              | 183          | 141             | 209            |
|             | Transmission                                 | 71              | 91           | 59              | 94             |
|             | Power & Air Conditioning                     | 26              | 52           | 30              | 51             |
|             | Telegraph & Telex                            | 0               | 0            |                 |                |
|             | Upgrading J/Technicians                      | 88              | 1212         | 60              | 840            |
|             | Out of plan undertakings                     | 151             | 143          | 433             | 241.46         |
|             | Data communication                           | -               | -            | 10              | 20             |
|             | <b>Sub Total (1.1a)</b>                      | <b>461</b>      | <b>1837</b>  | <b>808</b>      | <b>1725.46</b> |
| <b>1.1b</b> | <b>Pre-Service</b>                           |                 |              |                 |                |
|             | Induction of Engineers & Polytech. graduates | 0               | 0            |                 |                |
|             | Lineman & J/ Cable Jointing Training         | 120             | 1440         | 125             | 1500           |
|             | Basic Technician Training                    | 60              | 2100         | 60              | 1020           |
|             | J/ Planner Training                          | 0               | 0            |                 |                |
|             | <b>Sub Total (1.1b)</b>                      | <b>180</b>      | <b>3540</b>  | <b>185</b>      | <b>2520</b>    |
|             | <b>Sub Total TET / 1.1 /</b>                 | <b>641</b>      | <b>5377</b>  | <b>993</b>      | <b>4245.46</b> |
| <b>1.2</b>  | <b>Business Studies Training / BST /</b>     |                 |              |                 |                |
|             | Management                                   | 158             | 353          | 626             | 685            |
|             | Telegraph Operation                          | 0               | 0            |                 |                |
|             | Telecom operation and Traffic                | 89              | 236          | 81              | 216            |
|             | <b>Sub Total BST / 1.2 /</b>                 | <b>247</b>      | <b>589</b>   | <b>707</b>      | <b>901</b>     |
| <b>1.3</b>  | <b>Information System Training / IST /</b>   |                 |              |                 |                |
|             | Computer Training                            | 320             | 270          | 404             | 345.1          |
|             | Internet training                            | 89              | 38           | 27              | 11.7           |
|             | <b>Sub Total IST/1.3/</b>                    | <b>409</b>      | <b>308</b>   | <b>431</b>      | <b>356.8</b>   |
| <b>1.4</b>  | <b>Customer Training</b>                     |                 |              |                 |                |
| <b>1.4a</b> | <b>Information Technology</b>                |                 |              |                 |                |
|             | - Computer Training                          | 252             | 216          | 467             | 399.1          |
|             | - Internet Training                          | 240             | 100          | 353             | 149.2          |
|             | <b>Sub Total/1.4a/</b>                       | <b>492</b>      | <b>316</b>   | <b>820</b>      | <b>548.3</b>   |
| <b>1.4b</b> | <b>. Business Studies</b>                    |                 |              |                 |                |
|             | - PABX Operation                             | 116             | 348          | 124             | 372            |
|             | <b>Customer Training Sub Total /1.4/</b>     | <b>608</b>      | <b>664</b>   | <b>944</b>      | <b>920.3</b>   |
|             | <b>Sub Total -I/CTI/</b>                     | <b>1905</b>     | <b>6938</b>  | <b>3075</b>     | <b>6423.96</b> |
| <b>II</b>   | <b>Regional Training Total</b>               | <b>401</b>      | <b>1314</b>  | <b>462</b>      | <b>1600</b>    |
| <b>III</b>  | <b>External Training</b>                     |                 |              |                 |                |
|             | - Training Abroad                            | 85              | 85           | 61              | 179            |
|             | - Training In Other Local Institutions       | 122             | 122          | 144             | 59             |
|             | <b>External Training SubTotal</b>            | <b>207</b>      | <b>207</b>   | <b>205</b>      | <b>238</b>     |
|             | <b>Grand Total</b>                           | <b>2513</b>     | <b>8459</b>  | <b>3742</b>     | <b>8261.96</b> |



**Annual New Employment 1990 - 1993 E.F.Y**  
**(1997/98 - 2000/01 G.C)**

| Type of Employment | 1990 E.F.Y |            |            | 1991 E.F.Y |            |            | 1992 E.F.Y |            |            | 1993 E.F.Y |            |            |
|--------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
|                    | Male       | Female     | Total      | Male       | Female     | Total      | Male       | Female     | Total      | Male       | Female     | Total      |
| New Employment     | 416        | 143        | 559        | 457        | 87         | 544        | 340        | 170        | 510        | 229        | 58         | 287        |
| Replacement        | 67         | 93         | 160        | 181        | 145        | 326        | 197        | 85         | 282        | 264        | 65         | 329        |
| <b>Total</b>       | <b>483</b> | <b>236</b> | <b>719</b> | <b>638</b> | <b>232</b> | <b>870</b> | <b>537</b> | <b>255</b> | <b>792</b> | <b>493</b> | <b>123</b> | <b>616</b> |

**Terminated Employees By Cause Of Termination 1990 - 1993 E.F.Y**  
**(1997/98 - 2000/01 G.C)**

| Cause of Termination | 1990 E.F.Y |           |            | 1991 E.F.Y |            |            | 1992 E.F.Y |           |            | 1993 E.F.Y |            |            |
|----------------------|------------|-----------|------------|------------|------------|------------|------------|-----------|------------|------------|------------|------------|
|                      | Male       | Female    | Total      | Male       | Female     | Total      | Male       | Female    | Total      | Male       | Female     | Total      |
| Pension              | 81         | 26        | 107        | 74         | 47         | 121        | 69         | 38        | 107        | 73         | 49         | 122        |
| Death                | 62         | 12        | 74         | 54         | 22         | 76         | 50         | 16        | 66         | 60         | 25         | 85         |
| Resignation          | 19         | 3         | 22         | 33         | 10         | 43         | 33         | 11        | 44         | 36         | 6          | 42         |
| Dismissal            | 38         | 11        | 49         | 76*        | 67*        | 143*       | 45         | 20        | 65         | 54         | 26         | 80         |
| Others               | -          | -         | 0          | 0          |            | 0          | 0          | 0         | 0          | -          | -          | 0          |
| <b>Total</b>         | <b>200</b> | <b>52</b> | <b>252</b> | <b>237</b> | <b>146</b> | <b>383</b> | <b>197</b> | <b>85</b> | <b>282</b> | <b>223</b> | <b>106</b> | <b>329</b> |

\* Includes 107 employees that are Eritreans.