

## Staff numbers and costs at year end 2012 to 2016

Year	Number of Staff At Year End (Full Time Equivalent Basis)	Actual No. Of Staff At Year End	Staff Costs €'000 (excl. pension costs)
2012	1,394	1,385	98,761
2013	1,384	1,403	105,116
2014	1,364	1,398	99,464
2015	1,516	1,577	105,146
2016	1,599	1,697	115,444

Average Salary has been tracked monthly since March 2012. Details as follows:

- 2012 €62,295 (based on 9 months' data)
- 2013 €62,345
- 2014 €61,202
- 2015 €60,648
- 2016 €61,020

## Average Salary Formula:

Average salary =  $\frac{12 \, Month \, sum \, of \, annual \, salaries}{12 \, Month \, sum \, of \, total \, staff \, numbers}$