

Personnel summary 2016

Besides employing own personnel, BAM International uses the services of personnel from Royal BAM Group companies and uses the services of subcontractors.
The number of personnel fluctuates as it follows the contracts which are in execution.

1. Overview average total workforce managed by BAM International worldwide

Year:	2011	2012	2013	2014	2015	2016
Man hours ¹	10,233	16,988	28,821	18,811	24,713	20,452
Average number of personnel	3,279	5,444	9,237	5,979	6,853	4365
Average number of own personnel ²	2,280	2,793	3,422	4,705	3,443	3065
Average number of subcontract personnel ¹	999	2,651	5,815	1,274	3,410	3193
Personnel with a Dutch contract ³	138	165	198	179	154	145

2. BAM International's staff

The core team of BAM International consists of the following fluctuating number of staff. Adjustments are made and extra personnel are recruited when and where required.

General & staff management	Board, staff management, area and subsidiary management	18
Direct management	Contract, project and construction managers	30
	Superintendents and supervisors	38
Engineers	Designers, estimators, project and site engineers, planners, equipment engineers	212
Controllers	Project controllers, quantity surveyors, quality (control) engineers, safety coordinators and inspectors	77
Administrative personnel	Administrators, HR personnel, purchasers, expeditors, information technologists, document controllers, secretaries	168
	Total:	543

¹ Source: Safety department, Safety reporting system (x 1,000)

² Source: Financial Affairs Department, Financial reporting system (average personnel no. per year)

³ Source: Personnel & General Affairs Department