

Our employees

Construction means relying on people. After all, the qualities of BAM employees determine the quality of projects. That is why BAM pursues an active human resources policy to retain and continually develop its human capital.

BAM has had a strict safety policy for many years. This policy is focused on preventing any form of personal injury or damage to health during any of the company's operations. BAM aims for continuous improvement of its health and safety performance record through education and training, enhancing procedures, personal protective equipment, awareness campaigns and safety awareness audits.

For BAM it is essential that clients, shareholders and construction partners can have complete faith in the company. Therefore we ensure that employees adhere to ethical standards and values and comply with local laws and regulations, in particular those relating to procurement and performance of contracts. Every employee is required to act with integrity towards clients and business partners such as suppliers and subcontractors, to honour agreements made and to act carefully and prudently.

Royal BAM Group has embedded integrity at all levels in the company, for example by introducing an integrity code of conduct for all employees.

BAM's business activities comply with national legislation, as well as with all relevant guidelines and recommendations issued by ILO (International Labour Organisation). These include the right of all employees to be a member of a trade union, a ban on child labour and promoting healthy and safe working conditions.

Number of Royal BAM Group employees at year-end	2008	-	29,050
	2007	-	27,578
	2006	-	30,338
	2005	-	27,190
	2004	-	26,651
	2003	-	26,837
	2002	-	30,588
	2001	-	13,248
	2000	-	12,824
	1999	-	6,360

Our organisation

Construction	Property	Civil engineering	PPP
			BAM PPP
Netherlands			
BAM Utiliteitsbouw		BAM Civiel	Mechanical and electrical contracting
	BAM Vastgoed	BAM Infratechniek	BAM Techniek
BAM Woningbouw		BAM Rail	
	AM	BAM Wegen	
Heiligers			
Penning			
Belgium			
BAM Wallonie		BAM Wallonie	
		Betonac	
CEI-De Meyer	Immo BAM	CEI-De Meyer	
Interbuild	Kairos		
United Kingdom			
BAM Construction*	BAM Properties*	BAM Nuttall	
Ireland			
BAM Building**	BAM Property**	BAM Civil**	
Germany			
BAM Deutschland	W&F Projektentwicklung	W&F Ingenieurbau	
Worldwide			
BAM International		BAM International	Consultancy and engineering
			Tebodin
		Van Oord (21.5%)	
Legend			
Sector			
Operating company			
Active in this sector			
Associated company			

* BAM Construction and BAM Properties are part of BAM Construct UK

** BAM Building, BAM Property and BAM Civil are part of BAM Contractors

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Established at Bunnik
Trade Register Utrecht
Number 3005819

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In brief

The shares of Royal BAM Group have been listed on the Euronext Amsterdam stock exchange since 1959. The ordinary BAM share has been part of the AEX index since September 2008. The share is also included in the Euronext NEXT-150 Index and the Dow Jones STOXX 600 Index. In addition to ordinary shares, BAM cumulative financing preference shares are also listed on Euronext Amsterdam. Options on BAM ordinary shares have been traded by Liffe, Euronext's derivatives business, since 2006.

Our shareholders

More than 136 million shares have been issued. Information provided by custodian banks reveals that more than ninety percent of the shares are held by institutional investors in the Netherlands, the United Kingdom, elsewhere in Europe and the United States. Approximately eight percent of the shares are in the hands of (primarily Dutch) private investors. The Group's total market value (market capitalisation) was approximately €0.9 billion at year-end 2008.

As far as possible, Royal BAM Group's corporate governance has been brought into line with the Dutch corporate governance code. Compliance with this code is discussed in detail in Royal BAM Group's annual report, as well as on the website at www.bam.nl. BAM achieved excellent scores in a number of Dutch comparative studies on corporate governance.

The origins of Royal BAM Group date back to the founding of a small carpentry workshop in the heart of the Netherlands in 1869. Today, 140 years later, the Group is a successful construction and property services enterprise with activities in numerous European countries and worldwide.

Royal BAM Group nv provides services to clients in the construction, property, civil engineering, public-private partnerships, mechanical and electrical contracting, and consultancy and engineering sectors.

Our organisation has an extensive network of business locations close to our clients. In addition, our services encompass every phase of the construction process, from development and design to construction, operation and maintenance. Our commitment to sustainability is integral to all of our activities.

Our profile

Key figures (2008)

- Turnover: €8.8 billion
- Net result: €162 million
- Capital base: €1.1 billion
- Order book: €13.1 billion at year-end 2008
- 29,050 employees

Royal BAM Group ranks among the largest construction companies in Europe. BAM is the market leader in the Netherlands and strongly placed in our markets in the United Kingdom, Ireland, Belgium and Germany.

BAM is currently undertaking projects in more than thirty countries all over the world. The approximate geographical breakdown of turnover and number of employees in 2008 was as follows:

Netherlands

Turnover: € 3.9 billion
12,500 employees
Market leader in construction, property and civil engineering

Belgium

Turnover: € 750 million
2,500 employees
Leading market player in construction, property and civil engineering

Ireland

Turnover: € 470 million
1,000 employees
Number one in civil engineering, number two in construction and property

Germany

Turnover: € 1 billion
1,500 employees
Major market player in construction, property and civil engineering

United Kingdom

Turnover: € 2.2 billion
6,000 employees
Top three in construction, property and civil engineering

Rest of the world

Turnover: € 500 million
5,400 employees

Powerful European player

Our sectors

Construction BAM operates in the construction sector in the Netherlands, Belgium, Germany, the United Kingdom and Ireland. In these markets, our operating companies focus on general, residential and industrial construction.

(x € million)	2008	2007
Turnover	3,826	3,791
Result before corporate income tax	144.7	88.3
Margin (% turnover)	3.8%	2.3%
Order book	5,268	5,512

Property BAM operates in the property sector in the Netherlands, Belgium, the United Kingdom and – on a modest scale – in Ireland and Germany.

(x € million)	2008	2007
Turnover	1,205	1,304
Result before corporate income tax	20.2	95.8
Margin (% turnover)	1.7%	7.3%
Order book	2,460	3,125

Civil engineering BAM operates in the civil engineering sector in the Dutch, Belgian, United Kingdom, Irish and German markets. BAM International undertakes construction and civil engineering projects all over the world

(x € million)	2008	2007
Turnover	3,795	3,512
Result before corporate income tax	139.2	111.4
Margin (% turnover)	3.5%	3.2%
Order book	5,248	5,003

Public-private partnerships At year-end 2008, BAM PPP had 28 PPP projects in its portfolio in its five European domestic markets. Eighteen of these contracts are operational.

(x € million)	2008	2007
Turnover	67	73
Result before corporate income tax	19.4	29.2
Margin (% turnover)	29.1%	39.8%
Order book	389	513

Mechanical and electrical contracting BAM Techniek, a multi-disciplinary technical services provider, is one of the leading companies in the Netherlands in the field of technical installations, technical management, energy systems and clean room technology.

(x € million)	2008	2007
Turnover	244	206
Result before corporate income tax	12.2	11.6
Margin (% turnover)	5.0%	5.6%
Order book	274	275

Consultancy and engineering Tebodin is an independent, multidisciplinary consultancy and engineering firm that operates on a worldwide basis. Tebodin has about fifty offices located throughout Western, Central and Eastern Europe, the Middle East and Asia.

(x € million)	2008	2007
Turnover	232	219
Result before corporate income tax	28.1	28.4
Margin (% turnover)	12.1%	13.0%
Order book	118	111

Royal BAM Group is committed to making a socially responsible contribution to society through its work in the built environment.

BAM places increasing emphasis on sustainability and corporate social responsibility (CSR) by focussing on social and ethical issues in a way that is balanced and aligned with the expectations of our shareholders.

Sustainability

As part of this commitment, we try to be as transparent as possible about our performance on sustainability and CSR by publishing a sustainability report alongside the annual report (see www.bam.nl). In 2006, BAM undertook a CSR benchmarking exercise on a range of issues most relevant to the Group's operations, ie health and safety, community relations, education and training, energy and waste management, climate change, air quality, innovation, collaborative working with customers, mobility and accessibility. These issues are examined in detail in the sustainability report along with other important issues such as integrity and diversity.

BAM has long been a pioneer in achieving higher standards of health and safety. We aspire to develop our corporate standards of social responsibility in a similar way so that we will become an exemplar in the sector. BAM employees put the principles of corporate social responsibility into practice on a daily basis across our operations in a range of ways such as adhering to high standards of health and safety, environmental management, ethical conduct and transparency. As with health and safety, we aim for continuous improvement in our sustainability performance.

We are improving our communication with local communities and other interested parties in our developments. Our efforts to communicate with stakeholders about the benefits to society of our work, and to warn in advance and explain about the causes of inconvenience and what we are doing to mitigate them, create a sense of community engagement with our work. The award winning practices of the British operating companies BAM Construct UK and BAM Nuttall are shared within Royal BAM Group as an example and inspiration to other Group companies.