

Human resources

Employee numbers were down year-on-year, with the minority stake in Julius Berger Nigeria no longer included in the statistics. The number of staff employed in the services business rose substantially as a result of acquisitions. The Bilfinger Berger Group employed 49,141 people as per December 31. The proportion of the workforce accounted for by white-collar staff was 32%.

Employee numbers in Germany grew to 19,495 in the course of the expansion of the services business. Of these, 679 were apprentices or trainees. The workforce employed outside of Germany numbered 29,646, equivalent to 60% of the total.

There were significant shifts within the workforce in the business segments. The above-mentioned statistical effect meant that employee numbers in Civil were lower than in the prior year, at 14,628. The size of the workforce in Building and Industrial reduced to 3,745 for the same reason. The dynamic development of the Services business segment resulted in a rise in employee numbers, taking the total to 30,218. The expansion of activities in the Concessions projects segment saw the number of persons employed rise to 105.

Recruitment and career development

Employee quality is the key success factor in the construction and services business. We can only succeed in the market in the long term if our staff have a particularly high level of expertise.

Our human resources work therefore centers on staff development. Our goal is to develop each member of staff for the position in which his or her abilities and ideas can be optimally applied. Staff recruitment and development take place in clearly structured steps, each of which builds on the preceding stage.

At Bilfinger Berger, the recruitment of high-potential employees begins long before the persons concerned actually join the company. Our university marketing activities at various institutes of higher education enable Group managers to identify students with potential. This often places us a step ahead of the competition in the battle for future top performers.

After joining the Company, new hires are given a detailed induction on the basis of defined standards. Besides being assigned responsibility in the respective units, staff are also given regular appraisals. In this phase, defined training measures support the development of the new employees.

Human Resources conducts regular management reviews in German and international operational units together with the respective executive management team. The objective here is to pursue the development of candidates with potential and to assess the quality of human resources work. This helps us identify risks at an early stage so that appropriate action can be taken. The results of the reviews also provide valuable insight for our strategic human resources work as well as for the filling of vacant posts with internal candidates.

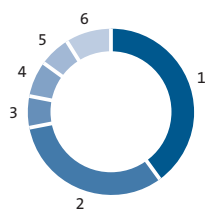
We transfer project and management responsibility to suitable employees at an early stage and expand their area of responsibilities in line with their personal capabilities. Top performers from all Group units in Germany and internationally are brought together in high-potential groups, where they are prepared for more demanding, future tasks. The systematic development of high-potential employees enables us to fill around 80% of higher-level management positions throughout our global operations from within the Company itself. Attractive compensation models with a high performance-based component help our Group sustain the loyalty of top performers in the long term.

Employees by business segment

	2006	2005	Δ in %
Civil	14,628	23,480	-38
Building and Industrial	3,754	9,629	-61
Services	30,218	21,709	+39
Concessions	105	80	+31
Headquarters, other units	445	448	-1
	49,141	55,346	-11

Employees by business region

	2006	2005	%
1 Germany	19,435	15,005	40
2 Rest of Europe	15,990	12,039	32
3 America	3,093	2,864	6
4 Africa	3,302	19,874	7
5 Asia	2,832	2,042	6
6 Australia	4,429	3,522	9
	49,141	55,346	100



Consistent training oriented toward practical requirements is a key component of our staff development. First of all, specialists and managers within the Group pass on their knowledge and experience to others. Then we also bring in highly skilled external trainers to enhance leadership and management quality. As part of our current quality offensive, the Building division's technical employees are being prepared to deal with the ever-more complex requirements of their clients. In addition, managers also take part in informal discussion rounds, explaining the Group's strategy and business development. Through a large number of events, we promote our employees' understanding of the interrelationships within the Group and encourage networking.

Collective bargaining situation in Germany

The impact of the new collective bargaining agreement concluded in 2005 is now being felt in the German construction industry. This stipulated the return to a 40-hour week, with no wage increase, in January 2006 and a 1% pay rise in April 2006. The new law governing seasonal short-time working allowance was applied for the first time in the winter period 2006/2007, replacing the previous system promoting year-round employment in the construction industry.

There has been a company wage agreement in place within Bilfinger Berger Industrial Services since 2005. Further agreements are currently being negotiated that better reflect the specific situations within the different business units.

Human-resources development

Further training

