

Key figures 2014

WORKFORCE PER REGION*

	31-12-2014	31-12-2013
Americas	72	59
Asia Pacific	588	592
Europe	4,059	4,232
North Africa, Middle East & India	384	320
Sub Saharan Africa	1,172	1,195

WORKFORCE PER BUSINESS LINE AND CORPORATE GROUP*

	31-12-2014	31-12-2013
South & Eastern Africa**	1,023	1,172
Aviation	173	177
Maritime & Waterways	606	595
Infrastructure	668	729
Planning & Strategy	513	584
Water Technology	488	432
Rivers, Deltas & Coasts	548	534
Buildings	621	634
Industry, Energy & Mining	998	1,017
Corporate Groups	637	524

** Per 1-1-2015 South Eastern Africa is integrated in our worldwide operating business lines

TOTAL WORKFORCE*

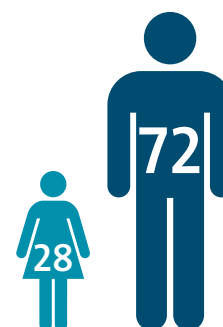
2014



2013



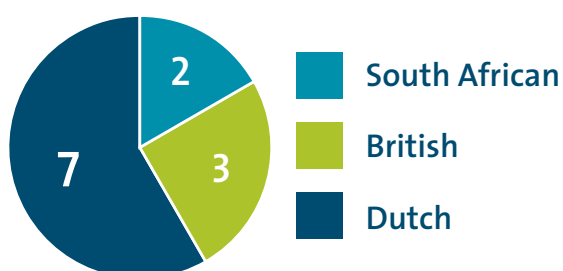
STAFF GENDER (PERCENT)



* Numbers exclude flexible workforce and non-consolidated companies

Key figures 2014

DIVERSITY WITHIN THE EXECUTIVE BOARD AND THE EXECUTIVE COUNCIL



DIVERSITY IN MANAGEMENT IN PERCENTAGE

% Female

