

## Employment, Diversity, Training and Investment

2006 was a significant year in AMEC's history, a year when major changes to the company took place. There were a number of significant divestitures during the twelve-month period which had dramatic effects on issues such as employment cost. AMEC is now in the process of transforming into a leaner, more efficient business and there are more changes to come during 2007.

For the first time since tracking these indicators, the male-to-female ratio has shown a marked improvement, increasing by four per cent. In part, this is due to the sale of AMEC Spie. However we are striving to further improve this area of diversity.

There has been an increase in people choosing to leave the company, a not unexpected occurrence given the significant changes in the business. It is an uncertain time for some of AMEC's employees but there is a significant effort being made towards ensuring that people have regular briefings to keep them up to date with the transition.

There was a major initiative to train UK based staff in Age Discrimination legislation implemented across the UK in October 2006. The training extended to all staff and by the end of the year 1359 employees had successfully completed the training and over 6,500 man hours had been spent on training employees.

There were eight recipients of the Chief Executive's Young Achievers Award this year. Nominations were outstanding and both nominees and winners continue to be a credit to the company.

Indicator	Actual	Achieved
Employment cost	£890.7	Down as percentage of revenue
Training cost to employment cost ratio	1.27%	Down 0.4%
Male to female ratio	82:18	Female up 4%
% employees covered by collective representation	20%	Down 52%
% internal promotions	33%	Up 9%
Employee instigated turnover	15%	Up 6%
Other employee turnover	15%	Same
Number of new hires	7,803	Down 999
Promotion rate	3.5%	Down 1.5%