

# Our performance

<b>Finance</b>	<b>2010<sup>1</sup></b>	<b>2009<sup>2</sup></b>	<b>2008<sup>2</sup></b>
Operating revenues (MNOK)	<b>46 267</b>	54 077	58 252
Payroll expenses (MNOK)	<b>12 606</b>	14 359	13 122
Income tax expense (MNOK)	<b>697</b>	877	590
Share dividends (MNOK)	<b>714</b>	451	829
Interest to lenders (MNOK)	<b>454</b>	308	295
Retained earnings (MNOK)	<b>1 957</b>	2 260	1 438

<b>Community</b>			
Hours spent on CR and human rights training	<b>976.5</b>	1432.5	918
Number of new employees that completed the CR e-learning on business ethics	<b>1 302</b>	1 910	1 224
Percentage of employees that have completed the CR e-learning on business ethics (estimate to include turnover)	<b>24.5</b>	19.7	11.5

<b>Health and safety</b>			
Lost time incident frequency (LTIF) including sub-contractors	<b>0,83</b>	0,9	0,93
Total recordable incident frequency (TRIF) including sub-contractors	<b>2,62</b>	2,7	3,62
Fatalities, including sub-contractors	<b>0</b>	3	0
Sick leave rate (%)	<b>2.04</b>	2.18	2.27

<b>Diversity and workforce</b>			
Total number of employees	<b>24 814</b>	29 937	33 961
Of which permanent employees	<b>19 444</b>	22 133	23 360
Percentage permanent employees	<b>78.4</b>	73.9	68.8
Percentage of local managers in key locations <sup>3</sup>	<b>87.6</b>	NA	NA
Percentage of employees covered by trade union agreements at key locations <sup>4</sup>	<b>80.7</b>	NA	NA
Number of hours spent on training per employee	<b>1.83</b>	1.88	2.27
Percentage of employees that have had a formal performance review	<b>67.5</b>	NA	NA

<b>Environment</b>			
Energy consumption (MWH)	<b>473 950</b>	588 206	623 049
Energy intensity (MWH per million worked hours)	<b>5 327</b>	5 966	6 560
Energy intensity (GJ)	<b>1 706 220</b>	2 117 541	2 242 976
Energy intensity (GJ per million worked hours)	<b>19 177</b>	21 477	23 616
CO2 Emissions (Tonnes)	<b>109 573</b>	136 797	146 654
CO2 Emissions intensity (Tonnes per million worked hours)	<b>1 232</b>	1 387	1 544
Recycled waste (Tonnes)	<b>36 096</b>	34 494	22 021
Total waste (Tonnes)	<b>42 171</b>	45 744	35 756
Recycling factor (%)	<b>85.6</b>	75.4	61.6
Hazardous waste (Tonnes)	<b>965</b>	2 769.2	2 200
Accidental oil spills (number)	<b>0</b>	0	0

<sup>1</sup> Financial data for continuing operations only

<sup>2</sup> As reported in annual reports: Includes discontinued operations

<sup>3</sup> The table shows senior managers at locations with more than 500 employees. Information not available for Germany

<sup>4</sup> The table shows employees that are covered by collective bargaining agreement at locations with more than 500 employees (data not available for US and India). Employees at key locations make up 80.2% of all Aker Solutions employees.