

## Building a flexible resource base

Magne Hovden, SVP HR  
 Capital Markets Day  
 1 December 2006

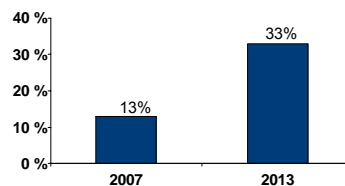
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### The resource challenge is common for the Energy sector

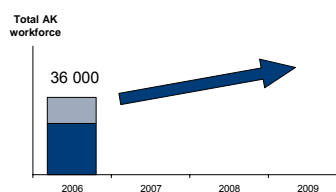
- The Energy sector is people dependent
  - Bridging the energy gap requires competent people
- New students pursuing scientific studies are not adequate to maintain a sustainable engineering resource
- The critical need for skilled workers increases continuously with increases in activity
- A more flexible resource base is needed to face market cycles
  - Over 1/3 of workforce is hired-in/contract

Share of current workforce that will retire in 2007\* and 2013



\*number from beginning of 2006 Global Petroleum Association

Resources needed to fulfill AK strategy



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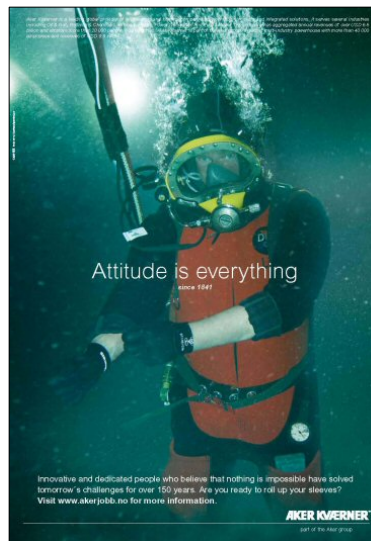
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## Attractive and Respected

- Main focus going forward is to retain, attract and select key people for our business and project operations
- Aker 12th most respected employer in the world – Reputation Institute Survey 2006

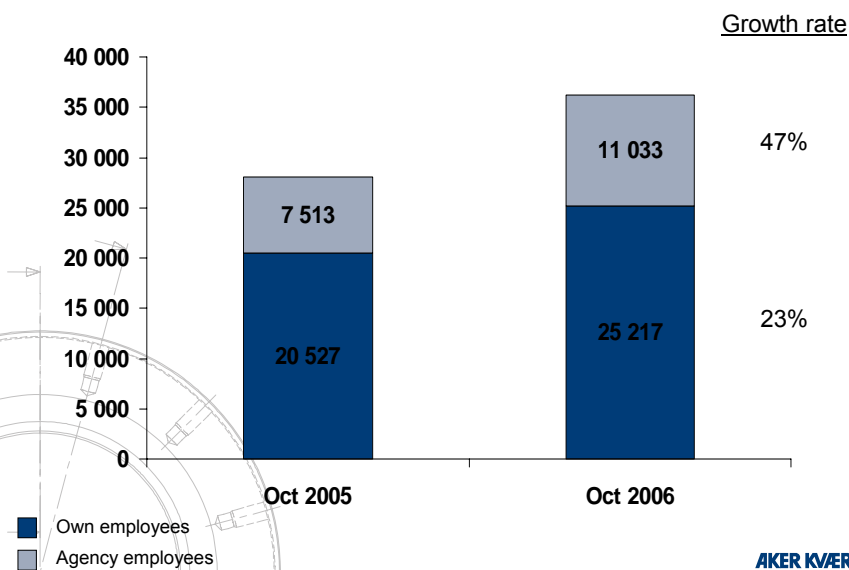


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## Workforce increased by 4500+ permanent employees and total by 8000+ during the last 12 months

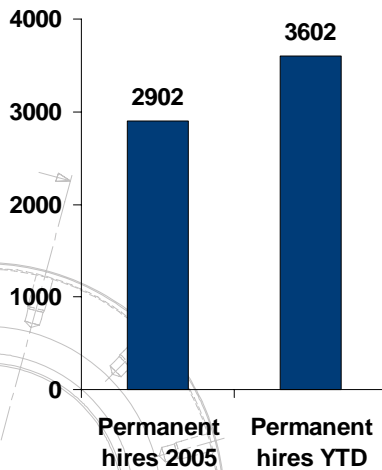


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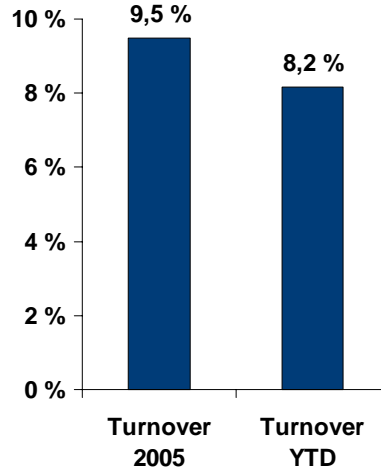
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## Increasing Recruitment, Turnover Steady

Permanent hires comparison



Employee turnover comparison

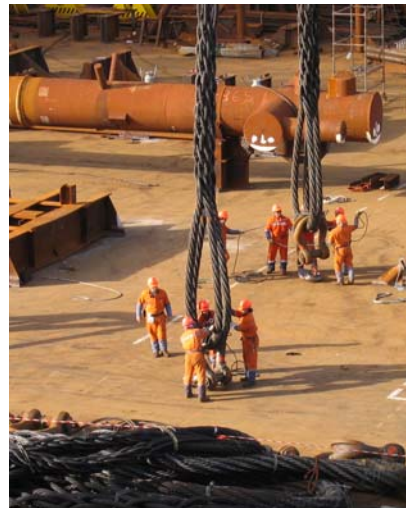


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## HR focus areas

- Increased focus on retention
- Prioritised focus on recruiting
- Higher utilisation of AK Power Gas for all business areas
- Increased use of resources from low cost/high resource availability countries where Aker Kvaerner is present
- Exploiting opportunities for engineering and fabrication resources
- Utilisation of partnering options

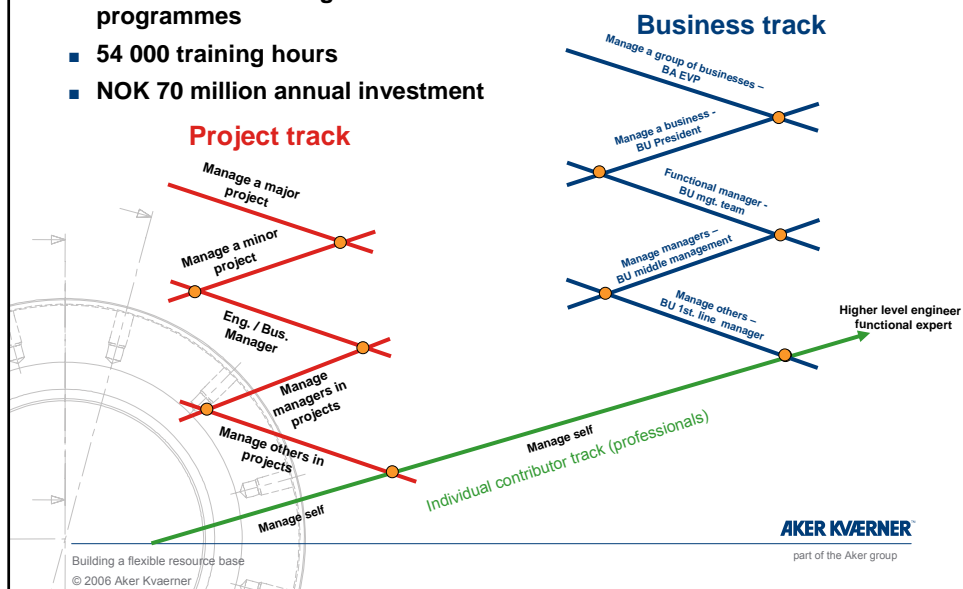


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## Investing in people development: AK Academy

- Trained 1 726 managers in 77 programmes
- 54 000 training hours
- NOK 70 million annual investment



## Aker Kvaerner Advantage - Global recruitment agency

- Located in 5 countries with 13 offices
  - Near or within Aker Kvaerner facilities
- Focused on recruitment of engineering, construction and specialist personnel
- Professionally staffed with state of the art recruitment and applicant tracking technology
- Supplying over 2 500 professionals on a hired-in/temporary basis to Aker Kvaerner
  - Key to maintaining a flexible resource base.
- Utilise alliances for alternative sources of labour from over 15 countries
  - Maximising cross-border recruitment



## Aker Kvaerner Powergas: A powerhouse of flexible engineering services

### Goals:

- Build a resource pool of 2 500 qualified technical personnel for Aker Kvaerner to leverage high value engineering services
- Increase training programs for Indian engineers in Norway in Oil & Gas sector
- Build a youthful centre of excellence for Aker Kvaerner to meet the challenge of aging workforce in Norway
- Assimilation of Aker Kvaerner technology to support Aker Kvaerner's expansion in the Energy and Hydrocarbons sectors

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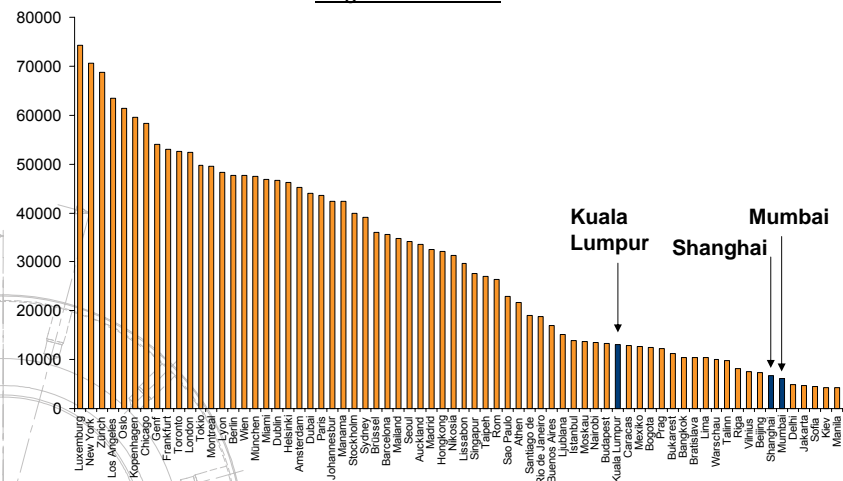
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## Mumbai still ranked as one of the best value locations in the world for engineering

Euro/year

Engineer salaries



Source: UBS Research

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everything  
*since 1841*

Are you ready to roll up your sleeves?