

8. Employees

The average number of persons employed by the Group, excluding the Company's Non-Executive Directors, was as follows:

| | Year ended 2 January 2010 Number | Year ended 3 January 2009 Number | Year ended 29 December 2007 Number |
|---------------------------------|---|---|---|
| Continuing operations | | | |
| Ongoing segments | | | |
| Industrial & Automotive: | | | |
| – Power Transmission | 8,998 | 9,736 | 9,706 |
| – Fluid Power | 4,428 | 5,252 | 4,914 |
| – Sensors & Valves | 2,015 | 2,349 | 2,206 |
| – Other Industrial & Automotive | 2,619 | 3,217 | 3,374 |
| | 18,060 | 20,554 | 20,200 |
| Building Products: | | | |
| – Air Distribution | 7,074 | 8,624 | 8,836 |
| – Bathware | 1,038 | 1,481 | 1,936 |
| | 8,112 | 10,105 | 10,772 |
| Corporate | 145 | 158 | 145 |
| Total ongoing | 26,317 | 30,817 | 31,117 |
| Exited segments | | | |
| Industrial & Automotive: | | | |
| – Caps & Thermostats | – | 440 | 927 |
| – Materials Handling | – | – | 169 |
| | – | 440 | 1,096 |
| Building Products: | | | |
| – Doors & Windows | 480 | 1,167 | 1,538 |
| – Fittings | – | – | 134 |
| | 480 | 1,167 | 1,672 |
| Total exited | 480 | 1,607 | 2,768 |
| Total continuing operations | 26,797 | 32,424 | 33,885 |
| Discontinued operations | | | |
| Industrial & Automotive: | | | |
| – Wiper Systems | – | – | 2,009 |
| Total Group | 26,797 | 32,424 | 35,894 |
| By location | | | |
| US | 12,307 | 16,581 | 19,429 |
| UK | 1,740 | 1,933 | 1,892 |
| Rest of Europe | 2,614 | 3,035 | 2,913 |
| Rest of the world | 10,136 | 10,875 | 11,660 |
| | 26,797 | 32,424 | 35,894 |

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

8. Employees (continued)

Staff costs recognised in profit or loss during the period were as follows:

| | Year ended 2 January 2010 \$ million | Restated* Year ended 3 January 2009 \$ million | Restated* Year ended 29 December 2007 \$ million |
|--|---|--|--|
| Wages and salaries | 921.3 | 1,164.3 | 1,283.5 |
| Social security costs | 116.5 | 144.4 | 147.7 |
| Pensions (see note 34) | 41.4 [†] | 44.2 | 53.4 |
| Other post-employment benefits (see note 34) | 0.4 [†] | 1.1 | 0.4 |
| Share-based incentives (see note 35) | 11.3 | 12.0 | 16.3 |
| Termination benefits | 105.3 | 13.8 | 6.8 |
| | 1,196.2 | 1,379.8 | 1,508.1 |
| Continuing operations | 1,196.2 | 1,379.8 | 1,473.9 |
| Discontinued operations | – | – | 34.2 |
| | 1,196.2 | 1,379.8 | 1,508.1 |

* See note 2

[†] Excludes the gain on the amendment of certain plans in North America (see note 7)

9. Interest payable

| | Year ended 2 January 2010 \$ million | Year ended 3 January 2009 \$ million | Year ended 29 December 2007 \$ million |
|--|---|---|---|
| Borrowings: | | | |
| – Interest on bank overdrafts | 4.6 | 2.3 | 1.6 |
| – Interest on loans | 54.5 | 42.6 | 57.3 |
| – Interest on interest rate swaps in designated hedging relationships: | | | |
| Payable | 22.1 | 55.6 | 61.8 |
| Receivable | (44.7) | (47.2) | (54.6) |
| – Interest on interest rate swaps classed as held for trading: | | | |
| Payable | 3.0 | 2.8 | 8.6 |
| Receivable | (0.6) | (2.2) | (10.4) |
| | 38.9 | 53.9 | 64.3 |
| Interest element of finance lease rentals | 0.4 | 0.5 | 1.4 |
| Other interest payable | 3.9 | 5.0 | 0.1 |
| | 43.2 | 59.4 | 65.8 |
| Dividends payable on preference shares | – | – | 1.2 |
| | 43.2 | 59.4 | 67.0 |
| Post-employment benefits: | | | |
| – Interest cost on benefit obligation (see note 34) | 70.0 | 78.4 | 77.3 |
| | 113.2 | 137.8 | 144.3 |
| Continuing operations | 113.2 | 137.8 | 142.1 |
| Discontinued operations | – | – | 2.2 |
| | 113.2 | 137.8 | 144.3 |

Interest rate swaps are used to manage the interest rate profile of the Group's borrowings. Accordingly, net interest payable or receivable on interest rate swaps is included in interest payable.