



Roadmap

Human Resources

It is a top priority for Linde to remain in tune with shifts in our economic and social environment. Our HR action item is firmly embedded in our CR strategy. Through it, we address issues at the vital interface between individual employees, the company and society at large.

SHEQ

Effective management of issues surrounding Safety, Health, Environment and Quality (SHEQ) is of key importance to all our stakeholders, but particularly to our customers and employees. We are committed to continuously improving the quality of our products and services, while at the same time maintaining high levels of occupational safety, general health and environmental protection.

Corporate Citizenship

At The Linde Group, corporate citizenship is an important facet of our identity. We take great care to ensure that our communal activities underpin the strategic areas we wish to promote – education, science and research. Against this background, we initiate projects that are closely linked to our core business and play an active role in the societies where Linde people live and work around the globe.

Ethics and Compliance

The Linde Group is committed to integrity in all its business dealings. This is non-negotiable. We can only achieve our vision of being a leading and exemplary gases and engineering company across the board by living out our values and principles on a daily basis.

Capital Markets (Socially Responsible Investments)

Linde increasingly aims to be admitted to indices and funds that exclusively list companies managed in accordance with the principles of sustainable growth. Linde has strong potential to assume an exemplary role for its sustainability performance.

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area of activity

Achieved in 2008

Human Resources

Demographic trends

- ▶ **Increased support for child and family care:** Eldercare service available to all employees in Germany from 1 January 2008, entailing advice and support for staff with relatives requiring care and assistance.

Winning and developing talent

- ▶ **Continuous Qualification Process (CQP):** Successful introduction of CQP, structured programme aimed at ongoing training to further qualifications of all 2,500 employees at Linde Gas Germany. Linde awarded HR Best Practice Award 2008 for CQP.

Work/life balance

- ▶ **Taskforce comprising employer and employee representatives:** Foundation of Work and Family taskforce.

SHEQ

Plant safety

- ▶ Continuation of Major Hazard Review Programme (MHRP) at Linde Gas. Systematic Hazard and Operability (HAZOP) study at Linde Engineering during plant planning.

HSE management

- ▶ Regular internal and external HSE (Health, Safety, Environment) audits, regular HSE training for employees (Behavioural SHEQ), extending certification at our locations to international standards (e.g. ISO 14001, ISO 9001).

HSE management among contractors

- ▶ Ensuring compliance with HSE (Health, Safety, Environment) standards among site contractors by Linde Engineering. Reporting Lost Time Injury Rate (LTIR) among contractors working for Linde Gas and Linde Engineering.

Safe handling of gases

- ▶ **Data capture:** ongoing, Group-wide recording of occupational safety indicators, such as Lost Time Injury Rate (LTIR).

Healthcare for our employees

- ▶ **Healthcare management:** Minimising occupational health risks, especially for employees involved in manual labour.

Environmental management

- ▶ In-house environmental management programme (e.g. energy savings, waste disposal) according to uniform Group-internal standards and, if applicable, to international standards (ISO 14001). Regular internal and external environmental management audits.

Resource-efficient production

- ▶ Continuous measurement and evaluation of our production processes to identify efficiency potential/gains; local environmental projects both within and beyond company walls; greater efficiency in consumption of resources such as water and energy.

Green innovations

- ▶ Annual Patent & Innovation Award, also in honour of patented inventions by Linde employees that contribute to environmental or climate protection.



Customer satisfaction

- ▶ Annual customer surveys and evaluations in the Gases and Engineering Divisions; Global Quality Roadmap in the Electronics Business Area to ensure consistently high product quality in this area.

Corporate Citizenship

Education, science, research

- ▶ **Collaboration:** Long-term partnerships with schools and universities in all Regional Business Units (RBUs).

Community involvement of employees

- ▶ As far as possible, central record of all measures to support voluntary community projects in which Linde employees are engaged worldwide.

Ethics and Compliance

Compliance programme

- ▶ Ongoing training to ensure our employees comply with the Code of Ethics.

Capital Markets

SRI criteria

- ▶ Ongoing dialogue with sustainability analysts and rating agencies, publication of annual sustainability report to international standards.

area of activity

2009 objectives

Human Resources

Demographic trends

- ▶ Plan nursery in Pullach.

Winning and developing talent

- ▶ Close collaboration between individual departments and works council to scope standard tasks and define supporting qualifications.
- ▶ New talent development programmes under the umbrella of People Excellence as the foundation for a High-Performance Organisation (HPO).

Work/life balance

- ▶ Develop comprehensive programme to improve work/life balance.

area of activity

Achieved in 2009

Human Resources

Demographic trends

- ▶ Plans for nursery in Pullach halted for internal reasons.
- ▶ New understanding reached under the collective wage agreement "working life and changing demographics".

Winning and developing talent

- ▶ Employee qualification under CQP (basics, basic training, qualification).
- ▶ Implementation of Group-wide leadership excellence model, succession planning process and performance management process.

Work/life balance

- ▶ Embedding work/family balance under the umbrella of demographic trends.



Capital Markets

SRI-Kriterien

- ▶ **Awards:** Linde named Sector Mover of the year 2009/2010 by Sustainable Asset Management (SAM).
- ▶ **Indices*:** Linde admitted to the Ethibel EXCELLENCE Investment Register in August 2009.

area of activity

2010 objectives

Human Resources

Demographic trends

- ▶ Continuation of service-finding scheme for childcare and Eldercare in Germany. Similar programmes for Linde Group employees in other countries.
- ▶ Foundation of demography fund.

Winning and developing talent

- ▶ Continuation of employee qualification under CQP (basics, basic training, qualification).
- ▶ Implementation of a development programme for line managers, targeted development of technical skilled staff.

Work/life balance

- ▶ Continuation of taskforce.
- ▶ Agreement on securing childcare places.

SHEQ

Healthcare for our employees

- ▶ Development and introduction of Group-wide healthcare management standards.

Green innovations

- ▶ **Environmental Innovation Performance (EIP) indicator:** Group-wide roll-out of EIP (Gases and Engineering Division).

area of activity

Achieved by mid-2010

Human Resources

Winning and developing talent

- ▶ Continuation of development programme for line managers and Global Leadership Development Circle (GLDC) within the framework of Linde university.

Work/life balance

- ▶ Agreement reached by Work and Family taskforce.

SHEQ

Safe handling of gases

- ▶ Introduction and implementation of the Golden Rules of Safety across the Group.

Climate protection aims

- ▶ **Quantitative targets:** Introduction and monitoring of targets for indirect CO2 emissions (Scope 2) from our air separation units.

Corporate Citizenship

Education, science, research

- ▶ **Community involvement programme (CIP):** Introduction of a CIP in the South and East Asia RBU.

Capital Markets

SRI criteria

- ▶ **Funds:** Linde rated as top investment in fourteen international sustainability funds.



area of activity 2010/2011 objectives

Human Resources

Demographic trends

- ▶ Continue or build initiatives such as life-long learning.

Winning and developing talent

- ▶ Extend CONTINUE student loyalty programme.
- ▶ Complete GLDC programme in 2010.

Work/life balance

- ▶ Reserve childcare places in and around Munich.
- ▶ Introduce needs-based subsidy model for all locations in Germany.

SHEQ

Climate protection strategy

- ▶ **Product Carbon Footprint (PCF):** Group-wide calculation method.

Climate protection aims

- ▶ **Improved energy intensity*:** 3% increase in energy intensity at our air separation units by 2013.
- ▶ Define other quantitative environmental targets.

Capital Markets

SRI-Kriterien

- ▶ Listing of Linde share in further sustainability indices.
- ▶ Listing of Linde share in further sustainability funds.