



Key indicators

Our CR indicators help us meet the information demands of our stakeholders. We also use the data as an aid to steer and improve our sustainability performance.

Financial indicators

Our financial indicators are reported according to the International Financial Reporting Standard (IFRS) in our Group financial statements. You will find more information in our 2009 Financial Report.

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		2009	2008	2007
Sales	million €	11,211	12,663	12,306
In Germany	%	10.8	10.5	10.2
Outside Germany	%	89.2	89.5	89.8
Operating Profit ¹	million €	2,385	2,555	2,424
Earnings before interest and taxes on income (EBIT) ²	million €	1,460	1,703	1,591
Earnings before taxes on income (EBT)	million €	838	1,006	1,375
Earnings after taxes on income	million €	591	717	952
Adjusted earnings per share ³	€	4.58	5.46	5.02
Dividend per share	€	1.80	1.80	1.70
Market capitalisation (at closing rate)	million €	14,215	10,084	15,046
Capital expenditure (excluding financial assets)	million €	1,137	1,470	1,035
Cashflow from operating activities as a percentage of sales	%	19.1	14.8	14.4
Equity ratio	%	37.7	34.6	36.9
Return on capital employed (ROCE)	%	10.4	12.4	10.3
Research and development costs	million €	89	104	97

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HR indicators

We have adapted and consolidated our Human Resources indicators to reflect The Linde Group's organisational structure. The figures are reported as full-time equivalents, with 31 December as the closing date for each year.



To improve the accuracy and depth of reporting across the entire Group, we started rolling out a new Group-wide IT system especially for HR indicators. This new standardised reporting system renders it easier for us to make HR information available to the entire organisation in near real-time. It will also allow us to add new indicators step by step and gradually standardise and streamline data capture. Group-wide rollout will be completed in the course of fiscal 2010.

		2009	2008	2007
Number of employees		47,731	51,908	50,485
In Germany	%	15.4	14.7	14.1
Outside Germany	%	84.6	85.3	85.9
Employees with limited contracts	%	1.8	4.7	6.7
Female staff	%	19.9	20.2	19.4
Staff turnover rate ¹	%	4.2	6.6	7.2
Employees who have taken up training	%	53.8	56.9	54.1
Personnel costs	million €	2,319	2,380	2,449

¹ Staff turnover rate relates to employees who left the Group voluntarily during the period under review.

Health, Safety, Environment (HSE) indicators

Our key HSE figures relate to national and international production, sales and administration locations and cover around 95 percent of the consolidated companies.

In 2009, we have continued to improve the data collection methods to increase the quality and transparency of the information we present.

We realise that the data pool on which HSE indicators are based involves uncertainty due to limited controls at local and regional level and the actual nature of the data. This is compounded by the fact that measurement methods may vary and some key indicators are based on estimates or calculations that have to be regularly updated.

During the reporting period, we further developed the environmental reporting system introduced in 2008. We attach particular value to detailed checking of the data and on various data validation measures. For the second year running, selected HSE indicators were independently reviewed and subsequently assured by KPMG Sustainability. The indicators within the assurance scope are identified by an asterisk (*). The Assurance Report is available here.

It is our aim to improve the quality and comparability of our data. In particular, this involves further enhancement of internal data quality controls at regional and local level and optimizing process efficiencies at the collection stage. You will find additional indicators and detailed information on our CR accounting processes online at www.linde.com/cr.

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		2009	2008	2007
Consumption of electricity	TWh	*17.7	*20.0	19.9
Electricity consumption by air separation plants	TWh	*16.0	*17.5	16.9
Consumption of natural gas	TWh	*23.6	*23.2 ¹	21.9
Natural gas Consumption by HyCO plants ²	TWh	*21.3	*20.7 ¹	21.2
Direct CO ₂ emissions	Million tonnes	*4.6	*4.5	4.7
Direct CO ₂ emissions from HyCO plants	Million tonnes	*3.9	*3.4	3.3
Indirect CO ₂ emissions	Million tonnes	*9.0	*9.7	9.7
Indirect CO ₂ emission from air separation plants	Million tonnes	*8.0	*8.4	8.0
Consumption of Water ³	Million m ³	*38.9	*41.4 ¹	54.8
Water consumption by air separation plants	Million m ³	*24.3	*26.8 ¹	33.8
Number of workplace accidents per million hours worked by Linde employees (Lost Time Injury Rate; LTIR)		*2.0	*2.1	2.6
Number of working days lost per million hours worked		37.3	34.1	42.3
Number of fatal industrial accidents involving Linde employees		3	2	6

* Within KPMG assurance scope. The assurance report is available [here](#). You will find the report for the 2008 figures in our 2009 CR Report.

¹ The previous year's figures have been updated due to greater accuracy in the data collection process. Therefore, these figures differ from those disclosed in the 2008 financial report or 2009 CR report.

² HyCO plants is a collective term for plants producing hydrogen, carbon monoxide and synthesis gas. This includes steam reformers, partial oxidation plants and methanol crackers.

³ Water consumption refers to drinking water and process water. It does not include once-through water for cooling systems, which is simply drawn from local water sources and heated. After use, it is pumped back into the original water source.

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