



Safety is no accident

Long-term success is only possible if we are constantly vigilant in all our actions and areas of responsibility. Safety is our top priority. And that applies across the board - to all Linde divisions, lines of business and locations.

Aims

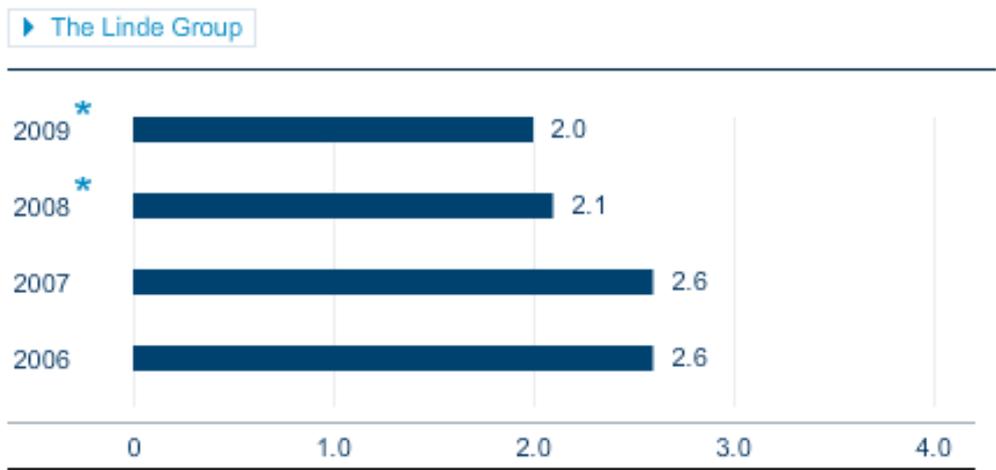
Strengthen safety culture at all locations, promote safety awareness among employees and management, zero accidents and product safety, ensure compliance with legal and internal regulations.

Measures

Intensive training for employees and management; Integrated Management System (IMS) for Safety, Health, Environment, Quality (SHEQ); data capture; external and internal safety reporting.

Facts and figures

Number of workplace accidents per million hours worked by Linde employees (LTIR)

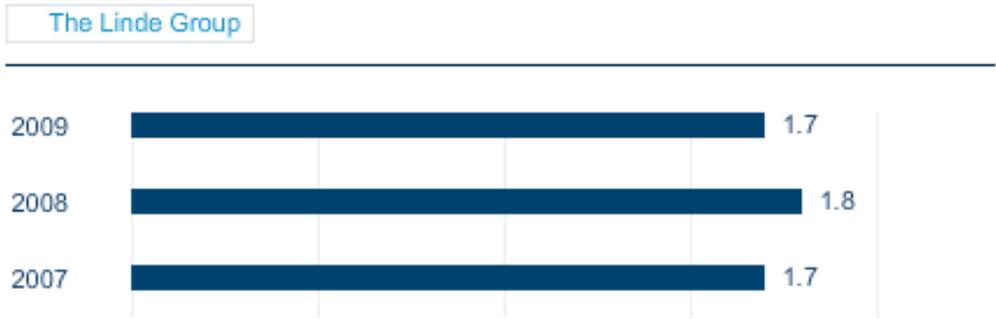


* Within KPMG assurance scope. The assurance report is available here. You will find the report for the 2008 figures in our 2009 CR Report.

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Number of workplace accidents per million hours worked by contractors (LTIR)



When reviewing this data, it should be noted that we rely on our contractors to supply us with accurate, reliable figures.

Number of fatal industrial accidents

The Linde Group

	2009	2008	2007	2006	2005
Number of fatal industrial accidents involving Linde employees	3	2	6	1	3
Number of fatal industrial accidents involving contractors	7	5	9	7	1

Next steps

Reduce the number of traffic accidents and lower the Lost Time Injury Rate (LTIR), introduce the Golden Rules for Safety worldwide to strengthen safety awareness within the company.

Safety – for Linde and our customers

Our Safety, Health, Environment, Quality (SHEQ) policy guides our safety management activities. The core principle of this policy states that “At The Linde Group, we do not want to harm people or the environment”.

In reality, this means that all Linde employees, partner employees, contractors and customers must look beyond getting maximum return on our gases to also prevent accidents and damage.

Linde’s safety culture is defined by Group-wide safety regulations, which are then adapted and implemented at regional and local level in line with the applicable requirements.

The integrated management systems deployed by our Gases, Engineering and Gist logistics Divisions provide the tools to monitor and steer safety management. They form a basic

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framework that governs our behaviour across the board and especially at management level. Each employee must comply with safety regulations. In other words, he or she must assume responsibility for their personal and for collective safety.

We systematically train our employees to identify risks. However, our training extends beyond identification. Through films and a risk matrix, we also ensure our employees are able to correctly assess risks. After all, correct classification is the only way of ensuring that suitable preventive measures are implemented.

Meeting legal regulations governing safety in the workplace can pose a major challenge for many operators of gas plants. So, in many countries, we bundle the requisite know-how and measures into safety programmes, enabling precise implementation of relevant occupational safety guidelines. Our customers can therefore be sure that they are fulfilling their specific obligations to the letter. We also provide thorough support for customers purchasing cylinder gases, advising them on a range of issues from safe transport to correct disposal methods.

Anchoring safety at process level

Our comprehensive safety management programme includes product stewardship, REACH (Registration, Evaluation and Authorisation of Chemicals), safety datasheets, training, transport safety, plant safety, occupational safety and healthcare.

For example, transport is the core business of our Gist Division, but is also a core activity for our larger Gases and Engineering Divisions. While the Gases Division delivers its products to customers itself, either by pipeline or transport fleet, the main focus for the Engineering Division is on careful selection of transport service providers and precise timing. Safety plays a central role in all our transport activities.

The transport of gases is regulated by ADR (European Agreement concerning the International Carriage of Dangerous Goods by Road, from the French Accord européen relatif au transport international des marchandises Dangereuses par Route). The potential hazards of gas transport are significantly reduced by handling the products correctly, knowing their properties and optimising packaging.

Transport incidents can be very hazardous and are among the safety risks we particularly focus on. Our aim is to reduce the number and frequency of transport-related accidents – both among Linde employees and our contractual partners.

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