



Demographic change

We created the work/life balance taskforce in 2008. It brings together employer and employee representatives to addresses issues such as the effects of demographic change. We also carried out a demographics analysis of our companies in Germany.

Around 60 percent of our permanent workforce were between 31 and 50 years of age in 2010. The proportion of employees aged 50-plus has increased continuously in recent years and now accounts for almost a quarter of the entire workforce.

Age structure of employees (in percent)

The Linde Group

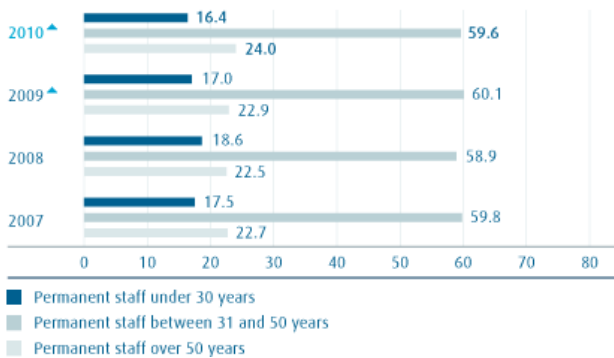


Figure included in the Group Management Report of the Annual Report 2010 of The Linde Group

Recruitment activities

Competition for qualified specialists is rising in many industrialised countries due to demographic shifts. We must therefore continue to increase our appeal as an employer and step up the efficiency of our recruitment efforts.

Health and working environment

In light of changing demographics, we aim to increasingly adapt working environments to meet the needs of older workers. Here we focus in particular on maintaining physical and mental performance. In Germany, we are currently planning activities into achieve this in cooperation with the health insurance fund BKK.

Another example of our proactive stance in this area is the active encouragement of learning among older members of staff through the WeGebAu (Weiterbildung Geringqualifizierter und beschäftigter älterer Arbeitnehmer in Unternehmen) programme. Linde is organising this scheme in conjunction with the educational institute of industry and commerce in Bavaria (Bildungswerk der bayerischen Wirtschaft).

Demographics fund

We set up a demographics fund in conjunction with a number of other companies in the chemical industry. Each year, we pay 300 euros for each employee with a collective wage

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agreement into the fund. The proceeds of this fund will contribute to the company pension scheme and help finance part-time contracts for older workers.

> More on pension plans

Demographic change and healthcare solutions

Longer life expectancy, the growing number of chronically ill patients and the resulting increases in healthcare costs present society with new challenges.

Our healthcare products can make an important contribution to resolving these challenges – helping older patients, for example, who rely on mechanical ventilation.

> More on healthcare products

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