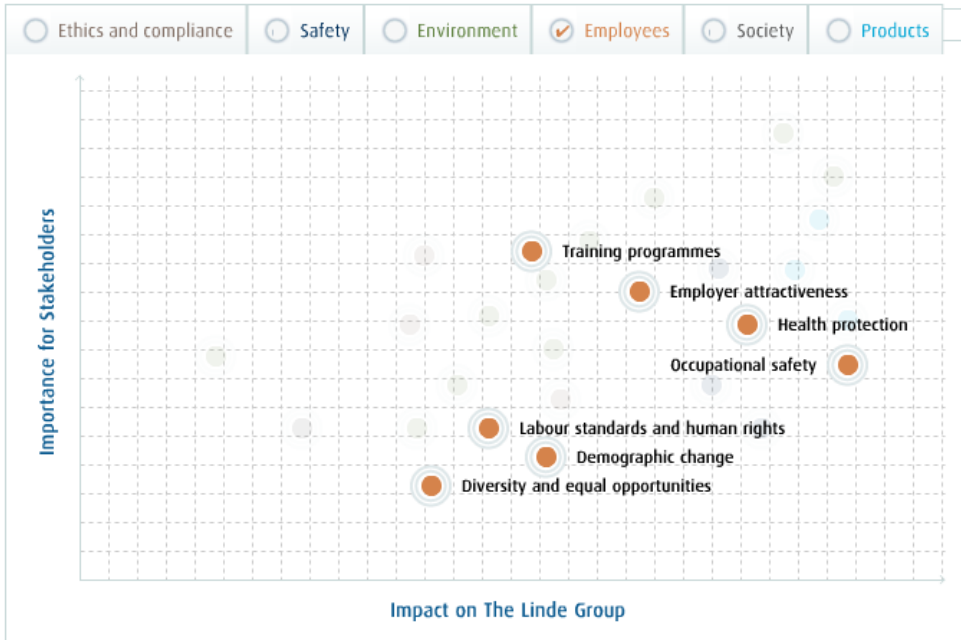




Our employees



HOME

ABOUT THIS REPORT

STRATEGY

FIELDS OF ACTION

Ethics and compliance

Safety

Environment

Employees

Working conditions

Health and safety

Training

Winning talents

Demographic change

Diversity

Society

Products

KEY DATA

ASSURANCE REPORT



Our employees

Qualified, motivated employees are crucial to our business success. Our Group-wide HR strategy focuses on winning and developing the best talent and building long-term loyalty to Linde as a company.

In 2008, we introduced a holistic concept for lasting process optimisation and productivity gains (High Performance Organisation, HPO). As a cornerstone of this efficiency programme, people excellence frames our overall HR strategy. This strategy has three main pillars – talent development, corporate culture and performance.

We are committed to offering our employees safe working environments and attractive conditions, treating them with fairness and respect, and rewarding outstanding performance. In return, we expect our employees to assume responsibility for the company's success and live its values. Our Code of Ethics provides clear guidelines on how to do this, covering everything from compliance with laws and regulations to showing a sense of responsibility in our dealings with each other.

In 2010, we had 48,430 employees - a slight rise on the previous year's figure. Personnel expenses at The Linde Group came to EUR 2.527 billion. The average global fluctuation rate was 5.7 percent, varying from 1.8 to 9.9 percent depending on the region. The average duration of employment in 2010 amounted to 9.7 years.

Employees

The Linde Group

at 31 December	2010 [▲]	2009 [▲]	2008	2007
Gases Division	37.603	37.362	41.109	39.577
Western Europe	12.674	12.814	13.616	13.284
Americas	6.977	6.970	7.881	7.554
Asia & Eastern Europe	11.375	10.983	11.735	11.309
South Pacific & Africa	6.577	6.595	7.877	7.430
Engineering Division	5.811	5.716	5.951	5.637
Other activities	5.016	4.653	4.848	5.271
Group	48.430	47.731	51.908	50.485

▲ Figure included in the Group Management Report of the [Annual Report 2010](#) of The Linde Group.

In 2011, our aim is to keep headcount stable overall. The Group plans to increase staff number in Asia.

In 2010, our HR activities focused on the further development and extension of our people excellence initiatives. We also carried out our first global employee survey and continued to develop our Group-wide HR data management system.

HOME

ABOUT THIS REPORT

STRATEGY

FIELDS OF ACTION

Ethics and compliance

Safety

Environment

Employees

Working conditions

Health and safety

Training

Winning talents

Demographic change

Diversity

Society

Products

KEY DATA

ASSURANCE REPORT