



Vocational education and training

In today's highly competitive marketplace for talent, we focus on recruiting and retaining high potentials and building long-term loyalty with our employees. Cornerstones of our HR management programme include training for young talent and ongoing, needs-driven professional development for employees worldwide.

Talent development measures

Regular review meetings with Linde employees focus on steering professional development. In this context, we are currently expanding our Group-wide performance management system.

We offer a wide range of programmes to constantly build employee skills and foster a positive attitude to change and learning in general. The individual programmes are designed to meet the varying needs of the different professional profiles across the company. The main emphasis of training initiatives is on practice-oriented learning.

We have bundled international training and development programmes in leadership and business management under the umbrella of the Linde University. The Global Talent Circle, which we started in 2010, is one example of these initiatives. It is aimed at executives in middle management. We partner with leading business schools for this initiative. The Global Talent Circle aims to give participants in-depth knowledge and skills in business administration, management and personnel leadership. The programme was held twice in 2010.

We continued our Global Leadership Development Circle (GLDC) in 2010 at the Linde University. The programme was developed in collaboration with the Business School at the University of Oxford. Various experts ensure that the latest scientific findings and management theories are channelled into the learning experience. GLDC is targeted at experienced managers with a high level of staff responsibility.

Earmarking tomorrow's leaders

We bring talented young employees together under the umbrella of our Junior Circles and Regional Talent Circles. These programmes enable us to identify potential leaders, strengthen their interpersonal, leadership and management skills, and build long-term loyalty to the company. Junior Circles are key programmes in the three regions of Continental and Northern Europe, Eastern Europe and the Middle East, and the UK & Ireland. The programmes are part of our people excellence initiative.

In addition, we expanded our Line Manager Development Programme for first and second line managers in 2010. This programme teaches a number of core skills, including how to effectively steer and actively engage employees. 3.900 of our 5.000 or so executives had already completed the training course by mid 2011. In summer 2011, we started the second phase of our Line manager Training as a pilot project in order to ensure the long-term impact of the training. On completion of these pilots, we intend to implement the programme globally.

We also offer employee development programmes at local level, tailored to regional requirements. Our Linde China University, for example, focuses on our managers in China. In 2010, over 200 employees took part in our internal regional mentoring programmes.

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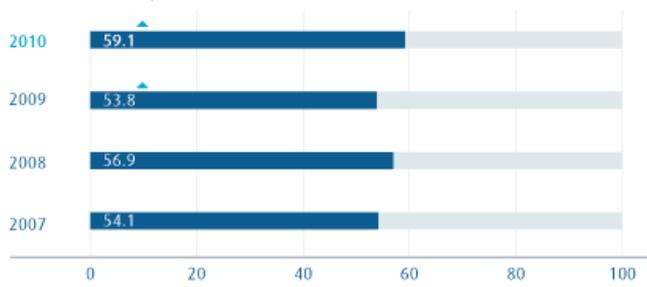


In 2010 we joined the European Institute for Industrial Leadership, an organisation that specialises in coaching managers from scientific/technical companies. The institute's courses enable our employees to network with participants from other companies and industries and exchange experiences.

Every employee spent an average of two days in training during 2010. The company spent EUR 241 on training per employee (2009: EUR 216). The number of employees who availed of training opportunities rose by 5 percent.

Employees who have taken up training opportunities (in percent)

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

We identified a number of priorities for our HR development programme for 2011 and 2012. These include the targeted development of female talent at management level, the expansion of our performance management system and the continued expansion of our management training portfolio. Within the umbrella of Linde University Campus Asia Pacific, we are, for instance, planning a leadership development programme for the entire Asia Pacific region.

Training opportunities at Linde

We offer a wide range of industrial/technical and commercial training opportunities worldwide. In Germany, for example, we offer apprenticeships in twelve professions. In 2010, we were able to maintain the number of training positions in both the Gases and Engineering Divisions in Germany. Each division hired between 25 and 30 percent of the young people who completed their training.

We partner up with universities and third-level institutes that offer dual study programmes to train up-and-coming engineers in process technology, industrial engineering, construction and electrical engineering.

In 2010, apprentices and trainees accounted for 1.3 percent of the entire workforce. Over 50 percent of these were based in companies outside of Germany.

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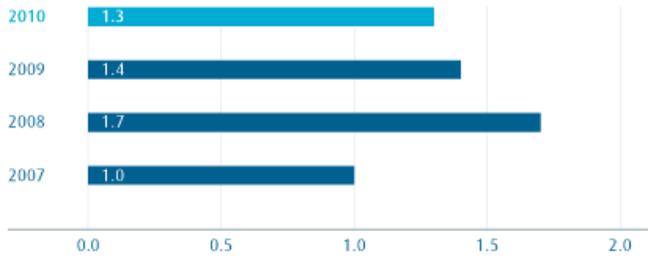
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Proportion of apprentices and trainees (in percent)

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