



Employees

Employment structure and expenditures

	2010	2009	2008	2007
Employees by regions and divisions				
Group	48,430 ▲	47,731 ▲	51,908	
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
Employment structure in percent				
Permanent staff under 30 years old	16.4 ▲	17.0 ▲	18.6	17.5
Permanent staff between 30 and 50 years old	59.6 ▲	60.1 ▲	58.9	59.8

- HOME
- ABOUT THIS REPORT
- STRATEGY
- FIELDS OF ACTION
- KEY DATA
- Financial indicators
- Environment and safety
- Employees
- GRI
- Global Compact
- ASSURANCE REPORT



Permanent staff over 50 years old	24.0	22.9	22.5	22.7
Proportion of women	19.3	19.9	20.2	19.4
Proportion of women in senior management positions	10.3	9.3	9.1	7.8
Proportion of severely disabled employees in Germany	3.5	3.3	3.3	3.3
Employees by type of contract in percent				
Proportion of part-time employees	1.9	1.8	1.7	N/A
Proportion of employees with limited contracts	4.31	1.8	4.7	N/A
Proportion of staff covered by collective wage agreements	54.9	55.3	50.6	51.2
Training				
Proportion of trainees in percent	1.3	1.4	1.7	1.0
Proportion of apprentices and trainees in Germany in percent	3.5	3.7	3.4	3.4
Proportion of employees who have taken up training	59.1	53.8	56.9	54.1

- HOME
- ABOUT THIS REPORT
- STRATEGY
- FIELDS OF ACTION
- KEY DATA
- Financial indicators
- Environment and safety
- Employees
- GRI
- Global Compact
- ASSURANCE REPORT



opportunities in percent				
Average number of training days per employee	2.0	1.6	1.8	1.5
Average expenditure on training programmes per employee in €	241	216	281	323
Employee retention				
Staff turnover rate ² in percent	5.7	4.2	6.6	7.2
Average length of service in years	9.7	10.1	8.5	8.6
Expenditures Personnel costs per employee in 1,000 €	52.2	48.6	45.9	48.5

▲ Figure included in the Management Report of The Linde Group's Annual Report 2010 .
 1 In 2010, the definition was adapted. Previously, all contracts concluded for 24 months or longer were reported as unlimited-term contracts. From 2010 on, fixed term shall include all contracts with a specific termination date.
 2 The staff turnover rate relates to employees who have left the Group voluntarily during the financial year.
 > More on employees, working conditions, training, demographic change and diversity

Occupational health and safety

	2010	2009	2008	2007
Workplace safety				
Number of workplace accidents	1.9	2.0	2.1	2.6

- HOME
- ABOUT THIS REPORT
- STRATEGY
- FIELDS OF ACTION
- KEY DATA
- Financial indicators
- Environment and safety
- Employees
- GRI
- Global Compact
- ASSURANCE REPORT



per million hours worked by employees (LTIR)	2.2	1.7	1.8	1.7
Number of workplace accidents per million hours worked by contractors (LTIR)	198	202	216	275
Number of workplace accidents with at least one day of absence	3,813	3,768	3,596	4,424
Number of working days lost due to industrial accidents	36.9	37.3	34.1	42.3
Number of working days lost per million hours worked	2	3	2	6
Number of fatalities involving employees	4	7	5	9
Number of fatalities involving contractors				
Health				
Average number of days sick leave per employee	5.3	5.5	5.6	3.6

- HOME
- ABOUT THIS REPORT
- STRATEGY
- FIELDS OF ACTION
- KEY DATA
- Financial indicators
- Environment and safety
- Employees
- GRI
- Global Compact
- ASSURANCE REPORT



* Within KPMG assurance scope. The assurance report for the reporting year 2010 is available here.

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

- > More on the definition of key indicators
- > More on occupational health and safety

Divisions

Gases Division	2010	2009	2008	2007
Employment structure				
Number of employees	37,603	37,362	41,109	39,577
Percentage of employees with limited contracts	4.7	1.6	4.7	7.8
Percentage of part-time employees	1.5	1.6	1.4	2.0
Permanent staff under 30 years old in percent	15.5	16.5	18.4	17.1
Permanent staff between 30 and 50 years old in percent	61	61.5	59.9	61.2
Permanent staff over 50 years old in percent	23.5	22.0	21.7	21.7
Training and development				
Proportion of trainees in percent	1.2	1.3	1.6	0.8
Proportion of employees who have taken up	58.1	56.2	58.1	55.4

[HOME](#)

[ABOUT THIS REPORT](#)

[STRATEGY](#)

[FIELDS OF ACTION](#)

[KEY DATA](#)

[Financial indicators](#)

[Environment and safety](#)

[Employees](#)

[GRI](#)

[Global Compact](#)

[ASSURANCE REPORT](#)



training opportunities in percent				
Average number of training days per employee	2.2	1.8	2.0	1.6
Employee retention				
Average length of service in years	10	10.2	8.4	8.5
Health and safety				
Number of workplace accidents per million hours worked by employees (LTIR)	2.0	1.9	1.7	2.2
Number of workplace accidents with at least one day of absence	151	133	131	174
Average number of days sick leave per employee	4.9	4.9	5.3	2.8
Engineering Division				
Employment structure				
Number of employees	5,811	5,716	5,951	5,637
Proportion of employees	2.1	3.4	7.0	4.7

- HOME
- ABOUT THIS REPORT
- STRATEGY
- FIELDS OF ACTION
- KEY DATA
 - Financial indicators
 - Environment and safety
 - Employees
 - GRI
 - Global Compact
- ASSURANCE REPORT



with limited contracts in percent				
Proportion of part-time employees in percent	2.3	2.0	1.7	6.7
Permanent staff under 30 years old in percent	23.1	19.6	20.7	18.9
Permanent staff between 30 and 50 years old in percent	55.1	54.8	53.7	53.9
Permanent staff over 50 years old in percent	21.8	25.6	25.6	27.2
Training and development Percentage of trainees	3.3	3.4	3.1	3.1
Percentage of employees who have taken up training opportunities	66.7	62.2	80.6	79.8
Average number of training days per employee	1.4	1.2	2.1	1.8
Employee retention Average length of service in years	10.3	11.4	10.9	11.8
Health and safety				

- HOME
- ABOUT THIS REPORT
- STRATEGY
- FIELDS OF ACTION
- KEY DATA
 - Financial indicators
 - Environment and safety
 - Employees
 - GRI
 - Global Compact
- ASSURANCE REPORT



Number of workplace accidents per million hours worked by employees (LTIR)	2.1	2.7	4.2	5.8
Number of workplace accidents with at least one day of absence	22	30	47	60
Average number of days sick leave per employee	5.4	6.7	5.3	5.5

> More on the definition of health and safety key indicators

Collecting and validating 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. Wherever possible, we benchmark our HR indicators against the same-period figures reported over the previous four years.

We highlight any indicators that are also included in The Linde Group’s 2010 Annual Report. The Group Management Report was audited by KPMG Wirtschaftsprüfungsgesellschaft.

> More on sustainability indicators and on the definitions of health and safety indicators

- HOME
- ABOUT THIS REPORT
- STRATEGY
- FIELDS OF ACTION
- KEY DATA
 - Financial indicators
 - Environment and safety
 - Employees
 - GRI
 - Global Compact
- ASSURANCE REPORT