



area of activity

2006 objectives

Human resources

Integration

- Renewal of vision, values and principles.
- Launch of Inventors Club as a Group-wide innovation forum.
- Awarding of first prizes to the ten best patents across two categories.
- Evaluation of various solutions for our Germany locations.

HR Roadmap

- Renewal of vision, values and principles.
- Launch of Inventors Club as a Group-wide innovation forum.
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People Excellence

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Driving innovation

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Work/life balance

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SHEQ

Organisation, management, programmes

- Introduction of more standardised management of global safety and environmental protection in the Gases and Engineering divisions.
- Promotion of cross-divisional, worldwide integration.
- Development of a standardised environment- and climate-protection strategy.
- Ongoing research into hydrogen technology and renewable energy.
- Verification that legal regulations and product safety standards worldwide are met.
- Expansion of LiProtect programme.
- Definition of scope of non-financial metrics in accordance with materiality and internal requirements.
- Standardisation of metric definitions.

Environmental and climate protection



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Product Stewardship

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Health & Safety

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Health, Safety, Environment (HSE) Key Performance Indicator, Reporting



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Corporate citizenship

Education, science, research

- Review and evaluation of all activities supporting this area.
- Promotion of innovation and research in various medical applications of gases using the GEMI Fund (Gas-enabled medical innovations).
- Assessment of whether to continue BOC Foundation for the Environment.
- Review of individual local activities worldwide.

Healthcare

- Review and evaluation of all activities supporting this area.
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Local commitment / charity work

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Ethics & compliance

Guidelines, management, programmes

- Generation of ethical guidelines for procurement.
- Introduction of an advisory system ("Integrity Line").

Capital Markets

Communication & Investor Relations

- Intensification of stakeholder dialogue.



area of activity

Achieved in 2006

Human resources

Integration

- 250 managers worldwide asked for feedback on the company culture.
- Approval of vision, values and principles by the Executive Board.
- Invitation to join Linde Annual patent Awards for Linde and BOC's patent applications for the period 1 January to 31 December 2006.
- Free-of-charge allocation of childcare places for all employees in Germany introduced in response to an employee survey.

HR Roadmap

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Work/life balance

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SHEQ

Organisation, management, programmes



- First Group-wide health, safety and environment conference in May 2006.
- Establishment of a Group-wide SHEQ department within the new organisational structure.
- Approval and introduction of Group-wide SHEQ policy.
- Identification of relevant processes both in production and application of specific industrial gases.
- Improvements in quality and consistency of safety datasheets.
- Introduction of uniform global standards for health & safety management.
- Consolidation of accident reporting worldwide and introduction of quarterly reports for accident statistics.
- Definition of scope of non-financial metrics in accordance with materiality and internal requirements (continued with BOC).
- Standardisation in accordance with external requirements.
- Standardisation of metric definitions (continued with BOC).

Environmental and climate protection

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Corporate citizenship

Education, science, research

- Review, evaluation and classification of activities including BOC analogous to the operating model.
- “Inspire Award” established by BOC – also a grant supporting medical applications of gases, focusing on empirical application research. BOC awarded this twice in 2006. Linde and BOC promotional activities continued in parallel.
- Decision to discontinue BOC Foundation.
- Performance of review, including BOC charity activities.

Healthcare



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Ethics & compliance

Guidelines, management, programmes

- Publication of ethical procurement guidelines.
- Review of Linde and BOC compliance activities.
- Formation of a Code Working Group to develop a new code of conduct for the new organisation.

Capital Markets

Communication & Investor Relations

- Performance and analysis of stakeholder survey in six countries.
- Evaluation and consolidation of Linde and BOC Corporate Responsibility activities.



area of activity 2007/2008 Objectives

Human resources

Integration

- Anchoring the Linde Spirit (our vision and core values) worldwide.
- Ongoing implementation of human resources (HR) roadmap.
- Presentation of Linde Group Patent Award (2008 onwards: The Linde Group Patent and Innovation Award). Prizes given to a total of ten winners in 2007 in the categories “technological innovation” and “innovation with the highest monetary value”. The winners also become members of the Linde Innovators’ Club, a high-profile initiative to bundle the company’s innovative strengths.
- Expansion of family-orientated offerings beyond allocation of childcare services.

HR Roadmap

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Work/life balance



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SHEQ

Organisation, management, programmes

- Implementation of a global SHEQ information and documentation management system.
- Development of an employee information platform for SHEQ.
- Concentration on individual aspects of climate protection, e.g. participation in Emission Trading Scheme (ETS) and optimisation of energy efficiency in production facilities.
- Increased efficiency for our transport fleet.
- Improved product information in line with international guidelines such as REACH and Globally Harmonized System (GHS).
- Targeted audits for new product launches.
- Continuation and further development of health and safety programme with zero-accident target.
- Enhancement of training measures.
- Group-wide introduction of web-based reporting tool.
- Expansion of scope of HSE metrics to be reported.
- Coordination and introduction of KPIs as measurement tool and identification of objectives.

Environmental and climate protection

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Corporate citizenship

Education, science, research

- Evaluation of opportunities to promote education with targeted recruitment support.
- Launch of new initiatives if applicable.
- Linde aims to become a preferred research partner for development of innovative therapies using medical gases.
- Strengthened research collaboration with scientists in hospitals and universities worldwide.
- Evaluation of opportunities to promote environmental protection within a global framework.
- Ongoing projects and activities.

Healthcare

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Ethics & compliance

Guidelines, management, programmes

- Revision of ethical procurement guidelines for the Linde Group.
- Establishment of a global compliance organisation.

Capital Markets

Communication & Investor Relations

- Publication of Corporate Responsibility Report 2007.
- Socially responsible investments (SRI) roadshow.



area of activity

Achieved by June 2008

Human resources

Integration

- Linde Spirit successfully rolled out across entire Group.
- Implementation of HR roadmap ongoing. Addition of various topics, particularly related to staff development.
- Prize ceremony in September 2007 in Dresden.
- Invitation to join The Linde Group Patent and Innovation Awards in 2008.
- Eldercare service available to all employees in Germany from 1 January 2008, procuring advice and support for staff with relatives requiring care and assistance.
- Foundation of Work and Family taskforce.

HR Roadmap

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SHEQ

Organisation, management, programmes

- Establishment of Linde Management Systems & Standards (LiMSS), containing binding documents and process descriptions and subject to continual expansion.
- LiMSS made accessible to all employees with PCs.
- Introduction of Group-wide SHEQ information symbols.
- Generation of "Leading in SHEQ" roadmap to chart SHEQ policy goals.
- Group-wide alignment of SHEQ standards, e.g. through introduction of SHEQ programme for construction sites in the Engineering division.
- Ongoing.
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- Introduction of Group-wide Safety Award Scheme. First award ceremony at 2008 Management Meeting.
- Web-based reporting tools introduced for occupational safety and environment metrics.
- Scope expanded to include additional metrics such as water and materials consumption and water emissions.
- Research project on KPIs.

Environmental and climate protection



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Corporate citizenship

Education, science, research

- Ongoing
- Engineering division: research collaboration with Deggendorf University of Applied Sciences; LKCA Dresden: establishment of field engineering course in cooperation with Dresden International University (DIU).
- Ongoing.
- Finished.
- Ongoing.
- Ongoing projects and activities.

Healthcare

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Environmental protection



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Local commitment / charity work

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- Finished.
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Ethics & compliance

Guidelines, management, programmes

- Ongoing.
- Ongoing.

Capital Markets

Communication & Investor Relations

- Published November 2007.
- Ongoing.



area of activity **2008 / 2009 objectives**

Human resources

Integration

- Finished.
- Ongoing implementation of HR roadmap with particular focus on “People Excellence” objectives.
- „People Excellence“ is a part of the HR roadmap and means equipping all employees with outstanding skills. New staff development programmes to ensure prerequisites for high-performance company culture.
- Awarding of 2008 Patent and Innovation Award to a total of nine winners. Three prizes in each of the categories:
 - Technological innovations.
 - Innovations with the highest monetary value.
 - Business innovations.
- Development of comprehensive programme to improve work/family balance.
- Planning for nursery in Pullach, Germany (largest Linde Group location).

HR Roadmap

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- Ongoing implementation of HR roadmap with particular focus on “People Excellence” objectives.
- „People Excellence“ is a part of the HR roadmap and means equipping all employees with outstanding skills. New staff development programmes to ensure prerequisites for high-performance company culture.
- Awarding of 2008 Patent and Innovation Award to a total of nine winners. Three prizes in each of the categories:
 - Technological innovations.
 - Innovations with the highest monetary value.
 - Business innovations.
- Development of comprehensive programme to improve work/family balance.
- Planning for nursery in Pullach, Germany (largest Linde Group location).



SHEQ

Organisation, management, programmes

- Further development of LiMSS.
- Global implementation of system of icons (SHEQ icons).
- Ongoing support for SHEQ programme in the regions, including expansion of internal auditing.
- Expansion of external certification to internationally recognised standards.
- Implementation of programmes and best practice projects to improve energy efficiency and reduce CO₂ emissions.
- Analysis of environmental management at all locations and enhancement to align with internal standards where appropriate.
- Lifecycle analyses of selected industrial gases.
- Further development of Group-wide climate protection strategy, including definition of concrete measures and targets.
- Active support for emission trading policy framework and its implementation.
- Initiatives to reduce CO₂ emissions from company cars and business travel in Germany.
- Prompt implementation of REACH regulations; compliance with deadline for preregistration of relevant substances (1 December 2008). Parallel preparations for GHS implementation.
- Ongoing.
- Ongoing.
- Ongoing.
- Continuation of Safety Award Scheme.
- Ongoing.
- Conclusion of extension of scope with additional key data.
- Conclusion of research project; subsequent coordination and introduction of Group KPIs.

Environmental and climate protection



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Health & Safety



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Health, Safety, Environment (HSE) Key Performance Indicator, Reporting



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Corporate citizenship

Education, science, research

- Ongoing
- Ongoing
- Ongoing.
- Ongoing.
- Ongoing projects and activities.

Healthcare

- Ongoing
- Ongoing
- Ongoing.
- Ongoing.
- Ongoing projects and activities.

Environmental protection



- Ongoing
- Ongoing
- Ongoing.
- Ongoing.
- Ongoing projects and activities.

Local commitment / charity work

- Ongoing
- Ongoing
- Ongoing.
- Ongoing.
- Ongoing projects and activities.

Ethics & compliance

Guidelines, management, programmes

- Integration of ethical procurement guidelines in supplier agreements by Gas and Engineering divisions.
- Ongoing.

Capital Markets

Communication & Investor Relations

- Publication of Corporate Responsibility Report 2008.
- Ongoing.



area of activity

Achieved by June 2009

Human resources

Integration

- Ongoing implementation
- Implementation of groupwide aligned leadership competencies model, succession planning and Performance Management procedures.
- Invitation to join The Linde Group Patent and Innovation Award for 2009.
- Inclusion of work/family balance under the umbrella of demographic trends.
- Consider commissioning an audit by the Hertie Foundation.
- Plans for nursery in Pullach, Germany (largest Linde Group location) halted due to economic crisis.

HR Roadmap

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Driving innovation

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Work/life balance



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SHEQ

Organisation, management, programmes

- Binding documents, standards and process descriptions subject to continual expansion.
- SHEQ icons project completed.
- Ongoing.
- Ongoing.
- Ongoing optimisation, focusing on air separation and HyCO plants.
- Performance of internal audits as well as repeated audits for locations already certified to external standards.
- Focus on the carbon footprint of air gases. Discussion of various calculation models.
- Ongoing analysis and discussion of different options.
- Ongoing.
- Ongoing.
- Detailed information for all stakeholders via a dedicated website.
- Ongoing.
- Ongoing.
- Ongoing.
- Ongoing.
- Successful deployment of reporting tool.
- Commissioning auditors to check selected HSE indicators (third-party audit).
- Implementation at Linde Engineering.

Environmental and climate protection



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Corporate citizenship

Education, science, research

- Presentation of Physics Prize in conjunction with Bavarian state universities and the German Physics Society. Host of International Summer Science Camp organised by the German Young Researcher Network.
- Alliance with the Management Center Innsbruck.
- Conception and introduction of student programme "CONTINUE".
- Ongoing.
- Ongoing.
- Ongoing projects and activities.

Healthcare

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Environmental protection



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- Ongoing projects and activities.

Ethics & compliance

Guidelines, management, programmes

- Ongoing.
- Establishment of a global compliance organisation completed.

Capital Markets

Communication & Investor Relations

- Publication of Corporate Responsibility Report in November 2008.
- Linde awarded "prime investment" status by oekom research AG.



area of activity

2009/2010 objectives

Human resources

Integration

- Ongoing implementation
- Implementation of a development program for line managers, targeted development of technical skilled staff.
- Prize ceremony at the end of 2009.
- Continuation of scheme for allocating childcare and other services (Elder Care). Similar programmes for Linde Group employees in different countries.

HR Roadmap

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Organisation, management, programmes



- Ongoing.
- Finished.
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- Expansion of online data capture tool to include community involvement indicators.
- Publication of key indicators in assurance report.
- Implementation at Linde Gas.

Environmental and climate protection



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Corporate citizenship

Education, science, research

- Evaluation of how the Physics Prize can raise awareness and interest.
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- Online, systematic capture and evaluation of all community involvement projects.

Healthcare

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Ethics & compliance

Guidelines, management, programmes

- Ongoing.
- Online compliance training for all employees.

Capital Markets

Communication & Investor Relations

- Relaunch of online corporate responsibility microsite, publication of Corporate Responsibility Report 2009 (online and print brochure).
- Increase Linde's appeal as a socially responsible investment.