



Putting our values into practice

At Linde, corporate responsibility management means gradually weaving our values and guidelines into our processes. It thus bridges the gap between abstract ideas and concrete value management.

Corporate Responsibility Council

The cornerstones of our corporate responsibility strategy are defined by the Corporate Responsibility Council, a body that was founded in 2004. The Council comprises Professor Wolfgang Reitzle, Chief Executive Officer of Linde AG, and Dr Aldo Belloni, Member of the Executive Board, together with managers responsible for the following corporate functions: Corporate Communications & Investor Relations, Group HR, Internal Audit, Group Legal and Group SHEQ. The Council's remit involves making decisions on the five following action items: Employees, SHEQ (Safety, Health, Environment, Quality), Corporate Citizenship, Ethics and Compliance and Capital Markets, where we focus on Socially Responsible Investments (SRI). The Corporate Responsibility Council creates a roadmap detailing goals for the five action items. These objectives align with our Corporate Responsibility Policy. The decisions reached by the Council are binding for the entire organisation. The Corporate Responsibility department is responsible for implementing the Council's decisions. This central function is anchored within the umbrella Corporate Communications & Investor Relations department at company headquarters. Depending on the area in question, the Council must also work very closely with other departments such as Innovation Management or Corporate Strategy.

During the period under review, the Corporate Responsibility Council met on 30 September 2009 in Munich.

Corporate Responsibility Roadmap

We are committed to continually improving, benchmarking and documenting our performance across all five action items on our corporate responsibility agenda. Each year, we create a roadmap outlining our corporate responsibility goals and activities. We check that the objectives and action plan reflect the principles of sound corporate governance and – above all – are realistic and attainable. In the medium term, we intend to improve the significance, measurability and transparency of the information presented in our roadmap by quantifying goals based on our key indicators. During fiscal 2010, for example, we followed through on the Corporate Responsibility Council's resolution to define Group-wide quantitative environmental targets aimed at lowering emissions. Various departments and lines of business were involved in this initiative.

As sustainability is an increasingly important indicator of a company's value, our roadmap is also evolving into a key tool for analysts.

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