



Good Employer

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Teamwork plays a central role at Linde MH. Our employees tackle their tasks together based on groundwork of solidarity, mutual trust, and a strong sense of team spirit. Equal opportunities are a key priority in this context. The company's values form the foundation for treating all employees fairly.

The HR principles upheld across the Group are defined in relevant policies and include minimum standards for employment and diversity principles. These principles also govern the work of HR teams, e.g., in creating training and development programs, career opportunities, and employee surveys. The [KION Group Code of Compliance](#) provides the framework for legal compliance and ethical behavior throughout the workforce.

International Minimum Employment Standards have been defined for the entire Group, based on the core labor standards of the International Labour Organization (ILO). They guarantee freedom of association and the right to collective bargaining, and prohibit any form of forced or compulsory labor or child labor as well as discrimination in employment and occupation. They also define the central human rights standards that KION has pledged to uphold. Furthermore, KION is committed to high standards of occupational health and safety worldwide as well as a level of remuneration that is in line with national industry standards and in any case ensures a living wage.

A Great Place to Work

As a top employer, Linde MH offers an exciting working environment, excellent international career opportunities, and attractive remuneration. Interesting projects, long-term prospects, strong team spirit, and a wide variety of development opportunities motivate employees to give their best day in, day out. Diversity also plays a key role here. Linde MH is aware that there is room for improvement, including when it comes to a work-life balance.

Flexible Working Arrangements

The ability to work flexibly from anywhere promotes a healthy work-life balance. A corresponding company agreement on remote working provides the legal framework for this. The regulation is deliberately kept flexible in order to reflect the diverse needs of employees as well as those of internal and external customers.

Linde MH offers various flexible working options depending on country-specific requirements. Fenwick-Linde in France, for example, has a collective agreement on teleworking and a flexitime scheme with the option of taking half a day off per month. In addition, employees with disabilities receive an extra day off, and parents are entitled to leave when their children are ill.

In the UK and Ireland, employees are also actively supported in achieving a work-life balance. This includes flexible working models, family-friendly leave provisions, recognition of caregivers' needs, and a wide range of wellbeing services – among them the Employee Assistance Programme, the Aviva Digicare app, and accredited mental-health first aiders. In Germany, parents of children up to the age of twelve and caregivers can apply for collectively agreed leave days.

In Germany, all employees at the headquarters and at the Aschaffenburg production site have the opportunity to register their children aged three to twelve for the "Sommerkinder" (Summer Children) program during the Bavarian summer vacation period. A varied program of activities with an educational element, including field trips, is offered for the children throughout the vacation period. The flexible booking options during the vacation make parents' lives a lot easier and help them balance their work and family life.

To support a healthy work-life balance, Linde MH Germany is committed to the following principles, among others:

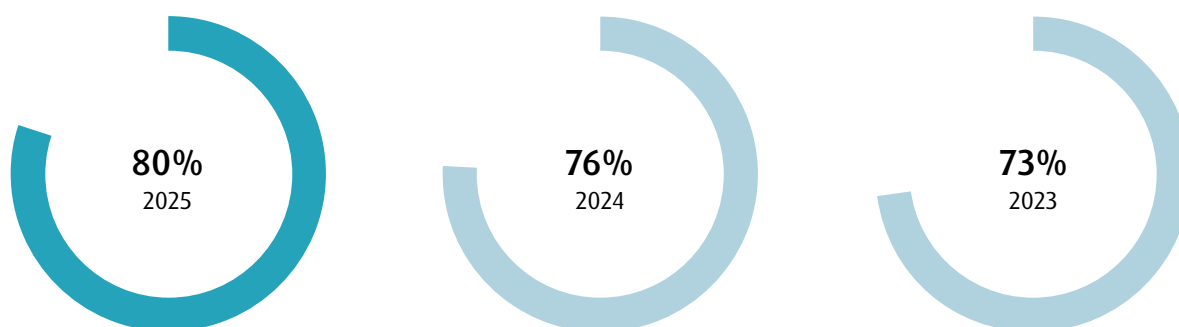
- “We support part-time working.”
- “We offer flexible working hours.”
- “We prioritize family-friendly meeting times.”
- “We grant leave during school vacations.”

At the Linde MH headquarters in Aschaffenburg, a co-creation office space concept with desk sharing was also introduced, creating a modern working environment that is tailored to operational needs. The layout supports both focused work and interdisciplinary collaboration, with inspiration and creativity at the forefront. The aim is also for the office to become even more of a place where employees can socialize and learn from each other. This has been complemented by the construction of the new “Headquarters West,” which has added a large number of modern meeting rooms and co-creation spaces.

Remuneration and Additional Benefits

The entire workforce receives fair remuneration in line with market conditions and performance. Remuneration levels are reviewed annually and adjusted as necessary to reflect individual performance and skills levels and other potential changes in circumstances. Linde MH compensation models vary depending on national labor market conditions and legislation.

Employees Covered by a Collective Bargaining Agreement



Collective agreements govern wages and salaries in many countries and for large parts of the workforce. The minimum wage requirements in these agreements are always met. As many employees are highly qualified, however, remuneration is usually significantly higher than the prescribed level. Depending on the local situation, employees’ remuneration may be supplemented with additional benefits, including pension plans, insurance policies, and healthcare cover.

The principle of equal pay for equal work applies, irrespective of gender. Equal pay is regularly assessed at Linde MH. For example, Linde MH Schweiz AG was awarded the Fair-ON-Pay+ certificate. The Fair-ON-Pay process uses the equal pay analysis tool Logib, which is recognized in Switzerland, to determine whether the current Swiss requirements for equal pay are being met. The results are supplemented with clear and meaningful evaluations and concrete recommendations for specific improvements.

Mental Health Support and Occupational Healthcare

In times of profound social upheaval, an employer's responsibility for the physical and mental wellbeing of its workforce becomes even more important. Through the "Employee Assistance Program," all employees in Germany have access to professional support by phone, online, or in person, in various languages, 24 hours a day, 365 days a year. Employees can use this service to talk about professional and personal challenges such as bereavement, addiction, debt, burnout, and workplace conflicts. All employees can use the service anonymously; the company does not receive any information about individual cases. Linde MH covers the costs of the advisory service.

In 2025, additional health-promotion initiatives focusing on physical health and prevention were implemented. These include regular health tips, health-oriented adjustments to the cafeteria menu, and various health screenings. In addition, numerous short talks were held for managers and employees on topics such as addiction prevention, back health, shift work, nutrition, and sleep. These measures aim to strengthen health awareness, identify health risks at an early stage, and promote personal responsibility for one's own health. As part of its corporate health management program, Linde MH also offers active breaks, physiotherapy, and company sports groups.

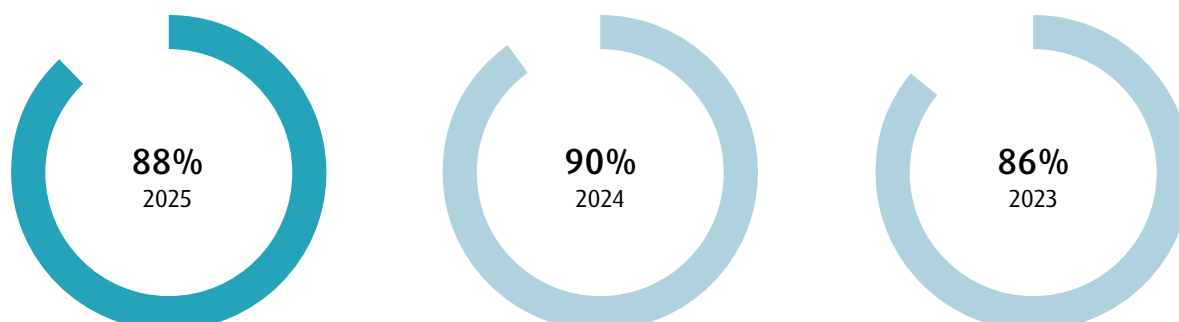
In addition, employees have access to a "Stressless Toolbox," which offers practical support in dealing with everyday stress. It includes explanations of how stress develops and how it can be reduced, as well as a comprehensive range of training courses – with the aim of building resources, reducing stress, and helping employees approach their duties with greater composure.

Feedback Culture

Employees typically receive feedback on their professional conduct and performance from their manager. As part of the OCTR (Organization Capability Talent Review) process, the annual performance review provides a formal framework for this. Additionally, the mid-year check allows the agreed targets and measures to be reviewed during the year and adjusted if necessary. This ensures an ongoing exchange between employees and managers.

Once a year, KION also conducts its global KION Pulse employee survey. In 2025, 81 percent of all employees took the opportunity to give feedback (see "[Key Targets](#)"). The results of the survey are used to identify the right actions to take to further improve employee engagement and motivation. In doing so, the Group aims to secure sustainable growth.

Percentage of Sites Where Employees Received Regular Performance and Career Development Reviews



Collaboration with the Works Council

The management and the local employee representatives at Linde MH meet at regular intervals to discuss day-to-day matters. The European Works Council, which represents the interests of the workforce across Europe on cross-border issues, holds regular meetings with the KION Executive Board. The aim of these meetings is to establish a cooperative relationship with works councils and those representing the interests of employees.

Percentage of Sites Where over 75% of Employees Are Represented by a Local Employee Representation Body

2025	2024	2023
58%	59%	56%

Training and Professional Development

Employee development is a top priority in the HR strategy of Linde MH. The KION Group companies collaborate closely in terms of their talent management activities and training and development programs. The OCTR (Organization Capability Talent Review) process supports this goal. OCTR is an integrated process of performance, talent, and succession management that supports all employees throughout the company. The identification and development of talent and succession planning enables the Group to offer employees more opportunities for further development. The development programs cover all employment groups and include everyone from talented junior staff to experienced executives.

Numerous courses on methodologies, soft skills, foreign languages, and specialist topics are offered as part of these programs, and are designed to help employees quickly and efficiently adapt to new requirements. With the integration of LinkedIn Learning into Workday, further training functionalities were also rolled out; Linde MH employees now have thousands of individual learning opportunities available as a result. The online tool gives almost all employees access to courses, videos, and files as well as their own learning history. LinkedIn Learning offers an extensive digital library with countless courses in technical, business, software, and creative fields.

Percentage of Sites Where Employees Received Job- or Skills-Related Education or Training in 2025

100%

2024: 100%, 2023: 98%



Diversity

Diversity, equality, and inclusion are an integral part of HR work at Linde MH. Everyone deserves the same opportunity to realize their potential and develop their professional skills. It is essential that the dignity of every individual is respected and that all employees are valued, regardless of their gender, sexuality, ethnic or religious background, age, cultural background, or other characteristics. Rules and guidelines have therefore been established that make it clear that discrimination, bullying, and harassment have no place in the company. Like any other violation of the [KION Group Code of Compliance](#), all cases of misconduct are subject to disciplinary action. This approach is in step with the values of “courage,” “integrity,” and “collaboration,” which are crucial to ethical action in the entire company group.

Anyone who experiences or observes discrimination, bullying, or harassment is encouraged to contact the Linde MH Compliance Committee. This independent body receives and investigates reports and provides support and assistance to anyone affected. Its main aim is to create a “speak-up culture” for all employees, leaving no room for discrimination. All employees are encouraged to report incidents and stand up for each other.

The Compliance Committee supports and advises employees concerned throughout the processing and investigation of the report as well as after this process has been completed (for example, by arranging psychological support). The committee also maintains contact with the HR department throughout the process, recommends disciplinary action where appropriate, facilitates communication, and coordinates any training if needed.

Diversity issues are also covered in the mandatory compliance training that employees are required to complete each year on the topics of respect in the workplace and the prevention of discrimination and harassment.

Total Cases of Discrimination in 2025

0

2024: 0, 2023: 0



The elected works council is also available to support those affected or to help them assert their rights. Of course, the official KION reporting channels are also available to all employees. These include the anonymous whistleblowing hotline.

Linde MH employees came together in Aschaffenburg during a day of action to form a human chain as a symbol of respectful cooperation in everyday working life. They also signed a truck from the yard fleet that had been painted with the word “respect” as part of the event – and this truck has been visibly present at the plant ever since.

Awareness Month

As a cross-functional committee at KION made up of executives from all Group companies, the remit of the Diversity & Inclusion (D&I) Council is to define, implement, and review the success of sustainable measures aimed at promoting diversity, inclusion, and equality. One of its first initiatives was the D&I Awareness Month, during which the main focus is on celebrating differences, creating an inclusive and respectful workplace culture, and supporting justice and fairness for all. All staff are encouraged to get involved and increase their understanding, by watching the keynote speeches broadcast worldwide, taking part in the many activities organized at the local sites, or even organizing their own initiatives.

In June 2025, during the awareness month, various activities took place at Linde MH in Aschaffenburg and at the KION headquarters in Frankfurt am Main, helping foster greater openness and diversity within the company. The following key topics were addressed through workshops, articles, and videos:

- **“From awareness to action: Turning prejudice into inclusion”**
Here, the focus was on concrete steps that employees can take to break down prejudices and create a more inclusive environment.
- **“Belonging beyond the basics: Cultivating real connections”**
The aim of this topic was to learn about the elements that contribute to a real sense of belonging and to cultivate connections between colleagues through team-building activities and giving back to the community.

Promoting Women

As a KION company, Linde MH pursues the Group-wide ambition of increasing the proportion of women in the company over the long term. The focus is on increasing interest in technical professions among women and raising awareness of the importance of gender diversity in technical fields.

In 2025, Linde MH once again took part in Girls’ Day, giving 30 girls from German sixth grade and above the opportunity to experience traditionally male-dominated occupations up close. The day offered hands-on insights into the fields of electrical engineering and metalworking. Girls’ Day is not only important for the career orientation of young women, it also gives Linde MH the chance to build early relationships with talented future professionals.

In addition, the Group-wide Women’s Mentoring Program – which promotes the mutual exchange of knowledge and experiences – supports female colleagues who are already in management roles or will be moving into management in the near future. Mentees on the program have the opportunity to gain new perspectives and develop both personally and professionally aided by personal support and advice from a trusted mentor.

Percentage of Female Employees

	2025	2024	2023
	17%	18%	18%

Accessibility

Everyone should have the opportunity to achieve their potential at work. That is why Linde MH is constantly striving to create an accessible working environment. The internal representative body for employees with disabilities represents the interests of severely disabled employees vis-à-vis the employer and provides them with support and advice. They ensure that all applicable disability standards are met, petition the responsible internal or external bodies to take any necessary action, gather suggestions and register complaints, and work within the company to resolve these matters.

For example, it makes sure that the recruitment process is barrier free and examines how individual positions can be adapted to specific needs. In addition, processes have been put in place to ensure continued employment in the event of constraints and to facilitate reintegration into the workplace.

In France, the UK, and Ireland, employment of people with disabilities has been promoted for several years, and existing employees with disabilities are actively supported. In addition, where possible, contracts are also awarded to organizations that operate sheltered workshops. Guidance on working with people with disabilities has now also been drawn up with the aim of combating stereotypes and raising awareness among managers.

Compliance with International Labor and Human Rights

In 2025, KION revised its Group-wide International Minimum Employment Standards, which, among other things, enshrine the content of universally recognized human rights and the ILO (International Labour Organization) core labor standards in all employment relationships. It is essential that KION scrutinizes its own conduct, identifies potential risks for employees, and monitors compliance with the defined standards. To this end, the Group employs various active and passive monitoring mechanisms, such as checks on personal data and requested information, surveys conducted as part of audits by the Group's internal audit department, and checks on information submitted via the KION compliance management system and the whistleblower hotline in particular. All employees and individuals, both within and outside of the company, are expected to report compliance-related matters and cases of non-compliance, including child labor, slavery, and human trafficking.

In 2024, a mandatory e-learning course was also held for all Linde MH employees worldwide. The main topics addressed were "Health and Safety," "Fair Remuneration," "German Supply Chain Act," and "Reporting Violations."

As in previous years, there were no cases of non-compliance with the minimum employment standards reported in the 2025 reporting year.

Linde MH verifies the age of all job applicants prior to their recruitment by cross-checking this information against their social security number. Linde MH also has training and workplace safety teams in place to look after young employees. In the reporting year as well as in the previous years 2024 and 2023, Linde MH did not employ any staff of compulsory school age.

Compliance with the rules and the accuracy of the data collected across the Group are checked annually by independent auditors during visits to different sites. The assessment of the impacts and risks on human rights again covered 100 percent of the sites in 2025 – as in the previous years 2023 and 2024.

Cases of Forced or Compulsory Labor in 2025

0

2024: 0, 2023: 0

