



## Case Study - The Linde Group

### Explaining a Share Incentive Scheme

The Linde Group is a world-leading industrial gases and engineering group operating in more than 70 countries and with over 51,000 employees. September 2006 marked a new era for the company with the merger of Linde and BOC. The merger created a global player with a strong position in all markets and core areas of competence worldwide.

Within the new Linde Group there were very different grading and reward arrangements which were brought together to develop a single reward structure. Fairness and clarity were essential to attract, develop and retain exceptionally talented employees.

Stephen Welch of Hay Group, who designed the overall reward scheme asked HarknessKennett to design a suitable communications approach given our experience in change communications in recently merged (or acquired) companies.

Performance related pay is a key component of Linde Group's overall award structure and incentive programmes were developed to recognise and reward performance. We were asked to develop a creative theme and approach to share details of these programmes with senior managers in the new organisation.

This included designing a brochure and writing content explaining the details of the 2007 Share Performance Programme to those eligible to participate across the Group. The brochure needed to strike a balance between required legal content and straightforward explanation of entitlements, performance measures and procedures for participating in the programme.

*"HarknessKennett were able to bring together requirements from different functions within the Group and position the Share Performance Programme in the context of our overall reward objectives. Both content and design gave clarity to complex information, ensuring the brochure had appeal for those who needed to understand this important information."*

Pam Townsend  
Manager, Compensation and Executive Pay  
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