

Making our world more productive



Community Engagement 2020





Inside

An Invitation.....	3
Community Engagement at Linde.....	4
Outcomes at a Glance.....	5
Spotlight: Working Toward a Resilient Future.....	6
Engineering Aid Australia.....	7
Legal Assistance to Nonprofits.....	8
Memphis Area Food Drive	9
Tornado Relief	10
World Cleanup Day	11
Spotlight: Reimagining Volunteerism.....	12
About the Community Engagement Awards.....	14
Impact in 2020.....	14
The Year in Pictures.....	15

Note: The reporting currency is the US dollar ("USD"). All amounts are shown in US dollars (\$), unless stated otherwise.

Note: This brochure contains pictures both before and after the start of the pandemic and the associated masking and social distancing practices. Pictures of team members without masks were taken in instances when such practices and/or restrictions were not in place.

An Invitation...



Food shared. Debris removed. A lesson taught. These are a few of the hundreds of ways Linde teams made a difference and embraced our mission of making our world more productive in 2020.

We are committed to improving the communities where we live and work—especially when our communities face the greatest challenges. Despite the constraints from the pandemic, every Linde business participated in community engagement efforts, safely and creatively delivering more than 300 projects around the globe.

These efforts resulted in employees:

- Contributing nearly 35,000 hours of their time.
- Raising or donating funds, along with their facilities; this included approximately \$1.3 million in cash and in-kind donations such as food, clothing and trees/seedlings.
- Enriching the lives of 150,000 children and students.

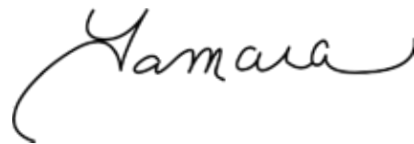
During a period of extreme global challenges, Linde businesses worked to maintain the critical supply of oxygen and other medical gases. At the same time, Linde employees have shown a commitment to our value of Community, through safely conducted, often virtual, grassroots efforts that addressed access gaps in education, medical supplies and food.

More than ever, we know that community engagement brings us together in many ways—strengthening the bonds within our teams; between Linde and our employees; and with the community.

It is our privilege to do our part to foster stronger communities every day.

We invite you to see some of the ways our communities have become more resilient and how we are reimagining community engagement.

Sincerely,



Tamara E. Brown
Vice President, Sustainability

Community Engagement at Linde

Community is a core value at Linde:

We are committed to improving the communities where we live and work. Our charitable contributions, along with employee volunteerism, support initiatives that make important and sustainable contributions to our world.

The practice of working within and for the benefit of our communities is consistent with our mission of *making our world more productive*.

Community engagement activities occur through both corporate-led projects and employee-led or “grassroots” initiatives.

Regardless of the type of project, our strategic direction remains the same. We hope to achieve the following:

DEEPEN our impact from corporate philanthropy by supporting our local communities in the priority areas of education, diversity and the environment.

ENGAGE employees by fostering opportunities that build camaraderie and give them the freedom to participate in and support local community building.

DRIVE sustainable impact by furthering projects in areas complementary to our business and mission, which increases the opportunity to leverage Linde’s expertise and resources to develop creative solutions.

As an essential part of the sustainable development efforts at Linde, community engagement is practiced across the globe and is focused in select areas. We endeavor to be both intentional and impactful in these activities.

Understanding community need is critical for community investment. Our employees and teams pay close attention to local needs through activities, such as joining community committees, attending local town meetings, providing public safety awareness, hosting educational community events and engaging with relevant nonprofit and/or community organizations.

While efforts vary greatly—moving beyond traditional team activities to virtual engagement volunteerism, “alone-together” opportunities and skills-based service—the goal of all community engagement efforts is to achieve multiple benefits for many stakeholders, both external and internal. Community engagement has been a formal endeavor for many years, and we continue to see a strong level of employee volunteerism that directly addresses identified needs with a measurable impact.

Linde assesses the impact of the Community Engagement Program, and we highlight some of these in this brochure. For example, among our employee-led programs, teams consistently report that beneficiaries experience improved quality of life and an increase in positive attitudes. Employees report personal growth and increased awareness of community needs. Corporate-led community engagement, such as workforce development, contributes directly to increased skill development for trainees, and this program continues to change as the world’s learning and work environments evolve. A snapshot of this impact is provided on page 14. Together, these efforts by Linde team members help to make the communities we live and work in stronger and more resilient.



350,000

Beneficiaries Globally



317

 Projects Completed

88,000 lbs

of Food Donated

3,000 lbs

of Clothing Donated

Benefited

150,000

Children and Students

5,200

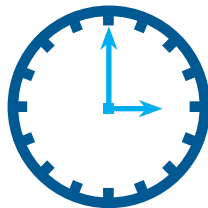
Individual
Instances of
Volunteerism

5

Beneficiaries for
Every One Employee
(5:1)

35,000

Hours Contributed



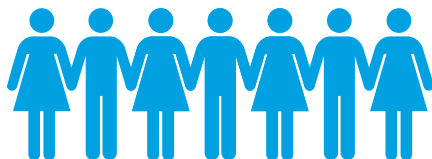
More Than

\$20 million

Increased Earnings Potential for Skills Pipeline Welders

\$1.3 million

Cash & In-kind
Contributions
by Employees
and Facilities



19,000 Trees

Planted Through
Community
Engagement Efforts



Spotlight: Working Toward a Resilient Future

The labor gap for skilled technical talent is a problem widely recognized and exists around the globe. Data analysis and studies show that skilled trades such as welders, technicians and truck drivers are critical roles where labor gaps persist.

The pipeline of students entering these fields was insufficient prior to the pandemic, and enrollment still wanes: According to the National Student Clearinghouse Research Center, college enrollment in the United States continues to decline through the pandemic, and the nation's community and technical colleges are currently seeing double-digit declines. Because they are often served by such institutions, students of color, indigenous and other underserved populations are disproportionately affected.

Additionally, the nature of technical education—hands-on and often requiring collaboration with others—proved to be a barrier due to necessary restrictions during the pandemic. With the help of three collaborating colleges—Central Louisiana Technical Community College in Leesville, Louisiana; Naugatuck Valley Community College in Danbury, Connecticut; and Ivy Tech Community College in East Chicago, Indiana—Linde continued to offer its Skills Pipeline Workforce Program through a combination of virtual courses and socially distant instruction while conforming to local regulations. These students gained skills in high-demand areas including advanced manufacturing, production technology and commercial driving—all areas key to Linde's business and industry.

The demand for truck driving became increasingly apparent during the pandemic. Sheltering at home increased the demand for transportation of everyday goods and the world gained a new appreciation for the men and women who transport essential products such as medical oxygen. "Drivers are the lifeblood of our business," says John Sheehy, Vice President of Distribution for Linde Americas Gases. "As a part of our normal forecasting processes, we are constantly monitoring our hiring needs. The entire industry battles driver shortages, and



programs that make people aware of these great career opportunities and provide the training to develop safe driving skills are essential parts of the plan to address the demand."

Over the course of the year, three cohorts completed Linde's Skills Pipeline Workforce Program in truck driving, which is also an approved Career Skills Program with the U.S. Army. Alejandro Rojas, a soldier who completed his military service at the Army's Fort Polk, graduated in 2020. "This program is great," said Alex, who became a driver for Linde's Packaged & Specialty Gases business after he transitioned from the military in early 2021. "The things I learned and the potential career opportunities it offered to everyone is exactly what I think soldiers need while transitioning. It gives you peace of mind as you move from military to civilian life." (Alex is pictured during the program and after starting his post-military career in trucking.)

The prospect of a smooth, more-informed transition to one's first, or next, career is the goal of all the offerings within the Skills Pipeline Workforce Program. "The values that soldiers have developed in the military—loyalty, duty, respect, selfless service, honor, integrity and personal courage—parallel our corporate values at Linde: safety, integrity, accountability, inclusion and community," remarked Ben Glazer, President of U.S. Packaged & Specialty Gases and a veteran of the U.S. Air Force. "We in the industry depend on new entrants to bring these values with them, and it's our privilege to help reinforce these values, as well as critical skills and credentials."

Investing in career development has both immediate and long-term benefits: Fort Polk attributes such career skills programs to an increasing trend of employment when soldiers leave the service. Analysis has shown that a student's earning potential increases after completing the program. Therefore, the students' hard work put in over the course of a very difficult year will help to increase their resilience with future challenges and market demands.

Engineering Aid Australia

APAC: North Ryde and Perth, Australia

Focus Areas

Education and Diversity

The Need

Science, technology, engineering and mathematics (STEM) talent is becoming increasingly necessary worldwide. In Australia, indigenous communities are underrepresented in engineering professions, making up less than 1 percent of Australia's professional engineers, according to recent statistics from Engineers Australia.

The Response

At Linde, STEM skills are the foundation for much of our business. Teams from Linde's subsidiary BOC in the North Ryde and Perth areas are keenly aware of that need, both within Linde and for everyone's future. The team saw a chance to provide opportunities to indigenous students, who despite their math and

science aptitude, had not been encouraged to pursue engineering.

BOC joined Engineering Aid Australia in a formal collaboration. The organization helps students to bridge the transition from high school to college, works with industry and provides funds to students to pursue their degree. Linde's Global Giving Program provided financial support and employees gave their personal time to inspire the students.

Over the course of the engagement, employees hosted about 40 students at Linde facilities. In these sessions, such as the one pictured below, Linde team members shared their backgrounds, project experiences and how STEM can lead to many community benefits, such as clean drinking water technologies, medical innovation and infrastructure. While networking with the students, the 10 Linde mentors saw the students' appreciation of STEM grow, and saw their confidence increase as they visualized how they could make a difference and pursue new career aspirations.



Making a difference...

By helping the next generation of engineers to imagine how they can change the world.

Legal Assistance to Nonprofits

Corporate Groups & Offices: Danbury, CT, USA

Focus Area

Community Support

The Need

Nonprofit organizations have many of the same legal needs as small, for-profit businesses. However, many often lack the expertise, and the financial costs for staffing may consume funds that otherwise may have been used for community benefit.

The Response

For the past two decades, members of the Linde Legal team in Danbury have volunteered with Pro Bono Partnership. The organization provides business and transactional legal services to nonprofit organizations working to serve disadvantaged community members, and to enhance the quality of life in the tri-state area of New York, New Jersey and Connecticut.

The team has served about 20 nonprofit organizations in matters as diverse as incorporation, lending terms and conditions, privacy issues and contract guidance. Collectively, the value of the pro bono services provided by the attorneys have exceeded \$200,000—but the benefits are much, much greater. One collaborating organization reported the ability to provide more scholarships to students than they would otherwise have been able if free legal services were not available to them.

The nonprofit organizations who benefit from the Pro Bono Partnership provide community feeding programs, housing for the homeless, arts programs, environmental resilience and employment services. In the wake of the coronavirus pandemic, legal questions have multiplied as laws have changed rapidly. With the help of Linde volunteers and other attorneys offering pro bono services, organizations can better manage the complexity of legal challenges while serving those most vulnerable.



Making a difference...

By helping nonprofits to focus resources on their mission of service while maintaining legal compliance.

Memphis Area Food Drive

Americas: Memphis, TN, USA

Focus Area

Community Support

The Need

The coronavirus pandemic has led to an increase in food insecurity globally.

The Response

Employees of two plants in the Tennessee area, Memphis and Riverport, noticed a troubling trend in their surrounding communities. As the pandemic progressed, they saw families struggling—battling not only physical health concerns but also unemployment, mental health issues and food insecurity.

The Linde team decided that one of the most immediate ways they could provide support was to help meet the basic need for food. According to the

Mid-South Food Bank, the food insecurity rate in the region is 24.5 percent—meaning that about one-fourth of the local community cannot consistently access food sources. The team set to work, collecting nonperishable goods to provide to the organization, which serves about 30 counties in the area and prioritizes providing nutritious food to these communities.

Many families had been struggling before the pandemic, and the health crisis only exacerbated the needs. “This was one small step,” said Justin Betts, Facilities Manager, Memphis/Riverport. “The pandemic caused a swift change for all of us, and this was one way that we could help make life a bit easier for our fellow community members.”

In all, the 10 employees collected more than 100 pounds of food for their community.



Making a difference...

By helping to increase access to healthy food.

Tornado Relief

Surface Technologies: Ellisville, MS, USA

Focus Areas

Disaster Relief and Community Support

The Need

In April 2020, a tornado devastated a 2-mile area in Soso, MS, causing a loss of electrical power, structural damage and blocked roads in the area.

The Response

Joey Matthews, Security Officer at the Ellisville site, had seen up-close the devastation of the tornado and the heroic efforts of relief crews in the middle of the ongoing pandemic. In the wake of this Easter Sunday disaster, the

Ellisville team began gathering items to assist emergency workers.

The team donated items that were in short supply—food and drinks, ice, utensils and extra clothing for crew members working around the clock in the wake of the storms. Firefighters, police officers, utility crews and other workers benefited from the team's efforts.

"When a natural disaster happens, it is crucial that we come together and support each other," said Christina Rulo, Administrative Assistant in Ellisville. "This is our community. Assisting the cleanup efforts and those responding was very important to our team."



Making a difference...

By supporting emergency workers in a natural disaster.

World Cleanup Day

EMEA: Tallinn, Estonia

Focus Area

Environment

The Need

According to information provided by environmental organizations, cigarette butts are the most common form of plastic waste that pollutes nature.

The Response

Linde has a long history of environmental engagement, especially focused on waste. With more than 500 sites participating in the Zero Waste Program and collaborations on community cleanups, team members often find ways to reduce waste and clean up the environment. Many of these efforts take place during the company's global Earth Week observance, but they also continue throughout the year. Therefore, it was no surprise when the team at AS Linde

Gas Estonia joined with "Let's Do It! World," an organization coordinating World Cleanup Day activities aimed at combating the globally growing solid waste problem.

The day's goal was simple: to safely find and dispose of cigarette butts littering natural areas and properly dispose of the waste. However, this simple goal addressed a big problem: Each year, an estimated 4.5 trillion cigarette butts are littered, potentially causing the microplastic particles to settle in water bodies or other natural areas.

"Friends and family joined the nine employees who participated in the day's efforts, and the results will last well past the event," said Frieda Kriisa, Safety, Health, Environment and Quality (SHEQ) Specialist, Europe North. "We are helping to protect the planet, and more importantly, our Linde team is helping to raise awareness of the problems that result from littering."



Making a difference...

By protecting the planet for future generations.

Spotlight: Reimagining Volunteerism

In 2020, along with the rest of the world, Linde teams grappled with the personal and business impacts of a rapidly evolving health crisis. Linde employees are passionate about making a difference, and so they also struggled with how to help. After all, the very essence of engagement is contact with others—and this was drastically restricted during the pandemic due to safety precautions and the reality of remote work. As the world adapted to the changing landscape, teams quickly began to reimagine volunteerism to assist directly in pandemic relief, to address secondary impacts and to lift the spirits of colleagues and communities greatly in need of a personal connection.

In the early stages of the pandemic, the demand for masks and other personal protective equipment quickly exceeded supply. Praxair Surface Technologies employees from the Indianapolis facility and the Swindon and Weston-super-Mare sites in the UK assisted pandemic relief efforts by producing 3D-printed face shields, which were donated to health organizations, community groups and small businesses. The teams printed and delivered about 3,000 shields and received heartfelt thanks from nurses working to battle the virus.

As the health crisis progressed in the spring of 2020, the secondary effects of the pandemic were revealed. People were shut in, with little face-to-face contact. Teams missed the camaraderie of their colleagues and were stricken by a reality faced by some of the most vulnerable population—the children. Not only were business teams working remotely, but millions of schoolchildren were learning remotely as well. Linde’s annual Earth Week observance proved to be a platform to help.

Every year, during the month of April, Linde employees celebrate Earth Week. Traditionally, events include tree planting and acts of personal and community environmental responsibility. In light of the pandemic, the 2020 observance emphasized ways Linde employees could virtually pull together and show support to each other and to communities across the globe. Employees engaged in solidary walks to raise funds for health charities. They also shared messages of hope—through rainbows spotted or created—and focused on ways to bridge the digital divide for schoolchildren by participating in efforts to educate students remotely.

In tandem with remote volunteerism, Linde’s Global Giving Program provided \$5,000 to Learn Fresh, an organization that helps students develop operational math skills at an early age through fun, sports-themed games. This donation allowed Learn Fresh to rapidly deploy about 200 sets of STEM resources to families. “Linde’s support of NBA Math Hoops in 2020 allowed hundreds of students across the United States to enjoy learning at home,” said Nick Monzi, CEO of Learn Fresh. “The Learn Fresh team distributed Math Hoops board games to families in 47 states and territories within two months after schools closed in March, providing parents and guardians with guidance and training on how to share the game with their children. All families that received games reported limited access to at-home learning





resources in the months after the pandemic began. Many went on to participate in the NBA Math Hoops National Championship, which was held virtually, and continue participating in the program today.”

Some traditional activities were continued, with modifications to allow small group participation outdoors. Through its collaboration with Reforestamos Mexico, Linde North Latin America teams worked with local community farmers to plant trees in September 2020. In order to socially distance, the size of the planting teams was restricted, typically pairing one Linde volunteer with a few community volunteers and reforestation experts. However, Linde teams joined in the effort remotely, witnessing the reforestations through Linde Facebook Live videos. In total, 18,750 endemic tree species were planted in four different regions in Mexico.

By the end of 2020, Linde had established a global set of volunteer opportunities, including digital volunteerism to aid museums and research institutions, educational translation and reading opportunities, and virtual craft and donation programs—some benefiting communities very far from the Linde team’s location. The creativity of teams across the globe prove that although alone, everyone can work together for the benefit of global communities.



About the Community Engagement Awards

Linde is proud to recognize excellence in employee-led community engagement efforts through its annual Community Engagement Awards Program.

Each of the projects profiled in this booklet exemplifies the dedication and creativity our teams give to every effort.

Global finalists are nominated from each business and region.

During the selection and evaluation process, projects are reviewed in five key areas:

- Need
- Enduring impact
- Ability to replicate globally
- Execution: Method(s) used to address need and level of employee engagement
- Degree to which the project complements Linde's mission

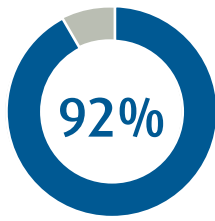
All project teams are recognized by our CEO, Steve Angel. In addition, to deepen the long-term impact from previously successful efforts, each of the selected global winners receives from Linde's Global Giving Program a substantial charitable contribution to be redirected to the project's beneficiary.

For more information about the Community Engagement Program or awards, please contact Tamara Brown, Vice President, Sustainability, at: tamara.brown@linde.com.

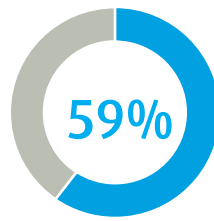
Impact in 2020

Measurement and continuous improvement are keys to project success. In order to realize impact, Linde includes the consideration of needs assessment for all community engagement efforts and evaluates key metrics for community engagement projects. In 2020, the results of employee-led community engagement projects were assessed for a significant subset of projects using a methodology developed by the London Benchmarking Group, which measures input, outputs and impacts. These metrics are key considerations in the annual review of projects for the Community Engagement Award.

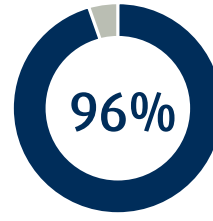
The following represent some of the impact measurements for 2020 projects:



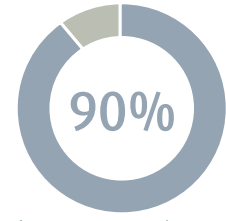
of projects positively impacted beneficiaries' quality of life



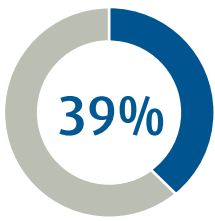
of projects developed beneficiaries' skills



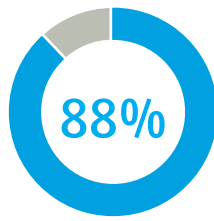
of projects increased employees' awareness of community needs



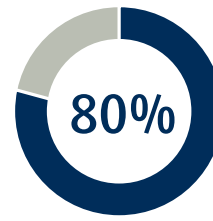
of projects promoted positive employee engagement



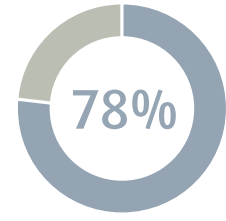
of projects helped employees develop transferable skills



of projects helped beneficiaries develop positive attitudes



of projects increased employees' management effectiveness



of projects positively impacted Linde's reputation



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