

Making our world more productive



Community Engagement 2018





Inside

| | |
|--|----|
| A Message from Executive Vice President Dr. Anne Roby..... | 3 |
| Community Engagement at Linde..... | 4 |
| Spotlight: Deepening Community Impact..... | 5 |
| Spotlight: Engaging Employees..... | 6 |
| Spotlight: Workforce Development..... | 7 |
| CARES: Helping Children..... | 8 |
| Homeless Veterans Stand Down..... | 9 |
| Pink Run..... | 10 |
| Puerto Rico Rises..... | 11 |
| STEAM Team..... | 12 |
| Tree Planting and Reforestation..... | 13 |
| Truckers Against Trafficking..... | 14 |
| About the Community Engagement Awards..... | 15 |
| Impact in 2018..... | 15 |

A Message from Executive Vice President Dr. Anne Roby



Community is a core value at Linde. Our employees truly care about giving back. This brochure includes inspiring examples of this commitment in 2018.

As we review the community engagement metrics for the year, 2018 showed a strong level of volunteerism and dedication from our employees. Our global teams:

- Contributed nearly 70,000 hours of their time.
- Benefitted more than 73,000 students.
- Raised or donated, along with their facilities, approximately \$460,000 in cash and in-kind donations, such as food, clothing and trees/seedlings.

While doing so, these employees strengthened the bonds among themselves, as well as with our company and our communities.

As we celebrate our exciting first year as One Linde, I invite you to enjoy these highlights of our community engagement efforts. They embody how our teams are [making our world more productive](#).

Sincerely,



ANNE K. ROBY, Ph.D.
Executive Vice President, Linde

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 within both corporate-led projects and employee-led or “grassroots” initiatives.

Regardless of the type of project, our strategic direction remains:

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

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

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

At Linde, community engagement is practiced across the globe and is focused in the core areas. We endeavor to be both intentional and impactful in these activities.

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

While efforts vary greatly—from renovating local safe havens, raising funds to combat health issues, or simply giving encouragement to those in need—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 directly addressing identified needs with measurable impact.

Linde measures the impact of the Community Engagement program, and we share some highlights in this brochure. For example, among our employee-led programs, teams consistently report that beneficiaries experience improved quality of life. Employees report growth in their own management skills and an increased awareness of community needs. Corporate-led community engagement, such as workforce development, has contributed directly to increased skill development of trainees, as well as their employability and greater potential for self-sufficiency. A snapshot of this impact is provided on page 15. Altogether, these efforts by Linde team members help to strengthen the social and economic fabric of the communities where we live and work.



Spotlight: Deepening Community Impact

Deepening community engagement means that we aren't satisfied by just doing a "good" thing. When we invest the time to understand how we can be most effective and engage hand-in-hand with the community, we are able to produce strong—and sustainable—impact.

Gases are fascinating and important to our daily lives, but what are they used for and how do we use them? This is what Linde wants to help schoolchildren and their families understand. Across the world, Linde employees are engaging with children and positively impacting education, not only in chemistry, but in various STEM activities.

These "lessons" start early in Munich, where Linde collaborates with six primary schools, including schools in underserved areas. Because children with fewer resources may also have access to fewer extra-curricular activities, Linde has partnered with the Wissensfabrik organization for many years to foster an interest in engineering through their KiTec program. The organization trains Linde volunteers to offer teachers insight into how they can integrate technical and engineering content and activities in the classroom. Focused on building and construction concepts, the activities help to enlighten little minds and big minds alike. "It is great to see how these small children discuss and argue and solve conflicts together," said Holger Holz, one of the dedicated Linde volunteers. "If something does not work out, they are not frustrated, but start a new object of construction."

In similar efforts in the United States, employees from the Linde Technology Center (LTC) work with the University at Buffalo and the Interdisciplinary Science and Engineering Partnership to train teachers on math and science concepts. For more than a decade, teachers have participated in training sessions over the summer at the LTC, to gain real-world applications knowledge to bring back to their classrooms.

In the United Kingdom for many years, Linde employees have partnered with various national professional institutions, including the Royal Society of Chemistry, in the country-wide STEM program, "The Secret World of Gases." For years, BOC employees have helped to educate, engage and inspire children with amazing stories, and the amazing science, of gases. Employee teams introduce the latest innovations, dispel myths and explore how gases will be used for a greener future.

In 2018 alone, hands-on activities, experiments and gas demonstrations were given in nine science centers and museums around the UK. Several employees dedicated their time to visiting schools and various events and fairs to give gas demonstrations, reaching more than 700 children. Fascinated faces and big applauses were the meaningful reward for our volunteers.

In India, the needs are more basic. Linde employees work with the local Disha Foundation to provide educational assistance to underprivileged children. From providing basic educational support to nutritional meals and hygiene materials, teams help the students to be prepared to benefit as much as possible from the school experience. The rewards for the Linde volunteers are clear: "Disha holds a very special place in our hearts. We firmly believe that we are not helping these children, rather it is the children who are helping us in teaching us about humility, humanity and love."

At first glance, these efforts are fun and illuminating moments; however, they also have meaningful, sustainable effects. Through these partnerships, such long-term programs ignite an interest in STEM, build a foundation for learning and help the next generation thrive and reach their fullest potential.



Spotlight: Engaging Employees... Learning More, Uniting Together, Addressing Problems

When employees utilize their passion and talent, we are able to multiply benefits to all stakeholders.

According to the Society for Human Resource Management, a key promoter of employee engagement is corporate social responsibility. Our employees would agree: They are passionate about dedicating their enthusiasm and expertise to engage in our local communities—and to make our communities more resilient. Not only does this important work help build our global communities, but it also helps us build camaraderie among ourselves. We both become stronger as a result. Along the way, our teams have learned more about community needs, have found creative ways to unite and have helped address the most compelling problems with substantial support. Such is the case in Vietnam, South Africa, Australia and many other areas around the globe:

Learning More: Bringing a smile to children's faces was the aim of our colleagues in Vietnam. In choosing a project, they chose the SOS village, DaNang, a home for children separated from their parents. As the team discovered, it is hard for children to grow up without a family because they miss out on unique, familial bonds. Working together, 20 employees celebrated the Vietnamese Mid-Autumn Festival, a moonlight event punctuated by lanterns, singing and lots of candy. Gifts from the team rounded off an enjoyable day for the 50 children who call DaNang home. However, the greatest gifts were to the Linde colleagues: the increased appreciation for the plight of these children and knowing that they were able to bring a little joy along the way.



Uniting: Bumbanani. It's a word every employee in South Africa knows. It's a word that inspires a lot of passion. Literally translated as "let's build together," Bumbanani is the name of the long-standing corporate volunteering program. Since 1994, the Afrox team has done just that! Bumbanani has even been recognized by the United Nations as a benchmark for corporate social responsibility.

The objective of the program is to make a meaningful and lasting difference in the lives of disadvantaged children within the local communities. Once a project is chosen, employees become involved in the day-to-day activities, finding creative ways to help where they can best make a difference. In 2018 alone, about 1,000 team members dedicated their time to more than 40 projects, benefiting approximately 2,000 children. Each year's program culminates in the

annual Bumbanani Day, which allows volunteers and children to get together and celebrate the progress made.

Addressing Problems: Cancer is the second leading cause of death worldwide, according to the World Health Organization. It can be a devastating diagnosis, especially for children. This was a concern for Linde employees in Australia, who have dedicated their time and funds to children with cancer for more than two decades. Cancer Council Australia estimates that approximately 750 children under the age of 14 are diagnosed with cancers each year.

Through a collaboration with the charity Redkite, Linde employees are relentless to help further the organization's mission to provide essential and practical support to children, young people and their families throughout the cancer journey. Colleagues participated in the 2018 annual Redkite Corporate Quiz, raising 1.3 million AUD (approximately \$1 million) to assist more than 500 cancer-stricken families in Australia. Moreover, through various fundraising activities and personal donations, employees amassed 176,000 AUD (approximately \$123,000) to donate to Redkite – all to provide financial and emotional support for families with sick children.

Spotlight: Workforce Development

Companies do not exist in isolation from the community. We all succeed when we find extraordinary solutions to shared problems.

Our business expertise and resources are key to driving sustainable impact in our communities—literally [making our world more productive](#). Linde is proud of its programs that help to engage with communities, schools and municipalities around the world to provide education and training. The potential result is a “triple win:” increased readiness for job opportunities, leading to a better quality of life for families; skilled workers to fill wage gaps and more stable and enriched communities. From South Africa to America’s southern Gulf coast, these programs do just that—bring the best of what we have to help solve the problems we all face.

Afrox has been supporting welding training for many years. In addition to sponsoring welding facilities and welding training programs for teachers, the Afrox team has partnered with the LIV Welding Academy to provide equipment, consumables and gases, in addition to training welding instructors. Bursaries and internships help students gain access to the programs and to a new outlook on life. According to one student, “LIV and Afrox have changed my life forever. Before I became a student at LIV Welding Academy, I had no hope, but now I am hopeful to have a career and a safe home and to create a stable environment for my family.”

Welding was also the first skill in the family of Praxair *Skills Pipeline*™ programs. Launched in 2014 along the United States Gulf Coast, this comprehensive model addresses the lack of awareness of workforce needs, access to training, instructor preparedness, continuing education and professional development. Over the last five years, the program has produced hundreds of graduates in China and several U.S. areas. “Today, thanks to Praxair, we have graduates working and earning competitive wages,” said Monty Sullivan, president of the



Louisiana Community and Technical College System. “Many of these graduates would not have had the opportunity to attend college, but their lives and families have greatly benefitted from Praxair’s support.”

The *Skills Pipeline* program has also expanded to other areas, including advanced manufacturing, and most recently, professional truck driving—both areas where skilled men and women are in demand.

The *Skills Pipeline* program in truck driving is the first to be specifically developed for veterans. Praxair is proudly working with Central Louisiana Technical Community College and transitioning soldiers from Fort Polk. “We are happy to include Praxair as part of our overall education services programs here at Polk,” said U.S. Army Command Sergeant Major Jerry Dodson. “Through our programs, we strive to offer soldiers quality educational services, both during their time on active duty and during their transition into the civilian job market. We are confident that Praxair will be a positive addition to our education services program.” In addition to driving skills, the program focuses on safety and the overall transition to civilian industry, while building upon the strong capabilities soldiers have already developed during their service.

Linde employees are proud of the dedication all of the students in workforce development efforts bring with them—and the way that that dedication translates into a multiplicity of benefits for their families, communities and for industry.



CARES: Helping Children Brazil and Germany

Focus Area

Education

The Need

Children benefit from opportunities for psychological and social development.

The Response

In 2018, Praxair Surface Technologies launched its first global week of service, the CARES initiative. During one week in July, employees in 12 countries served more than 10,000 community members. Several of these projects – including two in Ratingen, Germany, and Pinhais, Brazil – served the needs of children.

In Brazil, 23 employees collaborated with Clube da Criança, an organization that cares for 140 children, ages five to 14. In addition to giving a fresh coat of paint to the facility's walls, the team installed new showers and provided new educational materials. Employees celebrated the project with the children at a party culminating the special week.

Meanwhile, more than 6,000 miles away in Ratingen, team members helped to restore KiTa Kindergarten. The volunteers painted the space, replaced broken shelves, cleaned the facility and reorganized storage areas.

By the end of the week, both facilities were new “homes” to local children who rely on these centers for early childhood preparation and development.



Making a difference...

By revitalizing spaces for education, learning and development.

Homeless Veterans Stand Down Ankeny, Iowa

Focus Area

Community Support

The Need

In 2018, the United States Interagency Council on Homelessness reported that more than 40,000 veterans experience homelessness in America.

The Response

For nine years, PDI's Ankeny team has taken part in local Homeless Veteran Stand Downs. Organized by the U.S. Department of Veterans Affairs, these Stand Down events offer supplies and resources to homeless veterans over the course of one to three days.

Approximately 40 volunteers hosted a meal, filled with grilled meats and homemade desserts, in the "mess hall" at the 2018 event. Employee volunteers also helped assist veterans.

Stand Downs have become a tradition for the Ankeny team, who invite family members and friends to join. "It's just one way to give back to the veterans who served our country," said Peggy Tingley, whose husband joined and helped to grill.

In addition to meals, veterans receive clothing, health screenings, counseling and options for shelter. The employees hope that their efforts will not only provide an immediate outpouring of gratitude, but also help connect veterans to resources that will be life-changing for the long term.



Making a difference...

By helping to provide a lift to those who have served in the Armed Forces.

Pink Run Korea

Focus Area Health

The Need

According to the World Health Organization, breast cancer is the most common cancer in women worldwide.

The Response

Employees often take to the streets, literally walking, running and raising funds to combat health issues. Such is the case for employees in Korea who decided to help raise funds for breast cancer.

Nineteen employees participated in the Pink Run, an event sponsored by the Korea Breast Cancer Foundation. For more than 18 years, the organization has raised awareness of the disease and funds to foster research, and more than 300,000 people have taken part in these charity runs.

In addition to running, employees help to relay the message of the importance of regular breast exams and having access to health information. Participation fees from this annual event also help to fund surgeries for cancer patients.

With each step, the team hopes to help eradicate the disease. At the same time, the team realizes that they are building something else – camaraderie. As a result of these engagement activities, teams get to know each other well and build relationships between families and with the community.



Making a difference...

By raising awareness and funds to combat a global health concern.

Puerto Rico Rises United States

Focus Area

Community Support/Disaster Relief

The Need

In 2017, Puerto Rico and neighboring islands were hit by Hurricane Maria, the strongest hurricane to hit Puerto Rico in more than 80 years. One year later, the devastating effects were still being experienced by local communities.

The Response

As a continuing effort to provide support for those affected by the disaster, team members in Puerto Rico embarked on a needs assessment to understand where the need was greatest and where their efforts could yield the most help. Based on the results of their assessment, the team collaborated with

organizations on the east side of the island, an area heavily impacted. Further, the team wanted to especially impact those most vulnerable—the elderly, children and women who had suffered violence. The team also wanted to help to address problems with stray animals, which were becoming overpopulated

In a series of projects with three organizations, 84 employees devoted nearly 500 hours raising funds, donating items and offering a calm presence to those still recovering from the devastation. The team also organized entertainment events that brought music, laughter and hope to the community.

Their efforts not only provided temporary respite to those affected, but also helped organizations rebuild so that they could help more effectively and sustainably.



Making a difference...

By partnering with organizations to address immediate needs as well as building the foundation for long-term solutions.

STEAM Team United States

Focus Area

Education & Diversity

The Need

Past research from the U.S. Department of Education suggests that only one out of every six high school students is both interested in a career in science, technology, engineering and math (STEM) and has also shown proficiency in the field of mathematics.

The Response

STEM fields are critical to many career paths at Linde, and many company sites feature community engagement efforts that help make young people more aware of these opportunities and encourage them to pursue these fields. In 2018, more than 50 employees at the Linde Technology Center in Tonawanda, New York, came together to suggest bold solutions to help increase both interest and proficiency in STEM. Following developing national trends, these bold solutions combine STEM exploration with art concepts, adding the “A” to STEM.

Working with at least six educational organizations in the Western New York area, the group put together a toolkit of STEM-related activities—a “go-bag” of creative demonstrations. In about half a year, employees reached more than 4,000 audience members through nearly 300 hours of volunteerism. Students from several schools benefitted from these experiences, inspiring diverse groups of students.

The group hopes that these interactions have excited children and adults—and inspired new thoughts for potential careers.



Making a difference...

By introducing relevant careers through exciting and motivating events.

Tree Planting and Reforestation

Mexico

Focus Area

Environment

The Need

According to the Nature Conservancy, deforestation and erosion have had significant negative impacts on water conservation in Monterrey, Mexico's fourth largest city.

The Response

Employees team together in many ways to help promote environmental resilience. During Earth Week, thousands of employees embark in individual and team efforts to promote sustainability. Through these and other community engagement efforts in 2018, more than 31,000 trees were planted.

As part of larger efforts, Praxair's Greenway Project has helped to plant or preserve more than 1,000,000 trees since its inception in 2013. In collaboration with the Arbor Day Foundation and The Nature Conservancy, this project helped restore fragile ecosystems in Brazil, Mexico, the United States and China.

Employees in Mexico work concertedly to create forests through these and other local partnerships, including a 2018 collaboration with Organización Vida Silvestre, an organization that promotes conservation and reforestation in Mexico.

Eleven employees helped to reforest an urban environment in conjunction with other members from local industry, strengthening ties among employees and with other local companies.



Making a difference...

By helping to protect the environment for future generations.

Truckers Against Trafficking Canada

Focus Area

Community Support

The Need

According to the International Labour Organization, there are more than 40 million victims of human trafficking globally.

The Response

Praxair is a corporate sponsor of Truckers Against Trafficking (TAT). Several businesses and corporate offices have held training sessions to raise awareness and to learn how to identify and report cases. TAT training is also a part of workforce development efforts for drivers.

Praxair Canada asked drivers to consider being part of the solution to this widespread problem. Drivers enthusiastically took up the cause. In addition to training 115 drivers and 50 contract drivers, Praxair Canada took a leading role to raise awareness of this issue among employees. In addition to the certification earned by individuals, trucks proudly display the TAT sticker on their windows.

However, the effects are far reaching. The event has not only helped to increase skills at work, but also awareness off-the-job. "I was thinking of my own daughter during the TAT training session, and the program took on a personal meaning for me," said Steve Chouinard, merchant and on-site driver. "I cannot believe how young some of these victims are and how easily they can be pulled into these human trafficking networks. It is my duty to help where I can."



Making a difference...

By equipping employees to identify potential problems and to be a part of the solution.

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 award 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

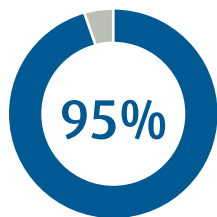
All project teams are recognized by our CEO, Steve Angel. In addition, to deepen the long-term impact from previously successful efforts, each of the selected global winners receives a substantial cash award to be redirected to the project.

For more information about the Community Engagement Program or awards, please contact Tamara Brown, director, sustainable development, at: tamara_brown@praxair.com.

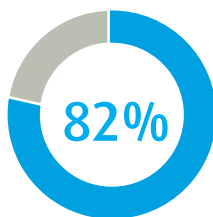
Impact in 2018

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 assesses key metrics for community engagement projects. In 2018, 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.

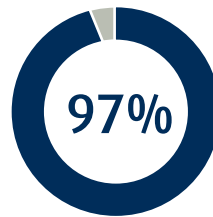
The following represent some of the impact measurements for 2018 projects:



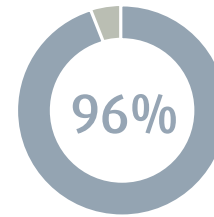
of projects positively impacted beneficiaries' quality of life



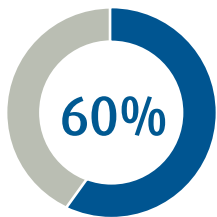
of projects developed beneficiaries' skills



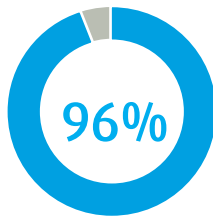
of projects increased employees' awareness of community needs



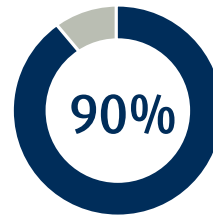
of projects promoted positive employee engagement



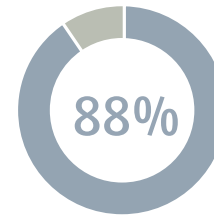
of projects helped employees develop transferable skills



of projects helped beneficiaries develop positive attitudes



of projects increased employees' management effectiveness



of projects positively impacted Praxair's reputation

© Linde plc 2019

All rights reserved. www.linde.com

Linde and Making our world more productive are trademarks or registered trademarks of Linde AG used under license in the United States and/or other countries.
Printed in the United States of America July 2019.

P-15-796



Printed on Recycled Paper