

Making our world more productive



# Community Engagement 2019







## Inside

A Message from Senior Vice President Sean Durbin .....	3
Community Engagement at Linde.....	4
Connections: Company to Communities .....	5
Infrastructure Improvement at Orphanage .....	6
Mandela Day 2019 .....	7
People Power .....	8
Ronald McDonald House Support .....	9
Tree Planting to Green the Planet.....	10
TruForm Teaching Lab.....	11
Connections: People to Potential .....	12
Outcomes at a Glance .....	14
About the Community Engagement Awards.....	15
Impact in 2019.....	15

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

# A Message from Senior Vice President Sean Durbin



Community is a core value at Linde and we are committed to improving the communities where we live and work. Linde employees are passionate about making a difference. They value connecting with one another and the communities in which we operate to promote positive outcomes for society.

We are proud to recognize the accomplishments of Linde employees. In 2019, their strong level of volunteerism and dedication has resulted in:

- Contributing more than 60,000 hours of their time.
- Efforts benefitting more than 300,000 children and students.
- Raising or donating funds, along with their facilities; approximately \$800,000 in cash and in-kind donations, such as food, clothing and trees/seedlings.

In doing so, our teams also strengthened connections among themselves, with our company and with our communities.

I invite you to explore some of our most recent efforts and to learn more about how Linde employees are [making our world more productive](#).

Sincerely,

A handwritten signature in dark ink that reads "Sean". The signature is fluid and cursive, with a long, sweeping underline.

Sean Durbin  
Senior 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 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—from renewing disadvantaged communities, creating a sense of home away from home, or providing educational opportunities to the next generation—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 15. Together, these efforts by Linde team members help to make the communities we live and work in stronger and more connected.





# Connections: Company to Communities

With a presence in nearly 100 countries, Linde is not only a large multi-national corporation, but also a member of numerous individual local neighborhoods with unique characteristics and needs. Linde's dedication to community relations begins with our initial entry into a new area, and we continue to be a part of the neighborhoods where our facilities have a presence and where our team members live and work.

Linde is proud of the way our operations bring value to our communities. It starts with a connection to community stakeholders. "When entering a new location, we make it a priority to engage with the local community to ensure that our resources are made available to support the community in a way that is consistent with our social responsibility, environmental stewardship and community engagement initiatives. We enter these discussions with an open mind towards understanding the true needs of the community and then developing programs to best address those needs—whether it's development of customized education programs, providing volunteers to support social programs or community center activities, or simple financial support for beneficial programs," said John Fogarty, commercial director in Linde Americas. "We've found that the greatest success for both our company and the local community comes when we let the communities lead us where they need us—and then we establish programs that demonstrate our commitment and provide measurable impact." As part of the Sustainable Development 2028 goals, Linde has committed to including community needs considerations in 100 percent of its large engineering projects, starting in the Americas.

This type of early collaboration is happening across Linde's entire global footprint. During the recent execution of a new project at a local hospital customer, APAC's Bangalore team reached out to community stakeholders and learned of a problem with water sanitation at a nearby school. With the procurement and engineering expertise of the Bangalore team, help from three other nearby Linde sites, and assistance from our construction contractors, it was a problem that we could help solve. The team improved the water system by installing new purifiers and piping to optimize efficiency, and the team created a means for water collection for local gardens. The project also included lessons on hand hygiene and water conservation for schoolchildren. The team is proud of the potential positive health impacts for more than 100 children who study at the school.

Linde also actively engages the community around critical parts of our infrastructure. In 2019, Linde's pipeline safety team joined industry peers in co-hosting approximately 30 public awareness meetings across the United States. During these events, where the community at large is invited, teams discuss products, handling emergencies and pipeline safety. The company participates in several industry alliances and stakeholder groups, such as the Southeast Damage Prevention Council, which hosts periodic safety events.

The company also reaches out to the community at large in informal ways—at home, at garden shows and other local events to improve the general public's knowledge of Linde products and pipeline safety.

Linde teams have found creative ways to extend pipeline safety awareness beyond required compliance activities. For example, the company created a coloring booklet to help develop an early focus on safety for children and to promote conversation in families. Promoting education and safety culture in the next generation is important to Linde as a company and to individual employees. "I care," said James Butler, public awareness specialist for pipeline safety, who leads many of these activities across the U.S., "and I am happy to be a part of a company that cares."

Caring is important to Chris Schilling, an instrumentation and electrical technician for Linde's Geismar facility in Baton Rouge, Louisiana. Schilling became intrigued by a local project gaining widespread attention during the holiday weekend honoring Rev. Dr. Martin Luther King, Jr. The Walls Project started with efforts to invigorate disadvantaged neighborhoods with brightly colored murals. As the organization has evolved, the projects have expanded to painting and light yardwork, as well as workforce training initiatives for community members. Schilling organized Linde volunteers and hopes to grow participation with opportunities for our local technical teams to volunteer with local scholarship recipients.

For Schilling, The Walls Projects breaks down walls and invigorates a sense of community among area residents, "This project went beyond murals and focused on restoring communities. Blighted properties not only look bad and drag down the area economically, but also create health hazards. I felt that it was important to help and pitch in. I am grateful to The Walls Project team for organizing this effort and look forward to the next ones."

It's all a part of being a good neighbor.



# Infrastructure Improvement at Orphanage

## APAC: Patancheru, Telangana, India

### Focus Area

Community Support

### The Need

Based on information from UNICEF, there are millions of orphans around the globe, and resources are needed to help the communities and institutions that care for these children.

### The Response

“What can we do to help?” That was the question on the minds of the Patancheru team. Understanding community needs is the first step to start a community engagement effort, and their journey started with the nearby

Sankalp Foundation orphanage. With a name derived from a Sanskrit word meaning “determination,” the foundation acts as a safety net for children who have lost parents, been abandoned or suffered from atrocities, including human trafficking.

When the team met with the orphanage’s school principal, they learned that benches and tables were needed to improve the students’ learning environment. The team put together a plan to provide the funds needed to outfit the classrooms that serve 100 students.

Studies show that the learning environment is important. The Patancheru team hopes the new benches and tables contribute to the positive enrichment of these young minds.



Making a difference...

By helping to support those who provide care for children in need.



# Mandela Day 2019

## EMEA: South Africa (Various Locations)

### Focus Areas

Community Support and Diversity

### The Need

Volunteerism has been shown to increase the awareness of the underserved, and results in increased interest and better understanding of issues faced by these populations.

### The Response

Named for the first man of color and first democratically-elected leader to serve as South Africa's head of state, Mandela Day is a call to action that encourages individuals to make an impact. Held annually on July 18, Nelson Mandela's birthday, people are encouraged to engage in charitable acts,

spending one minute for every year this hero spent in service to his country.

Projects were focused on helping others, those who are often forgotten by society. From Nelson Mandela Children's Hospital, which provides specialty critical care regardless of patients' socio-economic status, to a center that reintroduces homeless youth to mainstream society, to a ministry that assists orphans suffering from HIV/AIDS, our employee teams have answered the call to make an impact.

In just 67 minutes, more than 300 Linde volunteers engaged in 25 projects, impacting more than 700 children. Like the day's namesake, they showed that each person can help improve the quality of life for others.



Making a difference...

By showing that just 60 minutes can make the impact of a lifetime.



# People Power: Helping Local Organizations and Our Community

## Corporate Sites: Pullach, Germany

### Focus Area

Community Support

### The Need

Volunteers play a critical role in helping organizations build societal resilience.

### The Response

Local organizations can often introduce volunteers to a diverse spectrum of people. It can be a powerful moment when the community comes together and learns from each other. That was the experience of the Young Linde Professionals team in Pullach as they embarked on a day of volunteering organized by a local non-profit.

The 15 employees divided their time among three facilities: a kindergarten, a children's home and a senior citizens' center. Throughout the course of the day, Linde employees worked on crafts with children and cooked marmalade and chutneys with the seniors. They also helped with much-needed renovations, made repairs and refreshed the furniture and toys.

The work had immediate benefits and long-term ripples. The team's "people power" not only reduced the costs borne by the nonprofit, but also helped to improve the wellbeing of children and adults in the community. Moreover, the experience brought the team in contact with fellow neighbors in a day that many will not easily forget.



Making a difference...

By showing the power of being a good neighbor.



# Ronald McDonald House Support Americas: Canada (Various Locations)

## Focus Areas

Health and Community Support

## The Need

Families with sick children undergoing treatment can often benefit from ordinary assistance that allows them to focus on the young ones' medical care.

## The Response

For several years, teams in Canada have collaborated with Ronald McDonald House to support families with children receiving treatment at local hospitals. The Ronald McDonald facilities provide housing to the families, and Linde teams joined the effort to make this time as comfortable as possible.

As a major supplier of carbonization for beverages, Linde joined this effort

along with other industry members. The project hits home for many individual employees who simply want to help families who lack time at their own homes while battling childhood illness.

Teams try to create a sense of normalcy. Many locations, including the St. Hubert team, have planned and served home-cooked meals to families for a number of years. Because the holiday season can be an especially difficult time, the Prentiss and Biscayne Crescent teams brought a little holiday cheer to the Ronald McDonald Houses in their respective areas. Teams provided cash donations, replenished household goods and donated gifts for the temporary residents.

The team hopes that these everyday acts make the days a little brighter for families who are away from home.



Making a difference...

Through ordinary acts of kindness that provide extraordinary relief in a time of need.

# Tree Planting to Green the Planet

## APAC: Seoul, Korea

### Focus Area

Environment

### The Need

Trees play an important role in cleaning the air and reducing air pollution.

### The Response

Last year, the government of Seoul announced the continuation of a foresting effort with the goal of planting 15 million new trees by 2022. This plan, part of the fight to battle air pollution, also includes the creation of two new forests in both northern and southern Seoul.

The Seoul office team and employees from nearby regions have been helping to green Korea through a project that combines financial support and volunteers planting more than 1,400 trees in Seoul, Changwon and Yeosu. Linde's Global Giving program has provided funds to donate 20,000 saplings in Korea. In addition, volunteers lent their hands—literally—with 67 employees and friends joining together on April 5, Korea's Sikkogil, or Korea's Arbor Day. These efforts complement Linde's own commitment to sustainability and helping to mitigate climate change.

Employees are proud of the comments they hear from local residents and proud that they are able to help in this important environmental effort.



Making a difference...

By greening out communities, one tree at a time.



# TruForm Teaching Lab

## Surface Technologies: Indianapolis, IN, USA

### Focus Area

Education

### The Need

A 2018 survey by Junior Achievement showed low and declining levels of teenagers' interest in science, technology, engineering and math (STEM) careers.

### The Response

For many years, there has been a concern about a gap between the growing number of jobs that need STEM talent and an insufficient flow of students prepared to excel in these opportunities. This global concern is also a concern for the Praxair Surface Technologies (PST) Advanced Materials team, who

decided to collaborate with other local organizations to share their experiences with the next generation.

PST collaborated with suppliers and nearby Speedway High School to create a unique opportunity for students who are studying engineering and design in high school. The labs allow them to engage in hands-on exposure and to learn from technologists at PST. Labs in the program not only focus on 3D printing, but also on advanced manufacturing techniques and allow room for participants to collaborate.

When the 150 students who participated in the program complete high school, they will have a better understanding of career opportunities, including some of the career paths possible in the Linde businesses.



Making a difference...

By introducing career possibilities to the next generation.

# Connections: People to Potential

Workforce development is all about connections—connecting needs and skills, industry and academia, community and information. For the last six years, such connections have been the lifeblood of the company's Skills Pipeline™ workforce development program, which has provided opportunities for students in the U.S. and China to gain skills and certifications in fields as diverse as welding, professional truck driving and advanced manufacturing.

As part of the program's pillar of professional development, Linde team members meet with students to share professional tips, lessons from industry and simple encouragement to help them along the journey.

A community college student's journey is admirable. Those working toward technical certificates and associate's degrees are often the first in their families to attend college or may be returning to college to pursue a second career. Many are considered non-traditional students and are juggling work and family obligations. Therefore, these development sessions may be particularly beneficial for students in these programs—students who have a fierce desire to work hard and get the skills that will help propel their futures.

According to data from the National Student Clearinghouse Research Center for public institutions, community college programs typically have a completion rate of about 39 percent. Interaction with the talented college staff, fellow students and industry professionals can be essential to keeping students on track.

Two new programs in the Skills Pipeline family were launched in the latter part of 2019. More than one dozen students began studies in an advanced manufacturing program at Naugatuck Valley Community College in Danbury, Connecticut, near Linde's corporate office and Connecticut operations. In conjunction with Ivy Tech Community College in East Chicago, Indiana, the newest program is the first Skills Pipeline program offering early entry to college for high school students. Students who successfully complete either program earn a technical certificate and industry-recognized credentials. Both classes celebrated the start of their new journeys with opening events with Linde teams, and development sessions progressed through the start of 2020. Then, studies were interrupted due to the coronavirus pandemic. It is a problem faced by many students across the globe, including these two workforce development cohorts.

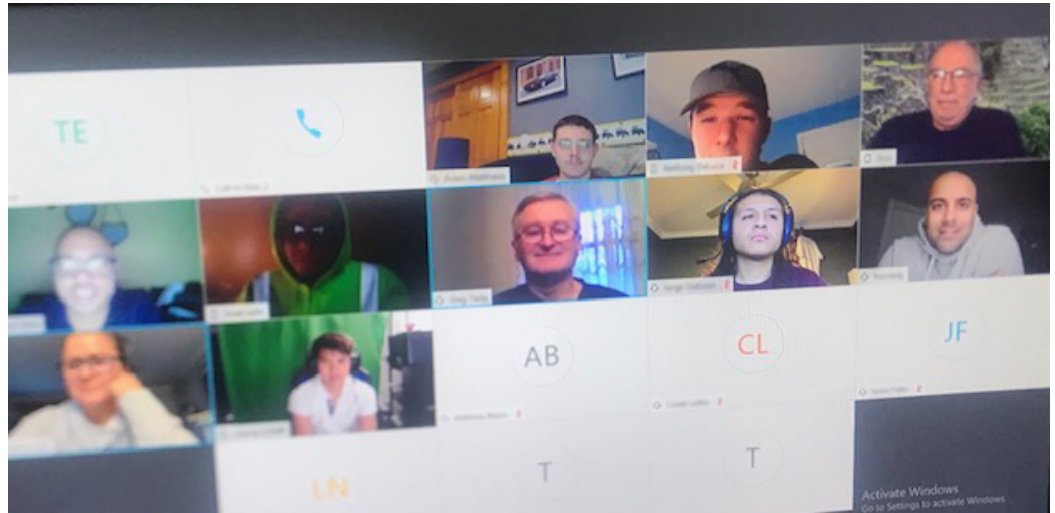
According to the American Association of Community Colleges, 5 million of the 12 million community college students are enrolled in career and technical education programs. Such programs have large amounts of hands-on content and lab work, which may be difficult to replicate virtually.





Working in tandem with college administration and teaching staff as they transitioned to online learning, Linde development sessions moved virtual as well. The reimagined curriculum included videoconferencing for skill-building sessions, an online graduation celebration in Danbury, and a celebratory virtual pizza party with families. By the end of the school year, assessment plans were put in place for the make-up of hands-on content and any material that needed to be addressed. The Danbury program concluded with a 73 percent completion rate, and the East Chicago student retention rate was 87 percent.

The learning experience is also poised to continue as programs move through 2020. A new “Summer Chat” series was created to engage East Chicago students as they bridge the gap from the dual



Naugatuck Valley Community College

credit experience to their first solo year at college in the fall. The program explores concepts such as goal-setting, time management and persistence. Through the chat series, the students connect with each other, school leadership and Linde team members. In recognition of completing the first year of the two-year program, each student earned a new computer to better equip them along this reimagined journey. It is a resource put to immediate use for summer homework, the chat series and a new virtual community engagement project that replaces the event cancelled in the spring. This project not only allows students to practice the planning and organizational skills they explore in the summer chats, but also reinforces ways that technology can promote good.

In parallel, the college teams are exploring safer ways to introduce hands-on concepts in the fall. Going forward, Linde plans to convene colleges from various Skills Pipeline programs to share best practices with each other and with Linde on how to continually strengthen the workforce development experience as the world moves to a “new normal.”

Ultimately, the Skills Pipeline program goal is to help students build technical proficiency for the workplace and to build agility for future challenges.

“I’m just really happy with the many skills we have learned,” said Laszlo Nagy, one of the graduates of the Danbury program.

As life transitions, due to the hard work and skills developed over this interrupted year, these students will hopefully be more prepared for classes, for work and for life.



# 450,000

Beneficiaries Globally



# 367

 Projects Completed

# 327,000 lbs

of Food Donated

# 8,000 lbs

of Clothing Donated

Benefitted

# 300,000

Children and Students

# 12,000

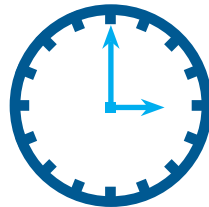
individual  
instances of  
Volunteerism

# 5

Beneficiaries for  
every 1 employee  
(5:1)

# 60,900

hours contributed



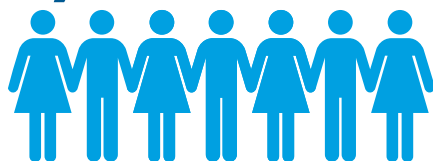
More than

# \$20MM

increased earnings  
potential for Skills  
Pipeline welders

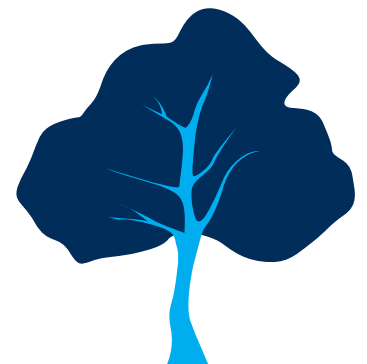
# \$800,000

Cash & in-kind  
contributions  
by employees  
and facilities



# 7,000 Trees

planted through  
community  
engagement efforts





# 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

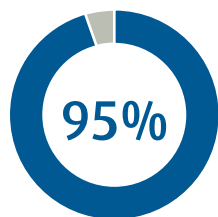
All project teams are recognized by our CEO, Steve Angel. In addition, to deepen the long-term impact from previously successful efforts, each of the selected global winners receives a substantial cash award to be redirected to the project.

For more information about the Community Engagement Program or awards, please contact Tamara Brown, director, Sustainable Development, at: [tamara.brown@linde.com](mailto:tamara.brown@linde.com).

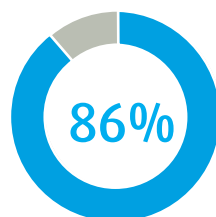
## Impact in 2019

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 2019, 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.

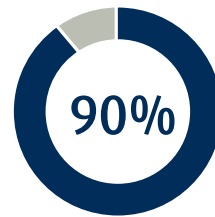
The following represent some of the impact measurements for 2019 projects:



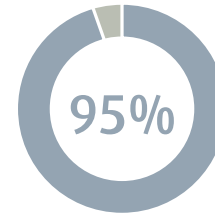
of projects positively impacted beneficiaries' quality of life



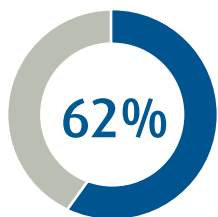
of projects developed beneficiaries' skills



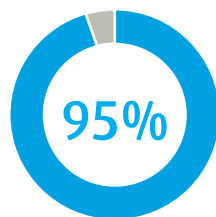
of projects increased employees' awareness of community needs



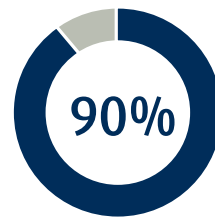
of projects promoted positive employee engagement



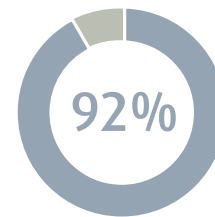
of projects helped employees develop transferable skills



of projects helped beneficiaries develop positive attitudes



of projects increased employees' management effectiveness



of projects positively impacted Linde's reputation

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