



# Linde's Global Diversity & Inclusion Guidelines

## Diversity & Inclusion Defined

**Diversity** is the full range of differences that define all people including our employees, customers and suppliers. It includes factors such as gender, race, ethnicity, physical or mental ability, sexual orientation, geography, religion, occupational skill, education and language.

**Inclusion** is the active process to welcome and include diverse perspectives, experiences and backgrounds in our company, which is critically important to employee engagement, contribution and performance.

## Linde's Commitment To Inclusion

Inclusion is one of Linde's core values. It is an active process to welcome and include diverse perspectives, experiences and backgrounds in our company, which is critically important to employee engagement, contribution and performance.

Our goal is to foster diversity and inclusion within the company by providing equal employment opportunities for all and recruiting, hiring, promoting and compensating people solely based on merit and qualification.

### Business Value:

Linde operates in more than 100 countries where diverse talent, customers and ways of working influence business priorities and demand different leadership capabilities. Our business imperative is as follows:

- **Diversity of global markets** – We must foster cross-cultural capabilities to meet the demands of the growing populations and economies in the markets in which we operate.
- **Diversity of talent pool and customer base** – We must be flexible and agile to meet the rapid diversification and demographic shifts of global talent and customers and their expectations for equality of opportunities.
- **Innovation and new Ideas** – We must attract diverse ideas and solutions to enhance group performance, productivity and output.
- **Fairness and compliance** – As our global footprint expands, we are required to comply with applicable laws and regulations, including those regarding discrimination and equal opportunities.

## How We Promote And Operationalize Diversity & Inclusion

1. **Expectations Of A Linde Leader:** With the diversity of Linde's markets, customers and workforce; Inclusion is considered a Linde leadership capability. Linde's managers and leaders are encouraged to embrace the following behaviors:
  - a. **Commitment to diversity & inclusion** – leaders have to understand the business case for diversity & inclusion.
  - b. **Courage to be an agent of change** – leaders have to be willing to challenge homogeneity and groupthink.
  - c. **Collaborative** – Inclusive leaders empower employees and leverage diverse thinking and ideas within groups.
  - d. **Awareness of unconscious bias** – leaders have to be mindful of both personal and organizational biases.
  - e. **Cross-cultural intelligence** – leaders have to be aware of cultural differences and norms, and have to be able to function in different cultural settings.
  
2. **Initiatives & Programs:** Our Four Strategic Pillars to operationalize Inclusion are as follows:
  - a. **Talent Management:** We aim to embed Diversity and Inclusion in all aspects of Human Resources policies and processes, including talent sourcing, recruiting, development, performance and benefits.
  - b. **Inclusive Culture:** We aim to foster an environment where differences are valued and leveraged in order to enhance a sense of belonging and increase performance from all employees. Examples include celebrating global heritage days and employee resource groups, where applicable.
  - c. **Training and Development:** We aim to enhance managerial capabilities to provide all employees with equal opportunities to develop and grow in the workplace. Examples of global training programs include Unconscious Bias and bi-monthly Inclusion Boosts.
  - d. **Accountability:** We aim to drive business ownership and accountability for diversity and inclusion through annual plan development and quarterly tracking and reporting throughout our key businesses and functions.
  
3. **Oversight & Governance:**

Linde's global diversity & inclusion strategy, policies and tactics are managed by the Chief Diversity Officer who reports to the Chief Human Resources Officer. The Chief Diversity Officer influences and supports global human resources, global recruiting initiatives, global diversity councils and regional diversity champions.