



Sustainable Development Report 2023



Mission, Vision and Values

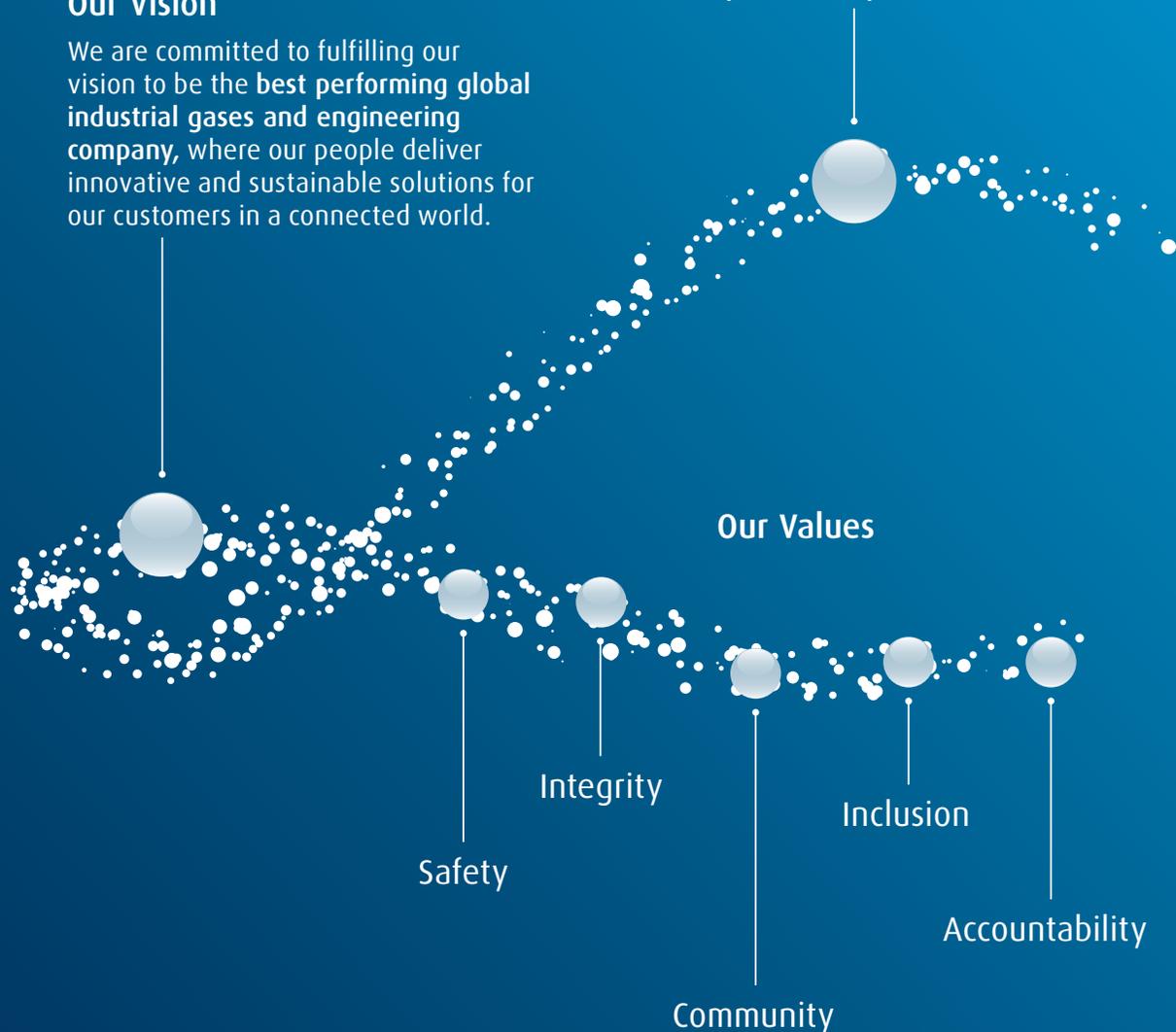
Our Vision

We are committed to fulfilling our vision to be the **best performing global industrial gases and engineering company**, where our people deliver innovative and sustainable solutions for our customers in a connected world.

Our Mission

We live our mission of *making our world more productive* every day. Through our high-quality solutions, technologies and services we are making our customers more successful and **helping to sustain and protect our planet**.

Our Values



Safety

Integrity

Community

Inclusion

Accountability

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GRI References

Linde has reported in accordance with the GRI Standards for the period January 1, 2023 to December 31, 2023. GRI Standards are referenced throughout and an index is provided on page 119.

Forward-Looking Statements

This document contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are identified by terms and phrases such as: anticipate, believe, intend, estimate, expect, continue, should, could, may, plan, project, predict, will, potential, forecast and similar expressions. They are based on management’s reasonable expectations and assumptions as of the date the statements are made but involve risks and uncertainties. These risks and uncertainties include, without limitation: the performance of stock markets generally; developments in worldwide and national economies and other international events and circumstances, including trade conflicts and tariffs; changes in foreign currencies and in interest rates; the cost and availability of electric power, natural gas and other raw materials; the ability to achieve price increases to offset cost increases; catastrophic events including natural disasters, epidemics, pandemics such as COVID-19, and acts of war and terrorism; the ability to attract, hire and retain qualified personnel; the impact of changes in financial accounting standards; the impact of changes in pension plan liabilities; the impact of tax, environmental, healthcare and other legislation and government regulation in jurisdictions in which the company operates; the cost and outcomes of investigations, litigation and regulatory proceedings; the impact of potential unusual or non-recurring items; continued timely development and market acceptance of new products and applications; the impact of competitive products and pricing; future financial and operating performance of major customers and industries served; the impact of information technology system failures, network disruptions and breaches in data security; and the effectiveness and speed of integrating new acquisitions into the business. These risks and uncertainties may cause future results or circumstances to differ materially from adjusted projections, estimates or other forward-looking statements.

Linde plc assumes no obligation to update or provide revisions to any forward-looking statement in response to changing circumstances. The above listed risks and uncertainties are further described in Item 1A. Risk Factors in Linde plc’s Form 10-K for the fiscal year ended December 31, 2023 filed with the SEC on February 28, 2024 which should be reviewed carefully. Please consider Linde plc’s forward-looking statements in light of those risks.

Message from our CEO 2-22



“It fills me with pride to lead a team of more than 65,000 colleagues, who join me on that journey and share my passion and commitment to delivering value and creating sustainable impact for our customers, shareholders and societies around the world.”

Around 150 years ago, Carl von Linde invented the first industrial scale process for air separation and liquefaction, which paved the way for the modern industrial gases industry. Since then, society has benefitted from industrial gases improving every facet of our lives, from enhancing productivity, reducing emissions, supporting growth and improving the quality of life. At Linde, we are deeply committed to our mission of *making our world more productive, sustainably*. I am proud to see this mission come to life every day, with more than 65,000 Linde employees around the globe delivering enduring value to our communities, customers and shareholders.

Linde’s commitment to values is reflected by our employees’ passion for working within our communities. Through more than 14,000 instances of engagement last year, Linde colleagues actively supported local organizations to help strengthen the communities where we live and work. We also engaged in programs that make a difference for tomorrow’s generation: Our teams led projects that benefitted more than 100,000 students last year and helped to provide and plant 50,000 trees in efforts to green our communities. We value being a good neighbor, and we consider it a privilege to assist in bridging essential needs and creating opportunities to help the disadvantaged achieve their full potential. Safety is another important value, and our safety performance remains world class, due to strong operational discipline and an unwavering focus on everyday actions that yield safer workplaces and a responsible presence globally.

At Linde, our people are the key to our success, and we have enhanced our talent development offerings and programs to engage our incumbent team members and to be an employer of choice. We believe in a strong culture of inclusion that encourages diversity of thought. This culture helps provide limitless opportunities for our employees to make an impact and advance their personal development. Our commitment to diversity and inclusion is evidenced by progress on our *30 by 30* gender balance goal for women in our workforce and the increased presence of talented women in our Executive Leadership Team and on our Board of Directors.

We believe that innovation and technology are essential in achieving our ambitious climate goals and in enabling our customers to move towards a low-carbon future. These applications and technologies, representing more than half of our revenues in 2023, offer social and environmental benefits to our customers. As a society, we all share these benefits: when we are aided by oxygen therapy, turn the tap for clean drinking water, or experience lower emissions made possible by cleaner fuels as cars travel along highways and around our neighborhoods. Leveraging this exceptional portfolio of technologies and applications is at the heart of Linde’s initiatives and actions on improving carbon productivity. In 2023, we helped our customers avoid 91 million MT CO₂e. This is more than double the emissions that Linde generates in its entire operational footprint.

2-22

We also remain committed to decreasing our own emissions footprint as we strive toward our 2035 absolute GHG reduction goal. In a decarbonized future, clean hydrogen will play a pivotal role in enabling the global energy transition, supporting society in decarbonizing industry, providing sustainable fuels and supporting the clean energy mix. Within our own portfolio, we expect to see investment opportunities of up to \$50 billion over a decade in clean energy projects. We weigh such opportunities carefully, driven by purpose and guided by our vision to be the best performing global industrial gases and engineering company.

In 2023, we continued to deliver long-term value to shareholders, as indicated by our indexed earnings per share growth, which trends well above the S&P 500. Strong economic performance, alongside Linde’s track record across other environmental, social and governance aspects, is a contributor to our presence in DJSI World for the twenty-first year, title as One of the World’s Most Ethical Companies and other external recognition. While I feel proud about these achievements, we are constantly striving for further improvement. We had a strong start to 2024—and we are gearing up to work on our newest targets, which expand our commitments to decarbonization, waste reduction and water stewardship, while also deeply embedding sustainability knowledge throughout the organization.

Almost 150 years after Carl von Linde’s groundbreaking inventions, we are a company rooted in our rich heritage of technology and innovation. It is that history, which inspires us every day, to live up to our mission and make the world more productive, sustainably. It fills me with pride to lead a team of more than 65,000 colleagues, who join me on that journey and share my passion and commitment to delivering value and creating sustainable impact for our customers, shareholders and societies around the world.

Sanjiv Lamba
Chief Executive Officer



Sustainable Development

Achievements

 <p>Diverted more than 250 million pounds of waste from landfills</p>	 <p>On track to achieve 30% representation of women globally by 2030</p>	 <p>Saved more than 500 million gallons of water through sustainability initiatives</p>	 <p>Helped customers avoid approximately 91 million metric tons of equivalent carbon dioxide</p>
 <p>Provided philanthropic support to more than 1,300 organizations globally</p>	 <p>Benefitted more than 350,000 people through employee community engagement projects</p>	 <p>Sourced more than 1/3 of electricity from low-carbon and renewable resources</p>	 <p>Best-in-class safety performance</p>

Recognitions & Awards

- Dow Jones Sustainability World Index (DJSI World) and DJSI North America: included in DJSI World for 21 consecutive years
- S&P Global Corporate Sustainability Assessment: industry-leading score in the 100th percentile in chemicals, #1 in industrial gases
- S&P Sustainability Yearbook 2023
- CDP: Linde recognized at Leadership level (A-) for both climate change and water security
- Science-based target approval: Linde's 2035 climate change goal validated by SBTi
- FTSE4Good Index constituent for eighth consecutive year
- One of World's Most Ethical Companies by Ethisphere Institute
- Bloomberg 2023 Gender-Equality Index
- Forbes 2023 World's Top Companies for Women

Living the Mission: The Faces of Linde



Letter from VP, Sustainability 2-22



Dear Stakeholder,

Several images come to mind as we reflect on 2023 at Linde:

- Teams working with customers and hundreds of organizations to pave the way for a clean energy future with opportunities for emerging, green careers—ushering in the future of clean energy and life-changing possibilities for disadvantaged communities.
- Collaborations with suppliers and experts on best practices to save water and further decrease our dependence on this precious natural resource, which is increasingly scarce in parts of the globe.
- The chance to engage with colleagues through shared experiences and opportunities for professional growth—all leading to limitless impact at Linde.

These are but a few of the ways that my colleagues have engaged with you and other stakeholders in 2023. You'll find these examples and several others throughout this report.

In this annual update, I am excited to share Linde's initiatives and programs from last year and the performance against our goals. We are proud of the achievements in 2023, and my hope is that this report gives you a reason to share in that pride.

One word defines Linde's sustainable development program in 2023: progress. Clear steps toward a climate-neutral future that builds communities, as we decrease emissions. Innovation that helps our customers create more value while we use less resources. Maximizing

belonging and employee engagement through small, yet purposeful interactions.

Purpose and impact have been front of mind as we consider our strategy. We stand halfway through our SD 2028 targets timeline, and I am so pleased that we have already achieved several targets four years ahead of time. We continue to perform purposefully against our longer-term goals and targets, including our "35 by 35" science-based target, and have the structures in place to continue to manage and execute to those goals well.

We do not rest on the performance of this last year, and I am excited about the progress we continue to make as we embark on new projects and launch ambitious new targets. We have augmented our existing goals with four new targets, commencing in 2024. These additional targets tackle global concerns of water stewardship, waste management and climate change, and they help embed sustainability more deeply throughout our organization. These targets serve as ideal complements to our vision for 2035, 2050 and beyond.

Sustainability is a long and steady journey. Our teams are poised to build upon the success of current commitments while looking to the future with high expectations. Thank you for joining us in this journey.

Sincere regards,

A handwritten signature in black ink that reads "Tamara".

Tamara E. Brown
Vice President, Sustainability

How We Create Economic, Environmental and Social Value

EMPLOYEES

A global corporation with a presence in more than 80 countries

- Supported 66,323 employees globally with personnel expenses totaling \$4.7 billion in 2023, including salaries, benefits, Social Security contributions and pensions, and share-based compensation

Committed to diversity and inclusion

- 28 percent female employees worldwide (29 percent female professional employees worldwide)
- Several program offerings including Strengthening the Pipeline
- Consistently listed on major Diversity and Inclusion indices

Commitment to safety: Nearly 6 million hours of safety training delivered in 2023 to employees and contractors

- Achieved Lost Workday Case Rate (LWCR) more than 4X better than the U.S. Occupational Health and Safety Administration all industries industrial average



CUSTOMERS AND INVESTORS

Shareholder focus

- Consistently delivered our commitments

Customer-centric, disciplined operations

- Adjusted after-tax return on capital*: 25.4 percent
- Industry-leading sale of gas project backlog of \$4.9 billion

Local business model

- Linde manufactures and distributes nearly all its products and manages 2+ million industrial customers on a regional basis



INNOVATION

Technology innovation

- Supplies liquid hydrogen to the world's first operational hydrogen-powered ferry for cars and passengers in Norway
- Incorporating carbon capture to reduce customers' emissions, including in the cement industry; currently developing Capture-to-Use, one of the first large-scale plants of its kind, in conjunction with Heidelberg Materials in Lengfurt, Germany
- Delivered 55 percent of revenue from applications that bring environmental and social benefits
- Developing the first large-scale greenfield blue ammonia facility in the United States with OCI, utilizing autothermal reforming with carbon capture to supply clean hydrogen.



NATURAL RESOURCES

Resource productivity

- Delivered productivity in-line with business strategic objectives
- Realized \$267 million savings from sustainable productivity, including avoiding an estimated >500 million gallons of water usage and 800,000 MT CO₂e**

Carbon footprint reduction

- 18 TWh low-carbon energy sourced (43 percent of all energy)
- Enabled 91 million MT CO₂e GHG*** emissions to be avoided by customers from five of Linde's key technologies

Risk-based water management

- Enabled more than 225 million people to have access to safe drinking water through gases used for water treatment and desalination



SOCIETY

Commitment to ethics and integrity

- Maintained strong compliance culture through Code of Business Integrity, which has been implemented globally

\$12.6 million in funding for social projects and initiatives

- Supported more than 1,300 organizations in 60 countries

105,000 employee volunteer hours contributed

- Impacted 350,000 people, including 100,000 children and students, through nearly 600 employee community engagement projects

Healthcare business

- Linde is a leading provider of respiratory therapy products and services. In the United States, for example, Linde delivers care to approximately 1.8 million patients in the home setting.



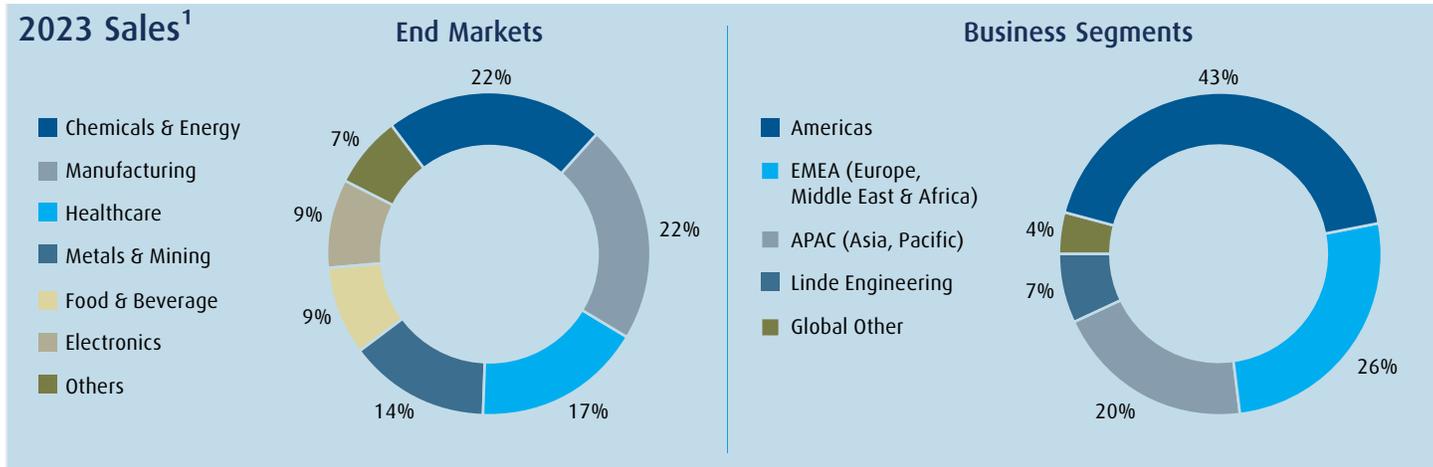
The icons on this page refer to the United Nations Sustainable Development Goals.

* Adjusted after-tax return on capital is a non-GAAP measure. For definition and reconciliation, please see Appendix to the Investor Teleconference Presentation Fourth Quarter 2023.

** CO₂e: CO₂ equivalents

*** GHG: Greenhouse gas

About Linde



(1) Total sales excluding Linde Engineering

Mission, Vision and Values

Linde’s Sustainable Development Report (SDR) demonstrates how we deliver on our mission of *making our world more productive, sustainably*.

We live our mission every day by providing high-quality solutions, technologies and services that are making our customers more successful and helping to sustain and protect our planet.

Our vision is to be the best performing global industrial gases and engineering company, where our people deliver innovative and sustainable solutions for our customers in a connected world.

Linde’s values are Safety, Integrity, Community, Inclusion and Accountability.

Ethics and Integrity 2-23

Responsible corporate governance is a key prerequisite for Linde’s business success. This means ensuring compliance with the law, rules and regulations and voluntary commitments. Linde strives continuously to achieve its goals ethically and with the highest integrity. Interaction between management, employees and Linde’s business partners is expected to be transparent and respectful, consistent with our Code of Business Integrity (CBI). Linde’s governance of ethics and integrity is described in the management approach section for Material Economic Aspects, page 46.

Organization

Linde is a leading global industrial gases and engineering company with 2023 sales of \$33 billion. The reporting currency is the U.S. dollar. All amounts are shown in U.S. dollars (\$), unless stated otherwise. The company employs more than 65,000 people globally and serves a diverse group of industries in more than 80 countries.

Approximately 90 percent of Linde’s 2023 sales were generated from industrial gases operations in three geographic segments—Americas; Europe, Middle East and Africa (EMEA); and Asia Pacific (APAC). The remaining 10 percent is related primarily to the Engineering segment, and to a lesser extent, Other operating segments.

Business Model 2-6

Linde’s business model is to transform air and other process gases into applications that, in many cases, help customers become more energy and resource efficient or provide social benefits.

Linde’s industrial gas processes transform natural resources into environmental and social value and impact; see the Business Model table, pages 10 and 11. Principal business operations are to make atmospheric gases from raw materials in the air, electricity and process gases, mainly hydrogen, from natural gas or industry byproducts, together with steam. The outputs of these processes, or our product applications, serve multiple end markets. More than two-thirds of sales are underpinned by fixed fees or resilient end-markets (e.g., healthcare, food and beverage, electronics), as well as portions of sales to chemicals and energy, metals and manufacturing, which provide some protection from market swings.

Many of Linde’s applications bring environmental, economic and social benefits to our customers, communities and the planet. Our “sustainability portfolio” applications are shown in the “Outputs” rows, by end market. The benefits that they enable are shown in the “Outcomes” rows, by gas.

For example, Linde’s oxygen helps steelmakers save energy, allows sustainable aquaculture to thrive and serves hundreds of thousands of patients needing medical oxygen. Its hydrogen helps oil refiners to make ultra-low sulfur diesel (ULSD), which helps improve air quality, thereby improving the environment and human health. Linde’s high-performance surface coatings help improve energy efficiency in jet engines and machine turbines. These outcomes deliver multiple longer-term impacts and sustainable business value.

For more information about the company’s business model and products and services, visit <https://www.linde.com/>.

Creating Economic, Environmental and Social Value 2-6

Linde's business model creates additional enduring value that amplifies our mission of *making our world more productive* and how we do so sustainably.

The Business Model table shows a range of Linde's inputs and activities, as well as associated outputs and outcomes. Clearly, there are also additional positive impacts from efforts at Linde beyond those described in the Business Model table. For example, Linde values the safety of its employees and contractors and invested nearly 6 million hours of safety training in 2023. One outcome of this effort is that Linde's safety record is several times better than industry benchmarks, which gives us confidence that our employees and contractors return home safely at the end of their day.

Linde's products contribute positively to the health and wellbeing of our customers. Home care and hospital patients worldwide benefit from our medical gases, devices, services and therapies, especially in respiratory care. In the United States, for example, Lincare is a leading provider of home respiratory-therapy products and services, delivering care to approximately 1.8 million patients in the home setting.

Linde gases also play an important role in tackling the global challenge of access to clean water. An ever-growing population and industrial activity, along with stringent environmental regulations, puts additional pressure on wastewater treatment plants across the globe to treat increasing volumes of wastewater—adding oxygen effectively increases plant capacity. As access to drinking water becomes more scarce, the market for desalination has expanded, particularly in drought-susceptible areas. Carbon dioxide, which is often sourced from industry byproducts, can be used in the re-

mineralization step as a safer alternative to mineral acids.

In Australia and other areas, for example, Linde carbon dioxide helps desalinate water used for municipal water supplies. In 2023, Linde gases enabled more than 225 million people to have access to safe drinking water, more than half of whom were in APAC (approximately 125 million people).

The long-term impact of these activities is difficult to measure or attribute directly to one company. However, we can demonstrate how they contribute to the 17 global United Nations Sustainable Development Goals or "Global Goals" (UN SDGs) introduced by the UN to eradicate poverty, protect the planet and guarantee prosperity for all by 2030. The icons in the table on page 7 show the SDGs most relevant to Linde, which are referenced in Linde's Sustainable Development targets.

There are many examples of how Linde's activities contribute towards the SDGs, including efforts to further SDG 12: Responsible Production and Consumption. SDG 12.2 is "By 2030, achieve the sustainable management and efficient use of natural resources." Linde's broad range of resource intensity targets address this issue. The company also takes direct action on SDG 12.6: "Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle."

In the table, we can observe, for example, how Linde contributes to SDG 7.2: "Increase the share of renewable energy by 2030." Linde will actively contribute to this target by doubling the purchase of low-carbon energy by 2028. Please refer to page 26 for more details on this target.

Business Model 2-6

This chart provides some examples of the applications and benefits from some of Linde's products.

Inputs	Product Stewardship	Managing environmental and safety aspects through the product life cycle from raw materials sourcing and supplier					
	Raw Materials	Air and Electricity					
Activities	Business Operations	Atmospheric Gases					
	Products	O ₂	N ₂	Ar	Xe	Kr	Ne
Outputs	2023 End Markets (% sales)	<i>Examples of Significant Product Applications</i> ● Eco & Joint Eco and Social Benefits Portfolio ● Social Benefits Portfolio					
	Healthcare (17%)	Hyposia					
	Manufacturing (22%)	Fuel					
		Water treatment	Autoclave	Welding, window insulation	Lighting, aerospace propulsion	Window insulation, lighting, aerospace propulsion	
	Chemicals & Energy (22%)	Refinery processing & water treatment	Inerting, blanketing, purging				
	Metals & Mining (14%)	Steelmaking, glass, non-ferrous metal processing	Inerting, metals processing	Stainless steel production			
	Electronics (9%)		Inerting				Lithography
	Food & Beverage (9%)	Modified Atmosphere Packaging, aquaculture	Freezing, chilling, preservation				
Other (7%)							
Outcomes	Examples of environmental, economic and social benefits	Human health and safety, productivity, product quality					
		Fewer emissions of NOx, SOx, VOCs					
		More energy-efficient industrial production	Safety	Fewer GHG emissions More energy efficiency	Breathing applications	More efficient windows	Laser eye treatment
		Cleaner drinking water, medical O ₂	Freezing & preserving food, medical samples				
Impact	Delivering Sustainable Value (see page 7)						

Key: Magnetic resonance imaging (MRI); Volatile organic compound (VOC); Liquid crystal display (LCD)

engagement to operations, distribution and customer use.			
Natural Gas or Industry Byproducts, Water (Steam)	Industry Byproduct, Natural Wells	Byproducts from Natural Gas Processing	Metals and Metalloids
Process & Spec Gases			Other Products (including Surface Coatings)
H ₂	CO ₂	He	Materials
		Medical Gas, MRIs	
Fuel	Welding	Welding	Coatings
	Water treatment		
Diesel & gasoline reformulation & manufacture of ammonia, methanol	Replacing acids in industrial processes; synthesis & separation; carbon capture	Leak detection	Coatings
Heat treatment of stainless steel			
	Cleaning & inerting	Inerting	Electronics processing
	Cryogenic freezing		
	Beverage carbonation		
		Laboratories	
Human health and safety, productivity, product quality			
Fewer emissions of NOx, SOx, VOCs			
Fewer black carbon and GHG emissions	Cleaner manufacturing	Fewer environmental releases	Improved product durability, essential for solar PV
Better air quality	Water treatment & desalination	MRIs, LCDs, diving gases, airbags	Chrome cadmium replacement
Delivering Sustainable Value (see page 7)			



Sustainability Reporting Foundations: Frameworks & Transparency

2-23 Precautionary Principle or Approach

Linde supports the Precautionary Principle as defined in Principle 15 of the Rio Declaration: "In order to protect the environment, the precautionary approach shall be widely applied by States according to their capabilities. Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation."

2-23, 2-24 External Initiatives

Linde's CBI and corporate policies are provided on its website at: <https://www.linde.com>.

- Linde's CBI makes clear its commitment to values such as ethics, integrity, fairness, diversity, compliance and human rights.
- Linde's CBI and Human Rights Policy also confirm that Linde abides by the principles of the International Bill of Human Rights enacted by the United Nations and does not condone or engage in discrimination; harassment; violations of privacy; slavery or servitude; restrictions on free assembly; or unfair employment practices. Linde commits to adhering to these human rights principles and expects similar standards to be observed by all with whom it conducts business. Linde's Human Rights Policy is provided on the company's website at: <https://www.linde.com/sustainable-development/policies-and-position-statements/human-rights-policy>.
- Linde is a participant in the UN Global Compact.
- Linde's global environment, health, safety and security program conforms to the Responsible Care Management System® (RCMS®) requirements, as verified by a third party. Management is committed to the Responsible Care Global Charter and its Six Elements, and to the Responsible Care Guiding Principles that are stated in Linde's Commitment. Both are provided on the company's website at: <https://www.linde.com/about-linde/safety>.

Entities Included in the Consolidated Financial Statements

See **2023 Annual Report (10-K)** for consolidated financial statements.

3-1 Defining Report Content and Topic Boundaries

Linde's annual Sustainable Development Report provides additional quantitative and qualitative non-financial information the company believes to be relevant to stakeholders and key to driving long-term sustainable results and disclosures based on the Global Reporting Initiative (GRI) Sustainability Reporting Standards.

In the sustainability reporting ecosystem, the GRI Sustainability Reporting Standards are one of several key frameworks and standards for voluntary disclosure. They are designed to provide sustainability information of relevance to a broad range of stakeholders, such as employees and potential employees,

communities, customers, suppliers, regulators and the general public. Linde is also aligned with other reporting frameworks; see the "Reporting Frameworks Applied" section.

This report scope is for the full Linde plc organization and for the calendar year 2023.

Information is also provided from entities where Linde is the majority shareholder (more than 50 percent) and certain other joint ventures (JVs). It excludes data from entities where Linde has a minority interest. **2-2**

Principles for Defining Report Content and Quality

Consistent with the GRI Standards and to define the content and the quality of data and narrative in this report, the company followed the principles of being context-driven, inclusive, material, responsive and complete, and had data externally assured in Priority Factor (PF) areas.

Data Consolidation and Reporting

Various databases are managed across Linde to aggregate data. Data is collected from the businesses and other corporate functions, including Safety, Health, Environment & Quality (SHEQ), Human Resources (HR), Finance, Operations, Center of Excellence (COE), which includes Productivity, Procurement, Research & Development (R&D), Sales, Sustainable Development and the Global Giving Program. Consolidated information is housed in various corporate databases. Linde uses a licensed global sustainability reporting software program to integrate data reporting for sustainable development.

Performance data is reported against all Linde Sustainable Development targets to a management team.

See introductions to respective chapters for management discussion and analysis (MD&A) for economic, environmental and social topics.

Reporting Frameworks Applied

This report draws on these voluntary reporting frameworks:

GRI Sustainability Reporting Standards (GRI SRSS): Linde has reported in accordance with the GRI standards for the period January 1, 2023, to December 31, 2023. For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report. See the Content Index at the end of this report for material topics.

Those topics that are considered material are marked within the disclosures by the following symbol: 

1. The Task Force on Climate-Related Financial Disclosures (TCFD) framework was used to ensure that disclosures about climate change are linked to information about financial performance in mainstream financial reports. See Linde TCFD Index at: <https://www.linde.com/about-linde/sustainable-development/reporting-center>.

3-1

2. The International Integrated Reporting Framework provides a framework for investors and other stakeholders to gain greater insight into the medium- and long-term sustainability of a company. It proposes that a company should report how it manages all its six capital flows: financial capital as well as human, intellectual, manufactured, natural, and social and relationship (sometimes referred to collectively as "social capital"), and the connectivity between them.
3. Sustainability Accounting Standards Board (SASB) Standard for the Chemicals Sector (Version 2018-10): This provides sector standards and KPIs that are considered materially relevant to Environmental, Social and Governance (ESG) investors. See Linde SASB Index at: <https://www.linde.com/about-linde/sustainable-development/reporting-center>.

2-4 Restatements

NOx emissions have been restated for 2022, due to a calculation error at one site, discovered during the audit of 2023 data.

Changes in Reporting**Reporting Pro Forma 2018 and Reporting of Numbers for Linde's SD 2028 Targets**

Data is reported consistent with Linde's 2022 Sustainable Development Report and utilizes pro forma information, as previously reported.

"Pro forma" definition: Pro forma means a calculated number or result that is not related to the official financial boundaries, reporting scope or period. A pro forma number serves as an indicator of what the result of a newly merged company would theoretically look like if the new company had reported for the complete year and applied new company reporting boundaries and methodologies. As an example, actual financial reporting for 2018 was based on a full year of Linde Inc. (formerly named Praxair, Inc.) results plus two months of Linde GmbH (previously Linde AG), as the merger legally took place at the end of October 2018. The 2018 pro forma result, in contrast, reflects the estimated 2018 calendar year.

Divestments and Business Changes

For information, please see the Annual Report, note 2.

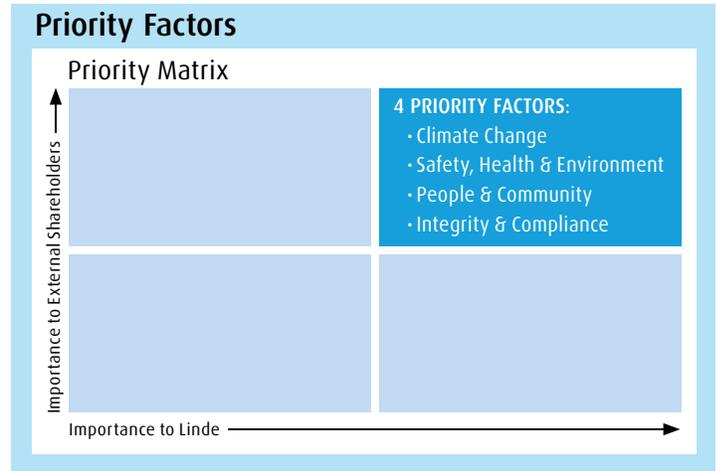
Materiality, Priorities and Targets

Linde's Sustainable Development targets are our road map for near- and long-term planning. Originating with our Sustainable Development 2028 (SD 2028) targets, the commitments are organized in four categories, or Priority Factors (PFs), that we consider relevant to the company and its internal and external stakeholders: Climate Change; Safety, Health & Environment; People & Community; and Integrity & Compliance. The PFs are shown in the box: Priority Factors.

Within the four PFs are 10 subset areas covering 20 targets. The Climate Change targets span Linde's full value chain, from pre-investment and R&D to operations, customers and growth strategy. These are discussed in the Climate Change section. Our PF for Safety, Health & Environment is supported by targets for personnel safety, distribution safety and product safety, and in the environment area, for sustainable productivity, water and waste. The People & Community PF has targets for diversity and inclusion, community engagement and global giving. In the Integrity & Compliance category, the company targets 100 percent of employees and contractors certified in our code of ethics and compliance.

These SD 2028 targets have several features worth noting:

1. Commencing in 2018, they are 10-year targets that set a long-term strategy for sustainable development at Linde. They are consistent with Linde's business model, its mission and values, and the strategic business objectives named by the Board as a basis for variable compensation.
2. Linde's businesses and functions are accountable to deliver these targets. They are embedded into our businesses and operations. Each target is a business KPI and managed as part of the business.
3. The targets were developed with reference to external expectations. These include ESG investors, who look for non-financial information as the basis to make better informed investor decisions, such as the SASB. They were also developed with stakeholders interested in understanding Linde's impacts within the context of global needs and planetary boundaries (such as described by the GRI Sustainability Reporting Standards and the UN SDGs). Linde's SD targets contribute to several SDGs, as shown in the table on value creation on page 7, and in the Targets table. Linde publishes indexes that show how its SD strategy and targets align with the GRI Standards, TCFD and SASB; and an ESG Report – Summary for Investors. For more information, please visit: <https://www.linde.com/sustainability/reporting-center>.



4. As part of its continuous improvement process, Linde conducts a condensed Sustainable Development Materiality Assessment (SDMA) each year to confirm alignment and consider adjustments and improvements. The SDMA will be repeated after 5 years to confirm that the key issues remain relevant. Work has begun for the next five-year cycle. The full SDMA process is described on our website at: <https://www.linde.com/sustainability/selecting-priorities>.

Beyond SD 2028

Linde's ambitious intent extends well beyond 2028. Supplementing the comprehensive SD 2028 targets are the company's 2021 climate change commitments. Consistent with our priorities, Linde's science-based "35 by 35" plan and its 2050 climate neutrality ambition extend to a 15-year horizon and beyond. See continued progress on these climate change commitments on page 16.

As a result of the annual review of materiality, Linde has put in place additional targets commencing in 2024 that further our environmental commitments in waste and water stewardship, climate change investments and sustainability embedment throughout the organization. See more on these new parts of our family of targets on page 17.

Sustainable Development Targets 2018–2028*

Climate Change



Decarbonization Investment & Innovation

- >\$1 billion in decarbonization initiatives
- >1/3 annual R&D budget to decarbonization

GHG Reduction: Achieve 35 percent intensity reduction in GHG vs. EBITDA

- >2x low-carbon power sourcing, primarily from active renewable electricity
- Improve energy & GHG intensity
 - 4 percent for HyCO GHG
 - 10 percent for distribution fleet GHG
 - 10 percent absolute reduction in GHG emissions from other GHG

Innovative & Sustainable Solutions

- Contribute >50 percent annual sales from Sustainability Portfolio
- Enable >2x annual carbon productivity



Safety, Health & Environment



Occupational and Distribution Safety

- Achieve annual operational safety better than industry levels (LWCR, TRCR)
- Achieve annual Commercial Vehicle Incident Rate (CVIR) of <2.5/million km

Health/Product Stewardship

- Zero global sales of coating slurries that contain hexavalent chrome by 2029 (surface coatings)

Environment

- Achieve \$1.3 billion Sustainable Productivity
- Implement Water Management Plans at 100 percent relevant sites
- Achieve Zero Waste at 450 sites



People & Community



Diversity & Inclusion

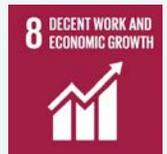
- Achieve 30 percent representation of women globally by 2030

Employee Community Engagement

- Contribute 550 CE projects by 2028
- Integrate Community Needs Assessments into Engineering project design phase (U.S. only)

Global Giving

- Increase environmental/ climate-related philanthropic spend by 50 percent



Integrity & Compliance



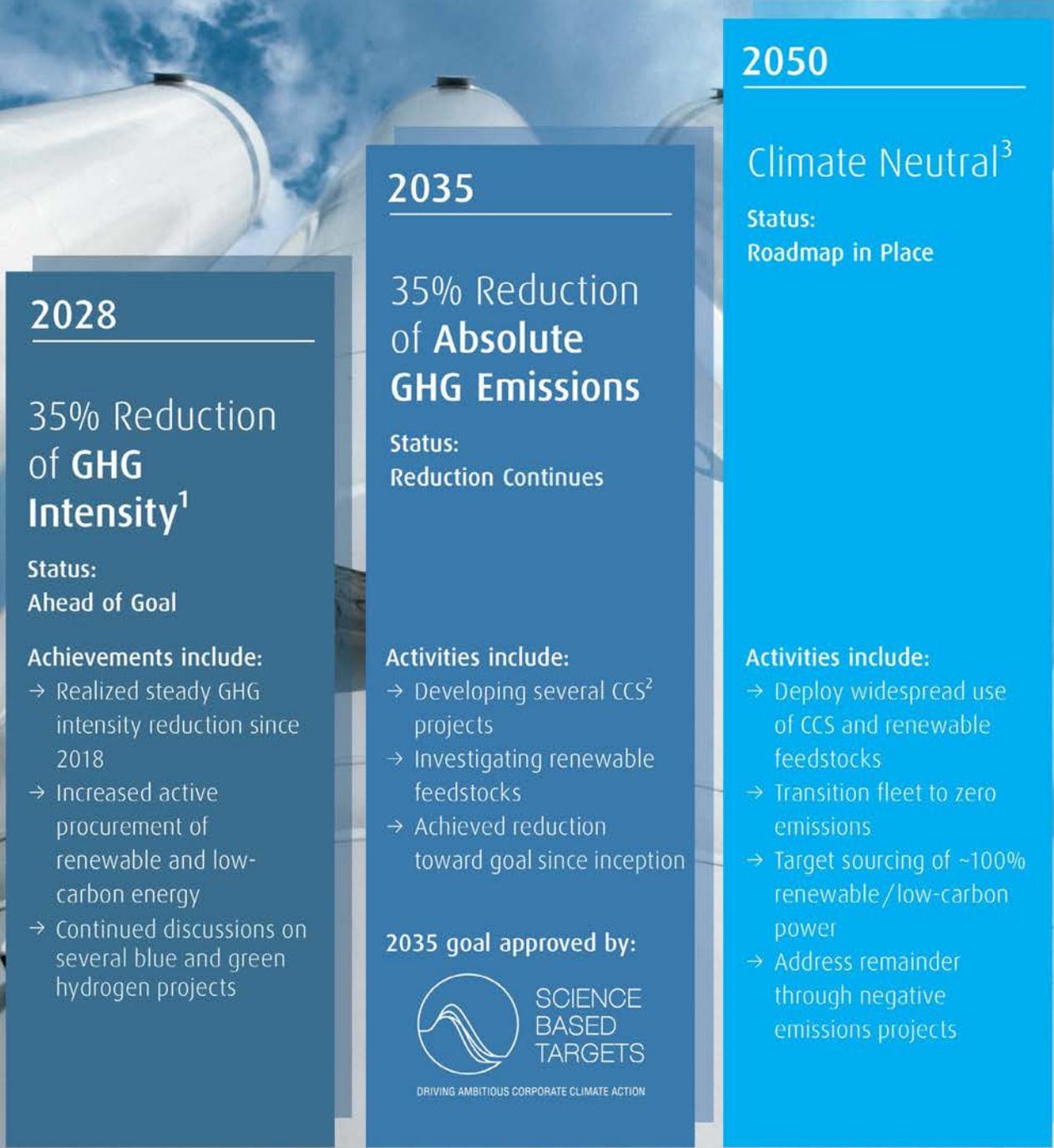
Integrity & Compliance

- Confirm 100 percent annual certification to Linde's Code of Business Integrity



* See Performance Towards Targets for definitions of scope and boundary of each target. All targets run 2018 – 2028 except where otherwise noted.

Road to Climate Neutrality*



2035 goal approved by:



* Aligned with the Paris Accords. Targets relate to all of Linde's Scope 1 and Scope 2 emissions.

¹ Greenhouse gas (GHG) emissions/Adj. EBITDA

² Carbon capture and sequestration

³ Requires strong policy and regulatory support

Continuing the Commitment: Linde's Sustainable Journey to 2035*

Linde is proud to extend and strengthen its commitments with new targets on our journey to 2035.



Reduce **water withdrawal** by 20% on intensity basis for all high water use sites in high-water-stress areas (2021 baseline)



100% participation in **Zero Waste** with roll-out of initiatives to reduce waste at source



Additional **\$3B** in investments for internal decarbonization efforts at Linde, starting 2024



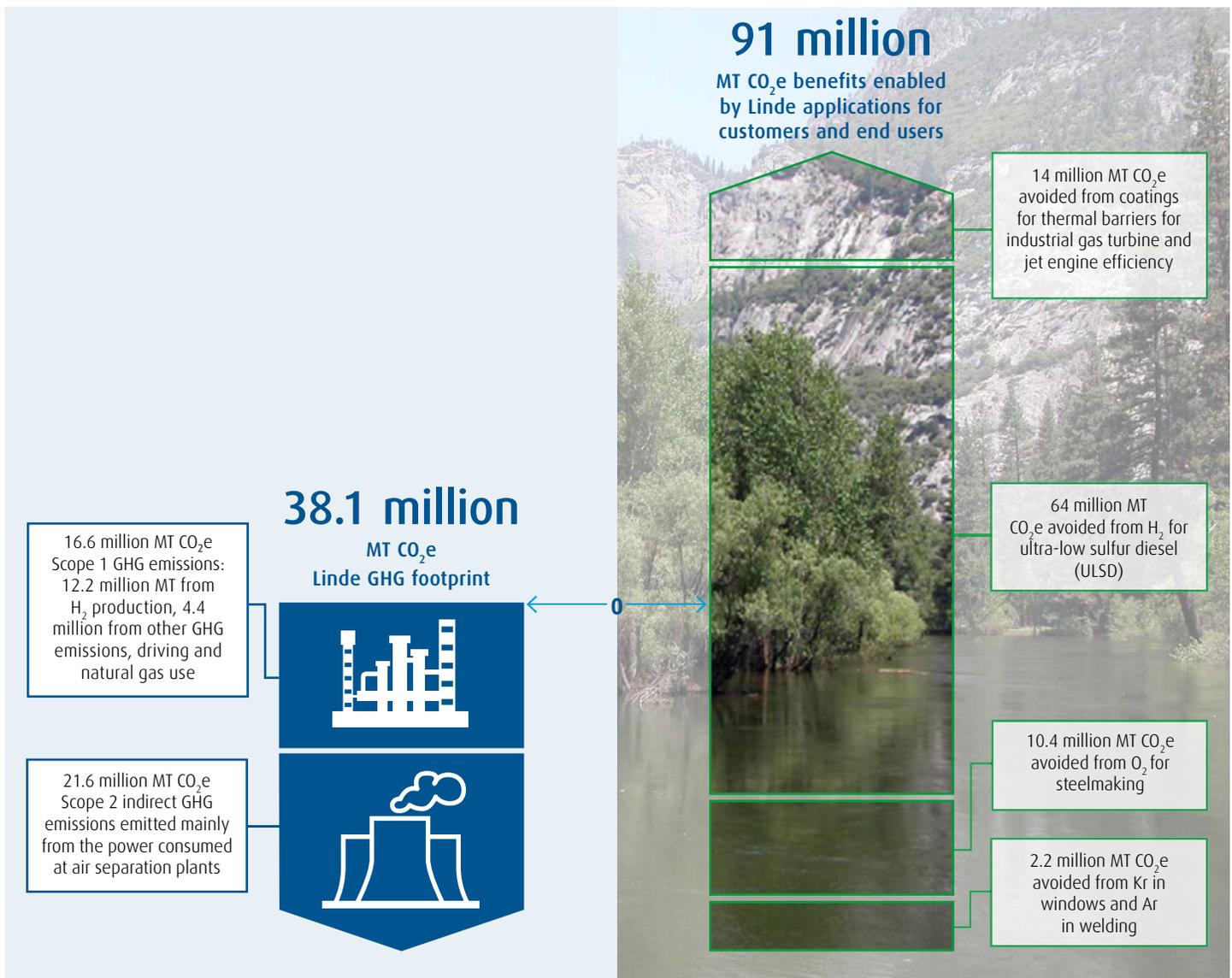
100% **SD training** to employee population by 2028*

* Targets terminate in 2035 unless otherwise noted.

Linde Applications Enable 2X Carbon Productivity

Linde is a company in the business of resource transformation in a world that is dealing with climate change. Below are our 2023 actual results as reported by Linde plc entities. We demonstrate that a subset of Linde applications allow our customers or their end users to avoid more than twice the GHG emissions of all Linde operations. In 2023, total GHG emissions were 38.1 million MT CO₂e, versus 91 million MT CO₂e avoided by our customers or end users, based upon several applications as shown below.

Again in 2023, a subset of Linde applications enabled more than twice the GHG benefit than was emitted in all global operations—nearly 2.4x more.



Values are based on 2023 reported and consolidated results from Linde plc subsidiaries following Linde plc reporting standards.

Note that values are rounded, and totals shown may not be equivalent to the addition of rounded components.

CO₂e = CO₂ equivalents

Climate Change—Challenge & Opportunity

Risks posed by climate change to the environment, society and the global economy are concerning globally. Potential solutions are complex, requiring technology, policy, data and coordination to lead to impact. Linde has the technology, resources and people to help address climate change. For more than 100 years, we have been providing solutions to help solve global energy challenges. Our company's mission of *making our world more productive* is fully aligned with the goals of addressing the global challenges of sustainable energy and climate change. Through our high-quality solutions, products, technologies and services, we are helping our customers reach their goals and helping to sustain our planet.

TODAY

Linde is in the business of resource transformation. We use fuels for energy and as feedstock. Our business and production processes are therefore energy-intensive, making the cost and availability of energy important for Linde. Linde's total carbon footprint in 2023 was about 38.1 million tons of CO₂e, where 43 percent stems from direct carbon dioxide emissions, mostly from our hydrogen plants, and 57 percent from indirect emissions from our electricity consumption, mostly from air separation. This energy use, in turn, delivers innovative and sustainable solutions for our customers. In many cases, these solutions improve the productivity, energy use and GHG emissions for our customers or end users. In fact, we calculate that in 2023, Linde gases, principally oxygen and hydrogen, enabled our customers to avoid 91 million metric tons of CO₂e, which is more than twice as much GHG avoided than emitted from all our operations. See page 18.

As the electric grid decarbonizes by using more low-carbon and renewable sources, Linde's indirect GHG emissions will decrease. In addition, Linde actively contributes to grid decarbonization in multiple ways:

- Linde's business proposition is that it is more reliable and more energy efficient for our customers to outsource the production of industrial gases than to insource. Linde's energy efficiency is world-class, and we continue to improve it each year, which leads to financial savings as well as reductions in energy and GHG emissions.
- Many of Linde's cryogenic air separation (ASU) plants are designed

to include "buffer" inventories to retain reliable supply in case of power failure. This has allowed Linde to participate in demand-response programs. In periods of peak energy demand, Linde can interrupt its grid power use and effectively reduce grid electric load (by the equivalent of 40,000 homes from a single location). Linde's design investment can provide ancillary service for grid operators to maintain reliable electric power service as wind and solar energy become a greater part of our resource mix.

- Forty-three percent of all Linde electricity (18 TWh) is currently sourced from low-carbon and renewable power. Of that, 6 TWh is directly or actively sourced. Linde electricity use in the UK is almost all renewable using wind and almost all renewable in Brazil using hydroelectric. Low-carbon and renewable electricity is also sourced in the United States, where both hydro and nuclear power are used, as well as in Colombia, India, Spain, the Philippines and other geographies.

Hydrogen is a key enabler of the clean energy transition. It is a versatile, clean and safe energy carrier that can be used as fuel for power or in the industry as feedstock. At the point of use, it produces zero emissions, and it can be stored and transported at high energy density in liquid or gaseous form. It can be combusted or used in fuel cells to generate heat and electricity.

We are at the beginning of this transition. Conventional processes are dominant today in refining, chemical production and other manufacturing processes (steel, electronics and other applications). R&D and emerging technologies are starting to change the landscape, but hydrogen fuel cell vehicles (HFCVs) are not yet widely adopted, green fuels and materials are still at pilot stages, and hydrogen for energy storage is still in the development stage.

Most hydrogen is primarily produced by steam methane reforming (SMR) using natural gas, or recovered as a byproduct from other industrial processes. Linde also produces hydrogen using the auto thermal reforming (ATR) process, and water electrolysis is emerging as an effective low-carbon source of hydrogen production. Currently, SMRs remain the dominant technology to produce hydrogen on a large scale.

Linde’s Pathway to Climate Neutrality: 2028, 2035, 2050

The next three decades will represent a period of great activity for the world and the quest to address climate change. Our strategy includes three milestones, 2028, 2035 and 2050. That strategy is based upon a vision of the evolution across the world during this period.

2028:

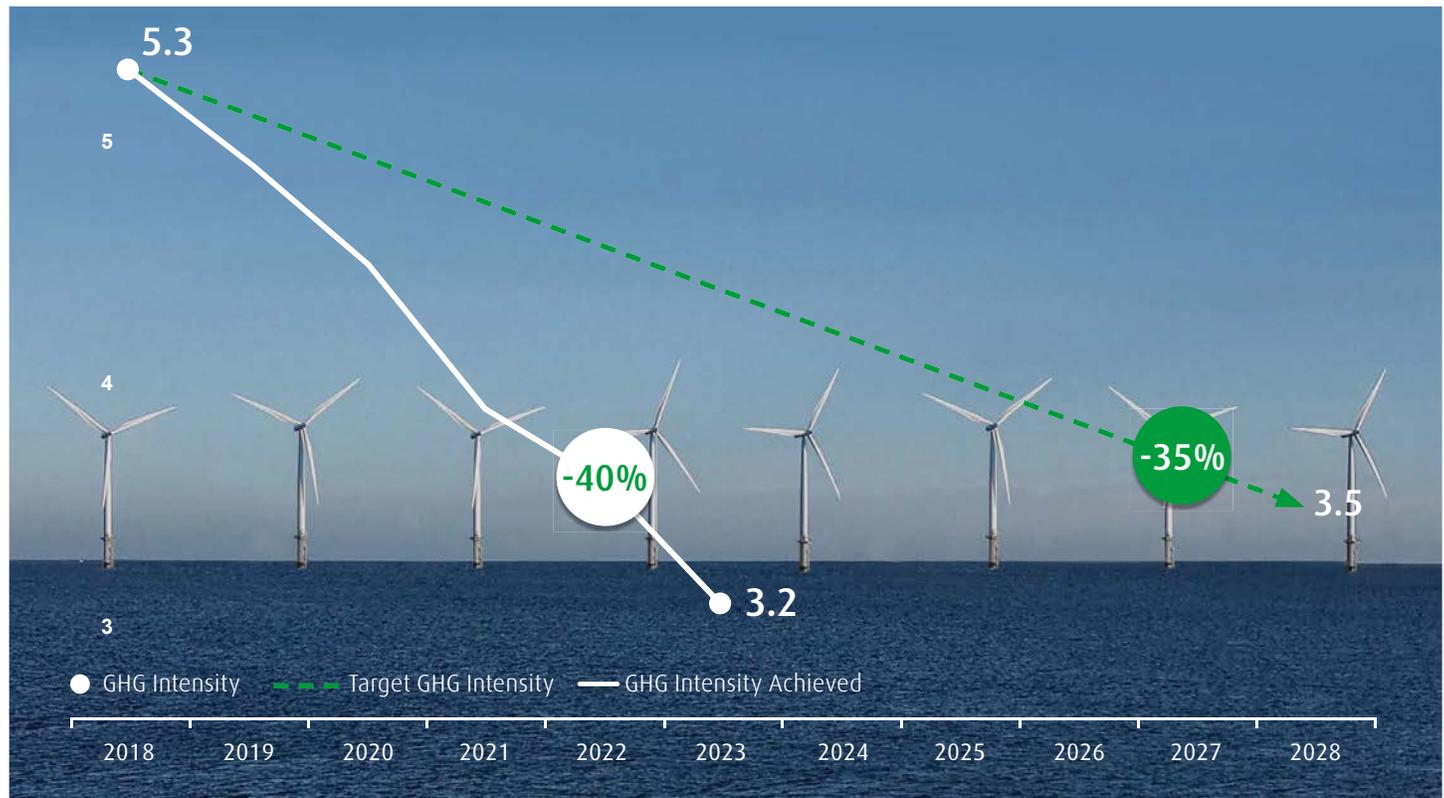
Our assumptions for this time horizon are that industrial-level decarbonization continues to accelerate. New technologies will be piloted and demonstrated. Green fuels and materials will be scaling, and the feasibility for hydrogen usage as an agent of decarbonization in multiple applications will be growing. SMRs will continue to be used for most large-scale hydrogen production. They will become more efficient, and many will incorporate carbon capture and/or use feedstocks and power from renewable sources. Electrolysis for green hydrogen production from renewable power will be available at capacities greater than 100 MW. Linde’s six climate change targets through 2028 (with a 2018 baseline) follow the full value chain from investment to customer and environmental benefits and support our ultimate 2035 absolute GHG reduction goal. They are consistent with Linde’s mission and are critical to continuing the company’s sustainability leadership. These are management targets; our businesses are accountable for achieving them. Linde will invest more than \$1 billion in decarbonization initiatives and triple the amount of clean hydrogen production. The company is investing across the hydrogen value chain to accelerate the clean energy transition with a higher global renewable power

mix and significant operating and capital efficiencies. We will pursue competitive low-carbon sources of hydrogen, including energy efficient SMRs and ATRs with carbon capture, electrolysis with renewable power, and pilot new low-carbon technologies. Our R&D will have a decarbonization focus. Key projects include advanced thermal barrier coatings and advanced sealing technologies; improving global plant efficiency, energy optimization, logistics and operations optimization; and flexible operations to support demand-side management and allow for higher utilization of renewably produced electrical power. It also includes the development of alternative gas separation technologies to allow alternative process concepts with higher efficiency and a lower carbon footprint. In the steel industry, projects include the decarbonization of the integrated mill, heat recovery, direct reduced iron technologies and electrochemistry initiatives.

Not all barriers to decarbonization can be overcome in the short term. However, we will continue to invest in optimizing operational efficiency to meet our commitment to substantially increase our focus on low-carbon and renewable energy to continue reducing carbon emissions.

The SD 2028 target of 35 percent improvement in Linde GHG intensity 2018-2028 is measured against adjusted EBITDA*. This target was initially chosen to show efficiency against a business denominator. EBITDA is one of the non-GAAP measures reported by Linde plc. Achieving this target will depend on a range of external variables that are not in our control, from global economic trends to government regulations to currency fluctuations. We remain committed to managing business growth while optimizing operational GHG emissions as shown not only by this target but by

Goal of 35 percent improvement in Linde GHG intensity 2018–2028*



* Scope 1 and 2 emissions (in million MT) divided by adjusted EBITDA in billion USD. Calculation for 2018 uses adjusted pro forma EBITDA. Calculation for 2019 onward uses adjusted EBITDA. Adjusted EBITDA is a non-GAAP measure. For definition and reconciliation, please see Appendix to the Investor Teleconference Presentation Fourth Quarter 2023.

our newer science-based absolute reduction target. In 2023, Linde reduced its GHG intensity by 40 percent from the baseline year; see Performance Towards Targets. In relation to Scope 1 or direct GHG emissions, we target improving Scope 1 GHG intensity for hydrogen plants (HyCOs) (4 percent improvement within the target horizon) and our distribution vehicles (10 percent) and reducing our absolute GHG emissions from other sources (e.g., refrigerant filling losses, nitrous oxide [N₂O] emissions) by 10 percent. In relation to Scope 2 or indirect GHG emissions, Linde's largest immediate- and medium-term opportunity to affect its GHG footprint is in Scope 2 electricity. We continue to leverage our scale and geographic distribution to procure reliable and affordable sources of renewable electricity through active procurement of new direct renewable energy contracts, Power Purchase Agreements (PPAs) or Renewable Energy Credits (RECs). While the company continues to focus on operational efficiency, variations in plant operations make ASU intensity measures less reflective of the efficiencies our teams have realized.

By 2028, we expect to have achieved:

- 35 percent improvement in GHG intensity versus EBITDA—from 5.31 to 3.45.
- Hold Scope 2 GHG emissions flat or reduced at the same time as we substantially increase our power use.
- More than 2x low-carbon power procured.
- Overall, renewable energy and low-carbon energy sources are projected to increase from 35 percent to more than 50 percent (all power).
- Development of blue and/or green hydrogen projects.

We have implemented several additional measures to help us better manage our carbon footprint, achieve our long-term targets, and assess the long-term risks of climate change. Linde's Clean Energy organization was launched to focus and accelerate activity in this area. The GHG emissions from new investments are calculated and integrated into considerations in Capital Investment Committee decisions for every project. They are then considered in the selection of the technology solution and project risks across the project development cycle. To help mitigate potential physical risks from climate change, Linde has developed a tool to explore future climate change scenarios that could impose additional operational costs on production processes from factors like higher ambient temperature or air quality deterioration/higher carbon dioxide parts per million (PPMs) in the atmosphere at our locations. Physical risks are considered in planning. Impacts and mitigations are considered as part of periodic business reviews.

2035:

In 2028, the target horizon for our 10-year managed climate objectives will end. Linde has recognized the degree of its stakeholders' interest in climate change and the importance of this impact globally. The company responded in 2021: Teams assessed then-current targets and began working on more aggressive goals, as well as the plans to achieve them.

Our 2035 target is science-based and aligned with the Paris Accords goal to reduce global warming to well below 2°C. In 2022, Linde achieved validation of this target. (More information is available at:

<https://sciencebasedtargets.org/companies-taking-action/>.) As this climate commitment demonstrates, we are active in advancing the world towards ambitious GHG reduction in the chemical industry using scenario analysis (utilizing Sustainable Development Scenario or SDS).

We can envision a future where hydrogen fuel cells will be widely adopted; green electricity will be available commercially; and energy and fuel markets will be linked. Low-carbon hydrogen will be cost competitive; SMRs will feature additional energy efficiency and CCS; and electrolysis will be available with renewable electricity sources at much greater capacities and will supply a significant share of new hydrogen demand. By 2035, we expect that hydrogen derivatives will become the new energy vector and an essential means to transport low-cost renewable power around the world.

Achieving this objective will require changes in economic and societal behaviors, government regulation, industry engagement and technology development. Linde will continue to participate in the investments and technologies that will reduce global GHG emissions.

By 2035, we expect to have achieved:

- 35 percent reduction in absolute GHG emissions from our 2021 inventory.
- More than 3x low-carbon power procured.
- Execution of CCS projects at some of Linde's largest SMRs that will, with other efficiency efforts, reduce Scope 1 emissions.

At the same time, the company will have lowered its water intensity for high-high sites in areas of water stress by 20 percent and have active Zero Waste Program participation globally—both actions complementing our Climate Change strategy and emissions reduction goals.

2050:

The world is at the beginning of an energy transformation, and Linde's climate neutrality ambition demonstrates our long-term commitment as an active contributor to the transformation.

Our vision for 2050 includes widespread availability of renewable and low-carbon energy and alternative technologies for production and distribution. Linde's 2050 climate neutrality ambition is based upon IEA's scenario analysis, as described in its latest 2020 ETP paper. This well-below 2 degrees SDS recognized that the chemical sector as a whole is one that is hard to abate and projects the GHG trajectory for this industry as declining after 2030, reaching net zero after 2070.

Linde's trajectory foresees a much earlier decline in absolute emissions, reaching climate neutrality by 2050. Analysis shows that this trajectory equates to an average decline of 4 percent of emissions per year, as compared to business-as-usual emissions. Therefore, Linde considers its 2050 net zero goal to be in-line with the global goal to limit warming to 1.5 degrees.

Tackling climate change is a shared and global responsibility. The long-term effects of carbon-based fuels on the environment and climate require significant changes to the energy supply chain, regulations and society. Linde is poised to contribute across all aspects of managing climate change and reducing GHG emissions.

Making Strides Towards Clean Energy

Linde continues to invest in advancing clean energy and has taken on several projects and activities aligned with our strategy to decarbonize our own operations, help customers decarbonize their operations, and address new market needs. Linde will decarbonize its existing asset base through the capture and sequestration of carbon dioxide emissions generated at our hydrogen production facilities. This will simultaneously increase the supply of low-carbon hydrogen in the company's network, especially in the U.S. Gulf Coast, while reducing Scope 1 emissions, in-line with our sustainability goals. In addition, we are enabling our customers to decarbonize their processes through fuel switching from existing fossil fuels to low-carbon-intensity hydrogen in their refineries, crackers or furnaces; and through capturing carbon directly at the customers' site, for example, in the cement industry. The third category of new markets represents greenfield opportunities that are quickly gaining traction, such as clean ammonia, sustainable aviation fuels and hydrogen for mobility.

Hydrogen is a cornerstone of the company's clean energy strategy. As the world's leading industrial gases and engineering company, Linde also covers the full spectrum of "colors" across the hydrogen value chain: gray, blue and green hydrogen from a range of feedstocks and natural resources. In the process of producing blue hydrogen—or low-carbon hydrogen as it is more accurately defined—the company removes impurities, separates carbon dioxide and enables its sequestration by compression into a pipeline for transportation, or cryogenic liquefaction for delivery by truck, rail or ship to a suitable sequestration site. The company also has the technologies and equipment to efficiently transport both gaseous and liquid hydrogen to its destination or to store it until needed.

As a testament to the company's commitment to playing a leadership role in hydrogen, Linde's CEO, Sanjiv Lamba, was named co-chair of the Hydrogen Council in 2023, a global CEO-led initiative committed to supporting the clean energy transition by leveraging hydrogen's potential to decarbonize the different sectors of the economy. Lamba kicked off his two-year term by supporting a number of global initiatives, including 1) the launch of H2-DEIA, a platform created in partnership with the International Partnership for Hydrogen and Fuel Cells in the Economy (IPHE), dedicated to advancing diversity, equity, inclusion and accessibility; and 2) a partnership agreement with the International Hydrogen Trade Forum (IHTF) that saw several flagship initiatives kick-off at the 2023 United Nations Climate Change Conference (COP28), aimed at unlocking the climate and socio-economic benefits of hydrogen in support of the energy transition.

Based on Linde's pipeline of approximately 200 project opportunities, Linde anticipates being involved in up to \$50 billion of clean energy investments over the next decade. As of the end of 2023, Linde's backlog for decarbonization projects stood at nearly \$2 billion.

Linde is progressing several meaningful clean energy projects, such as:

- The installation of a 35 MW PEM electrolyzer at Niagara Falls, NY, U.S., that will double Linde's green hydrogen production in the U.S.
- The construction of a large-scale carbon capture and liquefaction facility in Germany with Heidelberg Materials, one of the world's largest building materials companies, as feedstock for the chemicals and food & beverage end markets.
- The construction of a world-scale hydrogen plant with carbon capture and sequestration (CCS) and an air separation plant (ASU) to supply clean hydrogen and other industrial gases to OCI's plant in Beaumont, TX, U.S., which will provide 1.1 million tonnes of blue ammonia per year.

The company also saw several new project and startup announcements in 2023:

- Linde is partnering with Equinor on its new H2M Eemshaven project to build and operate a hydrogen production and carbon capture and transfer facility in Norway.
- Linde has started up the supply of carbon dioxide, captured at our HyCO production facility in Clear Lake, TX, U.S., to Celanese. The global chemical and specialty materials company will use the captured carbon dioxide in the production of low-carbon-intensity methanol.
- Linde inaugurated the first high-speed green hydrogen refueling pilot station for the Abu Dhabi National Oil Company (ADNOC) in the United Arab Emirates, that will be used to test the viability of hydrogen vehicles in the region.

Strong collaborations are critical in this evolving decarbonization market to reduce financial risk and drive project success by using complementary strengths in specific functional areas. Linde is committed to working with all stakeholders, across the hydrogen and CO₂ value chains and industry sectors, in building a better future that is lower in emissions and maximizes value.

Strategic collaboration highlights include:

- Joined forces with bp to advance a major CCS project in Texas, U.S., to enable low-carbon hydrogen production at Linde's existing facilities.
- Collaboration on carbon capture, utilization and sequestration (CCUS) projects to accelerate decarbonization solutions across industrial and energy sectors with SLB.
- Cooperative agreement with Airbus to work on the development of hydrogen infrastructure at airports, including the potential utilization of sustainable aviation fuels.
- Joint development agreement with Saudi Aramco and SLB to establish a 9 million tons/year carbon capture and storage hub by 2027.

Today, Linde has the largest liquid hydrogen production capacity and distribution system in the world. The company also operates the world's first commercial high-purity hydrogen storage cavern. Coupled with an unrivaled pipeline network of approximately 1,000 kilometers, this cavern enables Linde to reliably supply its customers. Additionally, Linde

has 400 MW of electrolysis plants under construction, with more under development, for both ourselves and our customers worldwide. In 2023, Linde continues to execute its strategy of prioritizing clean energy through our investments, collaborations and global leadership.



Linde's Capabilities Across the Hydrogen Value Chain

Performance Towards Targets

Linde reports the performance against all targets to our stakeholders. Linde's Sustainable Development (SD 2028) targets, "35 by 35", and more recent 2035 targets set a long-term, 10-year action plan with commitments from leadership and all levels of the organization. These are managed targets with clear accountability, ongoing reporting to management, and an annual process of review and continuous improvement. These target areas are consistent with Linde's strategic non-financial business objectives considered in determining executive variable compensation awards. Performance against this full slate of targets is reported quarterly to executive leadership, several times per year to the Board's Sustainability Committee, and at least once a year to the full Board of Directors. Operational performance towards targets is reported on a monthly basis to management.

Linde began providing ESG performance results versus its climate change targets in 2020, the only chemicals company in the S&P 500 to report quarterly ESG performance against its targets.

Most SD 2028 targets run from the 2018 base year, for 10 years to 2028. In 2021, Linde announced its newest climate change target, "35 by 35", which is a commitment to reduce absolute Scope 1 and 2 emissions by 35 percent in 2035. This managed target runs from the 2021 base year, and has been validated by the Science Based Targets initiative (SBTi). Four new targets commence in 2024, and most are baselined in 2021, paralleling the "35 by 35" target.

As part of the annual assessment of our targets, Linde is reporting certain SD 2028 targets that have already reached the goal well before 2028 as achieved. Linde will continue to report on the status of the targets until the termination of the goal, but will not report details on these targets. As well, with the introduction of new targets starting in 2024, Linde will begin full reporting on the first year progress in the next annual Sustainable Development Report.

This chapter provides a summary dashboard of all targets and performance against these targets for 2023.

Climate Change

	Linde Targets*	2020	2021	2022	2023	Target	Status
	Invest in decarbonization initiatives, cumulative \$ million	128	299	542	1,800	1,000	↑
	Invest in internal decarbonization by 2035, cumulative \$ million	n/a	n/a	n/a	n/a	3,000	new
	Direct >33% of R&D budget to decarbonization, cumulative %	26	27	39	47	>33	↑
	Contribute >50% revenue from sustainability portfolio, annual %	54	55	54	55	50	↑
	Enable >2x GHG benefits, annual	2.3x	2.2x	2.3x	2.4x	>2.0x	↑
	35% absolute reduction in Scope 1 and 2 emissions by 2035, 2021 baseline, cumulative % (million tons CO ₂ e)	n/a	n/a	-2.8%	-4%	-35% (25.9)	↗
	35% improvement in GHG intensity vs. EBITDA, cumulative %, (intensity MMT CO ₂ e/\$ billion)	-16.1% (4.5)	-26.2% (3.9)	-33% (3.6)	-40% (3.2)	-35% (3.5)	↗
	4% HyCO GHG intensity improvement, cumulative %	-7.1	-9.3	-6.7	-8.7	-4.0	↗
	10% fleet GHG intensity improvement, cumulative %	-7.2	-7.5	-4.6	0.21	-10.0	↘
10% absolute reduction in other GHG emissions, cumulative %	-9.3	-38	-56.0	-27.0	-10.0	↑	
>2x low-carbon power sourcing, primarily from active renewable electricity, cumulative TWh	15.3	17.0	18.0	18.0	>28.0	↗	

*All Targets terminate in 2028, unless specified otherwise

achieved ↑

on track ↗

behind target ↘

Invest and Innovate in Decarbonization

Linde has several targets in the area of decarbonization and growth.

- Invest >\$1 billion in decarbonization initiatives

The scope is capital projects of more than \$2 million, where the primary aim of Linde and/or its customers is to reduce GHG emissions or advance the use of low-carbon fuels and energy. Since 2018, Linde has invested a cumulative \$1.8 billion. For 2023, this includes investment for the first large-scale greenfield blue ammonia facility in the United States with OCI. This target has been deemed achieved.

- Direct at least one-third of Linde's annual R&D budget to decarbonization

The scope includes annual spend to develop lower-carbon technology for Linde assets or to develop lower-carbon solutions for our customers. Linde invested 47 percent of its 2023 R&D budget (\$69 million of \$146 million total) into decarbonization (2022: 39 percent). Initiatives include developing industry-leading carbon capture technologies, investing in promising green hydrogen technologies and driving operational efficiency to further reduce GHG intensity. This target has been deemed achieved.

- Contribute more than 50 percent of revenue from our Sustainability Portfolio

The scope is annual Linde revenue associated with the sale of gases in applications that bring environmental and/or social benefits; see the Business Model table. In 2023, Linde generated 55 percent of gases revenue, or \$17 billion, from its Sustainability Portfolio. The Sustainability Portfolio includes sales from Linde's eco-portfolio (\$12 billion) and social portfolio (\$5 billion). The eco-portfolio includes applications that have environmental and social benefits, such as oxygen for blast furnaces in steel; hydrogen for ULSD; and oxygen and carbon dioxide for wastewater treatment, desalination and aquaculture. The social portfolio includes applications with social

benefits. Examples are oxygen for respiratory care and helium for MRI technology.

For the eco-portfolio, R&D developed a simplified Life Cycle Assessment (LCA)-based screening methodology to determine and update which applications are included. A simplified LCA includes part of the four stages of a product life cycle of raw material acquisition, manufacturing, use/reuse/maintenance and recycle/waste management (e.g., it assesses one or two of the stages completely, or analyzes all four stages to lesser depth). All (100 percent) of Linde's products under development were evaluated in-depth in the first three stages (e.g., cradle to grave). For environmental impacts, we use Environmental Key Performance Indicators (EKPIs): energy (electricity, natural gas and fuel); air emissions and direct and indirect GHG emissions; waste (hazardous and non-hazardous); water; and ozone depleting substances (ODSs). This target has been deemed achieved.

- Enable >2X more GHG to be avoided per year than are emitted in all Linde operations

The scope is GHG benefits based upon data from a subset of Linde applications that enable demonstrable GHG benefits, versus Linde's 2023 total direct and indirect (Scopes 1 and 2) GHG emissions. In 2023, these applications enabled 91 million MT CO₂e to be avoided—almost 53 million MT more than its GHG emissions or 2.4 times more. See "Linde Applications Enable 2X Carbon Productivity."

Methodology: End-user-avoided carbon dioxide emissions are calculated in accordance with the International Council of Chemical Associations (ICCA) guidelines. Avoided emissions arise from efforts by multiple partners along the respective value chains. Linde's contribution has been characterized as fundamental in enabling the avoided emissions. See "Addressing the Avoided Emissions Challenge: Guidelines from the chemical industry for accounting for and reporting greenhouse gas

studies," ICCA October, 2003 (updated 2017). This target has been deemed achieved.

One new target in the area of decarbonization and growth commences in 2024:

- Invest >\$3 billion in internal decarbonization initiatives

The scope is capital projects of more than \$2 million, where the primary aim of Linde is to decarbonize its facilities to reduce GHG emissions and advance the use of low-carbon fuels and energy. Linde will report on progress towards this target in the next reporting cycle.

Optimize Operational Energy Use and GHG Emissions

Linde's 2023 Scope 1 GHG emissions were 16.6 MM MT CO₂e. This represents an increase in emissions compared to 2022 by 1 percent.

Scope 1 GHG emissions were caused mainly (73 percent) by hydrogen production in SMRs. An additional 20 percent is derived from ASUs or other production operations, where plants run on natural gas, and CO₂ plant losses. Approximately 3 percent of Scope 1 emissions were caused by "other" sources of GHG (e.g., nitrous oxide or other plants), and 4 percent is from driving. Targets to improve GHG intensity in hydrogen production, other GHG emissions and driving address those emissions.

Linde's Scope 2 GHG emissions were 21.6 MM MT CO₂e. This represents a 2 percent decrease versus 2022. The 2023 result is driven by production volumes and efficiency improvements. The value reflects continued increased usage of market-based emissions factors for several plants that previously used location-based factors. Scope 2 GHG emissions are caused by the use of electricity and steam, a portion of which comes from fossil fuel sources. Electricity is principally (90 percent) used by air separation plants. An additional 6 percent of the electricity is used in hydrogen production.

Targets to increase low-carbon power sourcing and for sustainable productivity projects, which include energy efficiency, address this issue.

In order to show GHG efficiency against a business denominator, Linde selected EBITDA, which is one of the non-GAAP measures reported by Linde plc. It reflects the size of the business for which the emissions are being reported and the efficiency improvements that are being targeted. Adjusted EBITDA is a non-GAAP measure. For definition and reconciliation, please see the Appendix to the Investor Teleconference Presentation Fourth Quarter 2023. Linde's 2023 adjusted EBITDA was \$12 billion.

This GHG intensity analysis complements the absolute GHG reduction target announced in 2021. Each of the intensity-based targets is a contributor to Linde's primary indicator of GHG performance, the "35 by 35" absolute GHG reduction target.

- Achieve a 35 percent absolute reduction of Scope 1 and 2 emissions by 2035

The scope is all Scope 1 and Scope 2 GHG emissions for Linde globally. This science-based target is aligned with the Paris Accords goal to limit global warming to well below 2°C. Progress against this new target is reported for the first time in this Sustainable Development Report. Linde's 2021 (baseline) Scope 1 and Scope 2 emissions were 39.9 MM MT CO₂e. By the end of the target's second year, Linde achieved a 4.5 percent reduction, with 2023 emissions totaling 38.1 MM MT CO₂e.

- Achieve 35 percent GHG intensity improvement versus EBITDA

The scope is Linde's combined Scope 1 and Scope 2 GHG emissions versus EBITDA. In 2023, Linde's GHG intensity was 3.2 MMT CO₂e/\$ billion, representing 40 percent GHG intensity improvement over 2018, resulting from increased renewable energy availability and sourcing as well as strong EBITDA growth.

- Achieve 4 percent improvement in hydrogen GHG intensity

The scope is Linde hydrogen facilities worldwide. The 2022 results were a 8.7 percent improvement from last year (2022: 6.7 percent).

Performance against this target was not expected to be linear. It reflects changes in production volumes, the effect of project startups, the implementation of projected technology innovations, and an increase in byproduct hydrogen sourced.

- Achieve 10 percent improvement in trucking GHG emissions intensity

The scope is all Linde commercial driving operations (bulk and packaged gases combined) where the driver is a Linde employee. The 2023 results were a 0.21 cumulative percent GHG intensity increase above the baseline.

The target is calculated by multiplying the number of miles driven and fuel used in each geography by GHG emissions factors and dividing by volume of product delivered. Examples of contributors include necessary increases in routing, leading to increased fuel usage and transitioning data systems. The trend is being watched and is expected to improve. Contractor driving is also reported in Scope 3 emissions.

- Achieve a 10 percent absolute reduction in other GHG emissions

The scope is most "other GHG emissions" from a range of Scope 1 GHG emissions sources, calculated into CO₂ equivalents—refrigerant losses from cylinder refilling operations; N₂O emissions from N₂O plants and cylinder filling; and methane releases from helium and CO₂ plants, which account for most of Linde's other GHG emissions. In 2023, these emissions were 0.5 MM MT CO₂e (2022: 0.8). The 2023 results showed a 27 percent improvement over the baseline. This target has been deemed achieved.

- >2x low-carbon power sourcing, primarily from active renewable electricity

The scope is all Linde operations within our GHG reporting boundary. The target is on track. In 2023, the company sourced 18 TWh low-carbon energy, or 43 percent of all its purchased electricity. Progress on this target was not expected to be linear. Low-carbon electricity is defined as electricity produced from non-fossil sources including renewables (e.g., solar, wind, biomass, geothermal, hydro) and other low-carbon sources. The target includes passive electricity (e.g., from the grid) and active sourcing over PPAs, RECs, certificates and sourcing contracts for specific facilities. It considers all energy consumption where Linde purchases the electricity. It excludes electricity where Linde is not the purchaser.

Linde actively sourced 4.8 TWh renewable electricity and 1.2 TWh low-carbon power in 2023. Linde electricity use in the UK is almost all renewable using wind and almost all renewable in Brazil using hydroelectric. Low-carbon and renewable electricity is also sourced in the United States, where both hydro and nuclear power are used, as well as in Colombia, India, Spain, the Philippines and other geographies.

Linde's SD 2028 targets originally included an ASU energy intensity reduction target, with the goal to show the effect of targeted productivity efforts and capital investments on energy efficiency and ultimately emissions reduction in Scope 2. The indicator has lagged due to anomalous variations in market and production trends. After careful review of the underlying assumptions and the effectiveness

of this measure to reflect performance, Linde has discontinued measurement against this target. Stakeholders will continue to receive information on the impact of productivity efforts and energy efficiency improvements as part of disclosures for the absolute GHG reduction target now in place.

Safety, Health & Environment

	Linde Targets*	2020	2021	2022	2023	Target	Status
	\$1.3 billion in sustainable productivity, cumulative \$ million	310	497	712	979	1,300	↗
	Water Management Plans (WMPs) at high-water-use sites in areas of high-water stress (# sites in scope, % WMPs implemented)	67 (20%)	67 (36%)	64 (48%)	64 (61%)	100%	↗
	20% intensity reduction in water withdrawal at high-water-use sites in areas of high-water-stress by 2035 (%)	n/a	n/a	n/a	n/a	-20	new
	Achieve Zero Waste to Landfill at 450 sites	286	360	371	421	450	↗
	100% participation Zero Waste globally by 2035	n/a	n/a	n/a	n/a	100%	new
	Annually achieve operational safety better than industry levels for Lost Workday Case Rate (LWCR)	0.21	0.22	0.19	0.09	1.3	↑
	Annually achieve annual operational safety better than industry levels for Total Recordable Case Rate (TRCR)	0.51	0.54	0.49	0.37	3.0	↑
	Annually achieve Commercial Vehicle Incident Rate (CVIR) of <2.5 per million kilometers driven	1.7	2.08	2.24	2.21	<2.50	↑
	Zero global sales of coating slurries that contain hexavalent chrome by 2029 (surface coatings)	On track, see reporting section following					↗

*All Targets terminate in 2028, unless specified otherwise

achieved ↑

on track ↗

behind target ↘

Environment

In addition to its investment targets aimed at addressing climate change, Linde has defined five environmental targets in the following areas: sustainable productivity or eco-efficiency, reduction of waste and management of water.

- Save \$1.3 billion from sustainable productivity

Sustainable productivity projects bring financial and environmental savings in Linde's EKPIs. The target for sustainable productivity is a cumulative savings of \$1.3 billion, 2018–2028. The 2023 results are on track to meet this target. Linde achieved savings of \$267 million (cumulatively \$979 million). This is 20 percent of all targeted productivity savings in 2023.

The scope is all Linde operations. In 2023, sustainable productivity also saved 1 billion kWh, 381 billion BTU of natural gas, 4 million gallons of diesel fuel, approximately 7 million pounds of waste, 500 million gallons of water and 800 thousand MT CO₂e. The emissions savings estimates count projects where benefits are fully realized as well as projects that were implemented in 2023 and are still accruing benefits. Based on our experience of more than a decade, the target assumes that both reported financial savings, and their percentage contribution to all productivity, will increase from the early years of the target period, before achieving a steady state in later years.

- Implement Water Management Plans (WMPs) at high-water use sites in areas of water stress

The scope is high-water use (hi-hi) sites, defined as sites exceeding 50,000 m³/year of water withdrawal, excluding once-through, non-contact cooling water. The 2023 results are on track to meet this target: Sixty-four sites were defined as in scope for this target in 2022.

WMPs were implemented at 61 percent of applicable sites.

Areas of water stress are defined by the WRI Aqueduct Global Water Risk Atlas Tool (2019 version). We determined "high stress" to mean that the baseline water stress was "high" or "extremely high." In addition, businesses are encouraged to voluntarily use local determinants of water risk; sites thus defined are included in this target scope.

Linde's main uses of water include cooling and boiler systems for the production of steam for the SMR process to make hydrogen. Net freshwater consumption was 97.9 million m³.

In 2023, Linde improved its guidance to teams, systems and intensity calculation methodology, while teams focused on reducing water use through productivity projects. To enhance data quality and water intensity monitoring, sites with WMPs report monthly. Scope is assessed annually; additional sites are expected to be in reporting scope for 2024, based upon water-stress and water-use trends.

Nine of these sites were added voluntarily in the Americas and APAC, based on local assessment of high-water stress. In addition to the voluntary sites in the Americas (8) and APAC (1), the remaining WMP sites are in EMEA (28), APAC (13), and the Americas (14).

Linde's team in South America has set a voluntary regional target to continuously improve their WMP site-specific water intensity performance since 2016.

They are on track to achieving this goal, having achieved an overall annual water absolute reduction of more than 400,000 m³ by early 2022. Investments were made to optimize cooling and boiler systems operation, to identify and repair water leaks, to collect and re-use rainwater, as well as to recover process condensate and other effluents to use it as make-up water in cooling towers.

- SD 2028 Target: Achieve 20 percent water intensity improvement at high-water use sites in areas of water stress, by 2035

Commencing in 2024, Linde's new target aims at reducing water usage at hi-hi sites by 2035, from the 2021 baseline.

- SD 2028 Target: >450 sites achieve Zero Waste to Landfill

The scope is all Linde operations. At the end of 2023, 421 sites achieved Zero Waste to Landfill. A Zero Waste to Landfill site is defined as one that diverts more than 90 percent process waste or hazardous waste from landfills; this can include incineration for energy recovery. Altogether, 776 sites participated, and approximately 273 million pounds of waste was diverted from landfills. Zero Waste to Landfill helps extend our company's mission and values and promotes circular economic practices. In many cases, the program brings social benefits to local communities, from education to job creation. See the disclosure for GRI 306-2 for more information on waste metrics.

- 100% Zero Waste participation globally, by 2035

Commencing in 2024, Linde's new target aims to achieve global participation by 2035. The scope is all Linde operations subject to annual eKPI reporting.

Safety & Health

During 2023, Linde continued its "journey to zero," aligning its safety and environmental standards and procedures for both work processes and product handling to enable employees around the world to execute their jobs safely and to prevent safety incidents relating to operational processes or products. Linde's SD 2028 targets include two for operational safety, one for distribution safety and one for product safety. Overall, operational safety incident rates decreased in 2023, due to several cultural and operational factors, including best practices sharing, focus on manual handling processes and training.

- Annually achieve operational safety better than industry levels for Lost Workday Case Rate (LWCR) and Total Recordable Case Rate (TRCR). The scope of these targets is all Linde operations (e.g., for employees and contractors).

Lost Workday Case Rate (LWCR): Linde's 2023 LWCR was 0.09 (2022: 0.19), more than four times better than the OSHA all industries industrial average (1.3). Linde's LWCR is defined as the number of Recordable Injury Cases (RICs) plus the number of Recordable Sickness Cases (RSCs) that result in one or more day(s) away from work as a result of a work-related incident or exposure per 200,000 hours worked (for employees and contractors).

Total Recordable Case Rate (TRCR): Linde's 2023 TRCR (the number of employee or contractor recordable injuries per 200,000 hours worked) was 0.37 (2022: 0.49). Linde's 2023 TRCR was more than five times better than the OSHA all industries industrial average (3.0). A recordable case is defined as any recordable injury or sickness of an employee, temporary worker or contractor that results from a work-related incident or exposure per 200,000 hours worked.

- Annually achieve Commercial Vehicle Incident Rate (CVIR) of 2.5/million kilometers

The scope is all operations and all employee and contractor commercial vehicle incidents at all severity levels, per million

kilometers. The annual vehicle safety target is to maintain Linde's CVIR at <2.5/million kilometers. In 2023, this target was achieved: Linde's global CVIR was 2.21 vehicle incidents per million kilometers (2022: 2.24).

Each high-severity vehicle incident is investigated, and the results from the investigation are reviewed by local leadership and Corporate SHEQ, including root cause analysis and corrective actions. In addition, selected high-severity incidents based on results and learnings are reviewed monthly with corporate and regional leadership. Target scope excludes service vehicles.

Annually, all high-severity vehicle incidents, which are defined by Linde standards and closely aligned with ICCA guidance, are reviewed. As part of this review, an analysis is conducted to identify improvement opportunity areas in which the learnings and conclusions, as identified from the analysis, are used to improve safety standards and/or establish new initiatives and focus areas.

As an example, the learning and conclusions identified from the 2023 analysis inform training programs and safety campaigns.

- Zero global sales of coating slurries that contain hexavalent chrome [Cr(VI)] by 2029

The scope is Linde Advanced Materials Technology (LAMT). Four targets were established in relation to eliminating Cr(VI)-containing slurries and replacing coatings with strontium chromate, which is currently used in several SermeTel® and SermaLon® coatings.

- By 2019: Offer coatings free of strontium chromate.
- By 2021: Offer 100 percent chrome-free slurry product alternatives to the market.
- By 2024: No sales of coating slurries that contain Cr(VI) if chrome-free 2020 alternatives have been developed and qualified by the original equipment manufacturers (OEMs).
- By 2029: No sales of coating slurries that contain Cr(VI).

These targets were prompted by the requirements of REACH*, but go beyond REACH in that they apply worldwide and will eliminate toxic substances not just in Europe, as required by REACH, but everywhere. LAMT continues to develop additional Cr(VI)-free alternatives to replace legacy SermeTel systems targeted for elimination in 2029. In addition to the three targets to eliminate Cr(VI)-containing slurries, LAMT has expanded its focus and developed replacement coatings that are free of strontium chromate, a chemical that is currently used in several SermeTel and SermaLon coatings.

This target is on track as of 2023. In 2019, LAMT introduced replacement coatings to major OEMs, and they have been accepted and incorporated into usage, allowing the OEMs to comply with the January 2019 REACH sunset date for strontium chromate. Cr(VI)-free products have been introduced to the market. These alternatives are available for much of the company's portfolio and under testing by several key customers in aviation and energy. On the adoption of these products by the aerospace, industrial, and oil and gas industries, Linde has the potential to reduce its usage of Cr(VI)-containing substances of concern by an estimated 8,000–9,000 pounds annually.

*REACH (the Registration, Evaluation and Restriction of Chemicals) is a European Union regulation that aims to improve the protection of human health and the environment through the better and earlier identification of the intrinsic properties of chemical substances. This is done by the four processes of REACH, namely the registration, evaluation, authorization and restriction of chemicals.

Integrity & Compliance

	Linde Targets*	2020	2021	2022	2023	Target	Status
	100% employee certification to Linde Code of Business Integrity (CBI), annual % employees certifying	100	99	100	100	100	↗

*All Targets terminate in 2028, unless specified otherwise

achieved ↑

on track ↗

behind target ↘

Integrity & Compliance

- Integrity & Compliance: 100 percent certification to Linde's Code of Business Integrity (CBI)

All targeted employees are required to certify CBI compliance, except where law or regulation prohibits inclusion. The reporting certification is achieved annually for Linde's CBI and biennially for additional related areas, such as Doing Business with the Government; Understanding Anti-Bribery Legislation; Understanding the Foreign Corrupt Practices Act; and others. As indicated in

the Governance section, the Board Audit Committee reviews certification of employees' understanding of, and compliance with, the company's Business Integrity and Ethics Policy.

In addition, Linde requires that 100 percent of relevant third parties whose activities could expose Linde to risk adhere to its CBI and Compliance with Laws and Business Integrity and Ethics policies, or their own equivalent compliance policies. Linde utilizes contractual terms and awareness programs to foster adherence, as through its Supplier Code of Conduct.

People & Community

	Linde Targets*	2020	2021	2022	2023	Target	Status
	Achieve 30% representation of women globally by 2030 (% all employees), professional population	27	27	28	29	30	↗
	550 employee community engagement projects completed	389	389	489	590	550	↗
	Community impact assessments in engineering project development at all new sites (U.S. only). (% complete): Target commences in 2021	n/a	n/a	Started	Started	100	↗
	Increase environmental/climate-related philanthropic spend by 50% (annual \$ '000, % total)	\$684k (23%)	\$884k (59%)	\$1,197k (116%)	\$3,876k (598%)	\$832k (50%)	↑
	100% Sustainable Development Awareness training (% employees trained)	n/a	n/a	n/a	n/a	100%	new

*All Targets terminate in 2028, unless specified otherwise achieved ↑ on track ↗ behind target ↘

Diversity & Inclusion

This PF has five targets: one for Diversity & Inclusion (target year 2030), two for Community, one for Global Giving, and one for sustainability awareness within the organization.

- Diversity & Inclusion: Achieve 30 percent representation of women globally by 2030

The aspirational goal for Linde is to achieve 30 percent female representation at all levels in Linde’s global professional employee population by 2030. In 2023, the overall average percentage of female professionals in the global Linde organization was 29 percent (2022: 28), and on track to achieve this target. The percentage of female executives in the global Linde organization was 20 percent, an increase from 19 percent in 2022. Women also represented 28 percent of all employees. The global organizational goal of 30 percent is intended to apply at all management levels and for all business units and functions.

The scope is all Linde employees. Inclusion is a Linde core value. The company embraces diversity and inclusion in order to attract, develop and retain the best talent and build high-performing teams. Linde’s CBI states that employees must not be discriminated against on the basis of their race, color, religion, gender, gender identity, national origin, age, disability, veteran status, pregnancy, sexual orientation or other protected characteristics. Linde’s Board and management have aligned diversity and inclusion with its business strategies and implemented diversity action planning into business processes, performance management and executive compensation. See GRI 405-1 for more information.

Community Engagement

- Complete 550 projects in community engagement

Target scope is all reported employee-based Linde community engagement activities. Linde reported 590 projects in 2023 (2022: 489). Projects are defined as reported by the project team into a Linde database. Linde measures the impact of projects, where applicable, on the community beneficiaries, employees and the company. Analysis shows positive impacts for all three groups. For example, teams report that in 96 percent of projects, the quality of life of the beneficiaries is positively impacted; in 91 percent of

projects, teams reported that their own management effectiveness improved; in 98 percent of projects, teams reported positive employee engagement. Results for baseline year 2018 are as reported for legacy Praxair.

Community engagement projects are directed to address local needs. Projects focus on four themes: Education & Diversity (34 percent); Health & Wellness (21 percent); Community Support (26 percent); and Environment (19 percent). See GRI 413-1 for more information.

- Community Relations (U.S.): Community impact assessments in engineering project development at all new sites

The scope is all new U.S. large capital projects that pass the regular engineering design process and commence construction. Work on the target was halted due to the pandemic. A framework for community input, dialogue and investment was developed in 2022 and a community focus group was held in 2023. Once fully online, the community impact assessment is performed by the business and project execution teams during the planning of new and/or significant expansions of Linde sites. It includes a discussion with key stakeholders in the community, which may include representatives from municipalities and community organizations; understanding community needs; and a proposal of potential ways to address these community needs and bring positive impact, especially through social, educational or environmental initiatives.

Global Giving

- Global Giving: Increase environmental/climate-related philanthropic spend by 50 percent

Target scope is Global Giving donations from corporate and global businesses. The program contributed approximately \$3.9 million to environmental-related organizations in 2023, a 598 percent increase from the baseline, well above target. The rise reflects increased philanthropic support in North Latin America.

The objective of this target was to direct additional Global Giving funds towards initiatives that will have a positive impact on the environment/climate change and to support Linde’s new Climate Change targets. Linde has long-standing relationships with global environmental non-profit organizations including the Arbor Day Foundation and Seed Programs International. Linde also supports

regionally-based environmental programs in various countries, including Mexico, Canada, South Korea, Brazil and India. See GRI 201-1, 203-1 and 413-1 for more information.

Sustainability Awareness

- 100% Sustainability training for employees

Commencing in 2024, Linde will begin rolling out sustainability training to all targeted employees, to be implemented across all businesses.

Governance 2-9

Corporate Governance 2-9

A comprehensive review of Linde's corporate governance framework is provided on our website at: <https://www.linde.com/about-us/corporate-governance>. It is also included in the Proxy Statement for the 2024 Annual General Meeting of Shareholders in the Corporate Governance and Board Matters section. The Proxy Statement also contains a section on Environmental, Social and Governance Highlights.

Linde's Board of Directors consists of 10 Board members. Eight are independent non-executive directors. Linde's CEO Sanjiv Lamba serves as an executive director, and the Chairman of the Board, Stephen Angel, was formerly Linde's CEO. The Board currently has five standing committees: Audit Committee, Human Capital Committee, Executive Committee, Sustainability Committee and Nomination and Governance Committee. Each is comprised of only independent directors, except for the Executive Committee, of which the Chair and CEO are members.

The Board maintains oversight of the company's values and strategy. Each year, it conducts a comprehensive long-term strategic review of the company's outlook and business plans and provides advice and counsel to management regarding the company's strategic issues. Linde's values are considered integral to its long-term sustainable success, and executive compensation rewards performance in financial and strategic non-financial areas. The Board's role in these areas, as well as in risk management, is described in the company's annual Proxy Statement in the Corporate Governance and Board Matters Section, which is available on Linde's website at: <https://investors.linde.com/regulatory-filings>.

The Board has oversight of key aspects of the corporate governance structure in areas of particular interest to the sustainability community, such as director independence; split roles of Chairman and CEO; appropriate board committees; board effectiveness; shareholder outreach and alignment with long-term shareholder interests; mechanisms to avoid conflicts of interest; board diversity; limits to service; industry experience; and a comprehensive sustainability program.

Board members are nominated by the Nomination and Governance Committee for election by the shareholders. Nominees are elected each year at the Annual General Meeting. The Nomination and Governance Committee believes that each director has an established record of accomplishment in areas relevant to our business and objectives, and possesses the characteristics identified in our Corporate Governance Guidelines as essential to a well-functioning and deliberative governing body, including integrity, independence and commitment.

Each Board member has executive management and director oversight experience in most, if not all, areas that the Board considers critical to conduct of the company's business, including public policies as they affect global industrial corporations, compliance, corporate governance, productivity management, safety management and sustainable development.

Governance of Non-Financial Matters 2-12

Linde has established five core values: Safety, Inclusion, Accountability, Integrity and Community. These are the basis of what

the company stands for and how it behaves. A code of ethics has been adopted that provides clear instructions on expected behavior and for reporting concerns about potential non-conformance. This code has been approved by the Linde Board of Directors and is named the Code of Business Integrity (CBI). This document is made widely available to employees and third parties and is posted on the company's website. Governance of Linde's CBI is described in the Performance section as it relates to an SD 2028 target.

It is the view of Linde's Board that non-financial issues are a component of the company's values, culture and performance expectations, and are a basis on which employees drive financial results. The Board has confirmed the importance of setting non-financial objectives as part of variable compensation to reinforce leadership's focus on maintaining a culture that supports both short and long-term sustainable results. It has established non-financial goals with respect to elements such as safety, environmental responsibility, global compliance, productivity and talent management. These measures are described in Linde's Proxy Statement. Annual payout of executive variable compensation depends on performance in several strategic non-financial areas, including best-in-class performance in safety, environmental responsibility, global compliance, productivity and talent management.

Linde's Board monitors the implementation of its CBI, which includes commitments to adhere to high standards for diversity and inclusion; safety; health; care for the environment and quality; human rights; corporate citizenship; and the prevention of bribery and corruption. The Audit Committee oversees the company's compliance with legal and regulatory requirements. The Human Capital Committee oversees diversity and inclusion policies, objectives and programs to achieve those objectives. The Nomination and Governance Committee periodically reviews the company's guidelines and policies governing its response to important broad public policy issues in the areas of corporate social responsibility and corporate citizenship.

Alignment with Compensation

In January 2023, the Human Capital Committee approved the design and goals for the company's annual performance-based variable compensation program in 2023. In recognition of the importance of the company's standards for, and impacts from, ESG considerations, the non-financial component is comprised of three pillars, each with their own weights. See Proxy Statement.

Coupled with its assessment of performance related to financial goals, the Human Capital Committee reviewed the strategic actions taken by management that focused on long-term sustainable success. After the end of the year, management presented to the Human Capital Committee the degree of achievement in meeting each goal, and for each element, provided its view of the relative degree of importance to long-term success. Based on the results, the Human Capital Committee determined that the company's performance with respect to the strategic/non-financial goals was favorable and set the Corporate financial and strategic/non-financial payout factor at 153.4 percent of target variable compensation (relative to a 200 percent maximum). The table on the next page illustrates the basis for which 2023 variable compensation payouts.

2023 Strategic and Non-Financial Performance Goals

Goal	Additional Detail
Values: Safety, Compliance, Sustainability and Inclusion	
<ul style="list-style-type: none"> • Zero fatalities with fatality potential event reduction • No significant process safety or environmental events • Best in class recordable injury, lost workday case and vehicle accident rates • Maintain world class performance in sustainability • Drive a strong global compliance program and culture focusing on policies, procedures, training, reporting, accountability and verification via audit • Strengthen leadership pipeline, including globally diverse talent, through a single succession planning and performance management approach across the enterprise 	<ul style="list-style-type: none"> • Providing employees with a safe operating environment through investing in state of the art technology and by driving a culture in which safety is a top priority • Maintain rigorous processes and procedures to ensure compliance with all applicable environmental regulations, to meet sustainable development performance targets and to continuously reduce the environmental impact of the Company's operations in the communities in which it operates • Create and maintain a strong ethical culture in every country where Linde operates • Hold all employees accountable for ensuring that business results are achieved in compliance with local laws and regulations and the Company's Code of Business Integrity • Attract, retain and develop a diverse and engaged workforce through a robust succession planning process • Employee value proposition includes providing strong, dynamic leadership, a challenging work environment, industry-leading performance, competitive pay and benefits, and rewards and recognition for outstanding performance
Relative Performance and Strategic Positioning	
<ul style="list-style-type: none"> • Position the business for long-term performance • Execute the decarbonization strategy • Deliver profitable growth by commercializing new applications and use cases • Win more than our fair share of high-quality projects • Leverage digitalization and targeted AI solutions to support growth, productivity, and automation with demonstrable bottom line impact • Enhance organizational capabilities in productivity tools, processes and practices • Strong performance relative to peer companies 	<ul style="list-style-type: none"> • Deliver excellent results in the short-term and over a longer, sustainable period of time • Rigorously assess the quality and future impact of actions taken, as benefits may not be recognized for several years • Monitor the "health" of the organization through pulse surveys • Focus on meeting schedules and cost estimates, starting-up plants reliably and efficiently, and supporting plant availability • Deliver value through continuous innovation to help Linde's customers enhance their product quality, service, reliability, productivity, safety and environmental performance • Work across disciplines, industries and sectors, with employees, customers, suppliers and a range of other stakeholders to get more output utilizing fewer resources and with less environmental impact • Continue to be the best performing industrial gases company in the world • Assess how well we anticipate and manage adversity to optimize results • Determine if management's actions appear more or less effective than those of Linde's peers • Appropriately respond to macroeconomic or other external factors unknown at the time financial goals were established

Examples of 2023 actions include:

- Maintained best-in-class safety performance with 20 percent reduction in total recordable cases from prior year and lost workday case rate of more than 4x less than U.S. OSHA industrial average.
- Environmental Sustainability efforts made good progress with reduction in greenhouse gas intensity, with continuous year-over-year decrease through the end of 2023 and on track to achieving a 35 percent reduction by 2028 and progressing well on science-based 2035 absolute GHG reduction goal.
- Increased opportunity pipeline of decarbonization projects to 200 with expected capex of \$8-10 billion.
- Maintained DJSI World constituency for 21st consecutive year, remaining the only company in the chemicals sector with that record.
- Recognized as sustainability leader by S&P Global with highest score of any industrial gases company in the 2023 S&P Global Corporate Sustainability Assessment and ranked second of 500+ companies in the chemicals sector globally.
- Sustainalytics ESG rating remained negligible risk and improved to #1 out of 547 companies in the Chemicals sector in 2023.
- Maintained MSCI ESG "A" rating.
- Steady progress on established SD 2028 goals in all four priority pillars: Climate Change; Safety, Health & Environment; People & Community; and Integrity & Compliance.
- Recognized as one of World's Most Ethical Companies by Ethisphere, one of only two companies in the chemicals sector to be included in the 2023 list.
- Released full inventory of Scope 3 emissions; Linde is the only industrial gases company to release inventory in all categories and with this action is on track with commitment to set Scope 3 reduction targets in 2025-26.
- Increased the number of sites participating in Zero Waste program to approximately 780 sites by the end of 2023, with Zero Waste achievement on track for 2028 target.
- Delivered approximately 600 community engagement projects globally, an increase of 20 percent from prior year, across every region and every business.
- Recognized for Diversity, Equity & Inclusion programs by Diversity Inc., Bloomberg's Gender Equality Index, DEI Employer 2023, Forbes, HRD 5 Start Diversity, Women in Leadership, and Top Fleet Employer.
- Continued progress toward attaining Linde's aspirational "30 by 30" gender representation goal of reaching 30 percent female representation at all professional levels by 2030.
- 2023 total productivity reached \$1.3 billion with cash cost savings of \$825 million, up 9 percent from prior year.
- Achieved water management planning at more than 60% of high-water-use sites in areas of high water-stress; on track for 100% by 2028.

Sustainable Development Governance

Sustainable development is overseen by the Board and executive leadership and integrated throughout the company.

Linde's Board of Directors: In 2023, the Board approved new sustainability goals to commence in 2024. The Board previously approved climate change goals, including the 2035 absolute GHG reduction target and 2050 climate neutrality ambition, in 2021, and the SD 2028 targets in 2020. The Board reviews progress on all targets.

In 2021, the Board added its Sustainability Committee to focus on environmental matters and clean energy initiatives. The committee receives regular updates on progress against targets, strategy, reporting of aspects and emerging topics from the Vice President, Sustainability.

The Human Capital Committee has oversight of social aspects, including community engagement. Additional detail on Board Committee charters and their oversight of ESG matters can be found at: <https://www.linde.com/about-us/corporate-governance>. In addition, the Board reviews safety matters at each meeting. A compliance presentation is made annually by the Chief Compliance Officer (CCO). A presentation is made annually by the Executive Vice President (EVP) and Chief Human Resources Officer (CHRO) on Linde's program in Diversity and Inclusion.

The Executive Leadership Team is the highest level leadership team. They are responsible for economic, environmental and social topics, and oversee and approve sustainable development strategies and programs. In 2023, they reviewed presentations related to ESG that were prepared for the Board.

Members of the Executive Leadership Team report directly to the CEO and are responsible for their respective regional operating segments of the Americas, APAC and EMEA. As well, Executive Leadership Team members are responsible for Engineering, Clean Energy, Procurement, Artificial Intelligence and corporate functions, including Legal, Accounting, Sustainability and HR.

Linde's Business Leadership team is responsible for business operations across the globe. Linde's Functional Leadership manages and has direct responsibility for areas including Safety, Health, Environment and Quality (SHEQ), Technology, Clean Energy, Sustainability, Productivity and Digitalization.

Linde's Senior Vice President (SVP) and Chief Accounting Officer is the executive officer responsible for sustainability. She is a member of the Executive Leadership Team and reports to the CFO. Specifically, in relation to sustainability and climate change, the SVP is the highest management level responsible for coordinating the sustainable development targets, including Linde's climate change targets.

The SVP is responsible for aligning various functions of the organization and the businesses around sustainability goals, including development of targets (by Sustainability) and for overall alignment of business strategy and functional coordination related to sustainability.

The Vice President, Sustainability, is the highest-ranking functional leader of sustainability. She is the Chair of the Corporate SD Council and coordinates performance and action planning to define and achieve all sustainability targets and action plans. She is also responsible for external reporting and coordinating consultations with internal and external stakeholders relating to ESG issues (see the Engaging Stakeholders section) and staying current with emerging issues. She is also responsible for standardizing methodologies (with various global functions such as SHEQ and R&D, as well as HR and Legal), and reporting performance against many of the targets (for example, COE for environmental

performance, SHEQ for safety performance, Strategy and Capex for investments in decarbonization, and R&D for innovation and growth related to decarbonization).

She also leads global internal and external engagement on sustainable development issues, community engagement, Zero Waste and other sustainability initiatives and ensures the fair, reasonable treatment of all perspectives.

The Corporate Sustainable Development Council (SD Council) is the corporate committee responsible for the proposal and execution of Linde's sustainable development strategy, targets and programs. It consists of the heads of functions that support the implementation of Linde's SD strategy and targets, and the designated heads of Operating Segments, Engineering, and global businesses who lead SD implementation in their areas. The SD Council is the institutional link between the Executive Leadership Team and the Board on Linde's sustainable development.

Business SD Councils are established in each Linde Operating Segment and global business. They are comprised of functional leads and coordinated by a business-level Sustainable Development leader, supported by an SD Coordinator, both appointed by that business' president. Business Councils meet quarterly. They lead business- and functional-level internal and external engagement on sustainable development and coordinate the implementation of local sustainable development action plans and Linde's Sustainable Development Management System (SDMS). Business SD Coordinators participate in bi-monthly global meetings coordinated by the office of Sustainable Development. They share sustainable development best practices and challenges between corporate groups and the businesses.

Linde's 10-year SD (SD 2028) targets were set in 2019 and are baselined in 2018 to reflect the starting year of the combined company. They were developed at the request of Linde's Board and Executive Leadership Team, who approved them in early 2020. These are managed targets; the businesses are accountable for achieving them. Reporting on specific targets is consolidated and coordinated by one or more corporate functional vice presidents and is reviewed internally (in most cases, monthly). Linde's energy and climate change targets are reported each month from the businesses and reviewed at a monthly global meeting of the COE, led by its vice president. The meeting tracks trends against targets and seeks opportunities to replicate best practices. This monthly report is then provided to the Finance office, the Chief Financial Officer (CFO) and the Executive Leadership Team.

Linde's most recent goals are managed and the businesses are accountable for achieving them. The 2035 climate change target is baselined in 2021. Sustainability and Finance convene regular reviews with Linde's CEO to track progress against this target. New targets commencing in 2024 are similarly managed.

Other operational targets for water, sustainable productivity, Zero Waste and community engagement also report monthly into the COE meeting.

Zero Waste, Community Engagement and Workforce Development programs are led by the Sustainable Development function. Community engagement encourages business programs that engage employees in volunteerism in their communities. "Community" is a core company value; community engagement is considered a leadership activity. Linde sites maintain a strong Community Engagement program. Workforce Development programs have been designed and launched with community partners in a range of areas from welding to additive manufacturing to heavy-duty truck driving.

Risk Management

Linde's risk management process includes risk reviews by management as well as annual review by the Board. In its [Annual Report \(10-k\)](#), previously Linde lists risk factors that management assesses may significantly impact the company. Several risk factors have been identified. Risks include short-term, long-term and emerging risks.

Responsibility

The Audit Committee is responsible for monitoring the effectiveness of the internal quality control and risk management systems for enterprise risks. Unless otherwise reviewed by the Board or other committees of the Board, the Audit Committee reviews and discusses guidelines and policies by which the company undertakes risk assessment and risk management.

The Board conducts annual risk assessments based on the substantial risks and aggregated trends identified in Linde's risk management and risk reporting process that encompasses the entire organization with dedicated responsibilities at various levels.

The Executive Leadership Team, supported by the expertise of the respective corporate functions, is responsible for setting risk management standards and overseeing compliance with these standards and associated policies. Guided by these standards and policies, the heads of the business units are responsible for identifying operational risks and implementing controls and risk mitigation measures in their respective business areas.

Linde's risk management and reporting process is governed and coordinated by the Head of Internal Audit and Risk Management. In his function as Head of risk management, he reports to the CFO, who in turn reports to the CEO.

Internal Audit is responsible for providing independent assurance and consulting services to ensure policies are followed and processes are executed in accordance with legal requirements and the standards set by management. Regarding risk management, Internal Audit performs audits in areas with relevant risks and compliance requirements to validate how effective risk management processes are implemented in the organization.

Process

At Linde, risk management is an integral part of the company's culture. The risk management process is designed to identify, assess and treat all types of risks effectively. There are two interlinked processes: the top-down process and the bottom-up process.

The top-down process is an annual comprehensive, strategic risk review, and the bottom-up process is a continuous effort led by the businesses and Corporate Functions.

The top-down process is an annual formal risk review conducted by the Executive Leadership Team. Input for this review comes from significant risks resulting from the consolidation of feedback from the bottom-up process and the analysis of external trends. The result of this process is an updated overview of Linde's top enterprise risks, their risk owners, and the measures taken to treat these risks. This result serves as input for the board review and as the basis for the bottom-up process.

The bottom-up process is led by the businesses and Corporate Functions throughout the year. They must ensure that their risks, ratings and risk treatment plans are up-to-date, and significant new or emerging risks are recorded in the central risk management database. All risks must be rated according to their potential impact and expected probability of occurrence based on corporate rating bands so that they can be prioritized in a Heatmap. The annual cycle of both processes facilitated by the Risk & Control Team ensures that enterprise risks are understood and managed within aligned risk parameters.

The Risk & Control Team facilitates seamless coordination between both processes.

Engaging Stakeholders 2-29

This section describes ongoing engagement on key topics with several relevant stakeholder groups. They are invited to voice their opinions, which in turn provides value to the company. Stakeholder feedback was integrated into Linde's process to determine PFs, KPIs and company goals, including our SD 2028 targets, 2035 climate target, 2050 climate neutrality ambition, as well as the newest targets introduced in 2024.

Employees 2-29

Linde is committed to the safety, well-being and professional development of all employees worldwide. The company is committed to providing a safe and inclusive workplace with an emphasis on the highest standards of integrity and professional performance. This allows Linde to maintain a high rate of employee engagement, which helps attract and retain talent.

Group	Frequency	Key Topics	Response to Key Topics
All employees	Continuous	<ul style="list-style-type: none"> Pay Conditions Retention 	<ul style="list-style-type: none"> Linde provides a range of employee benefits that reward performance. Linde has a robust training and development program and annual employee performance appraisals.
All employees	Continuous	<ul style="list-style-type: none"> Employee retention and engagement 	<ul style="list-style-type: none"> Linde's worldwide 2023 employee engagement scored favorably relative to established benchmarks. Positive level exceeding external benchmarks in employee engagement based upon global survey: 76 percent engagement Linde was named to the Bloomberg Gender-Equality Index.

Customers 2-29

Customer satisfaction is crucial to Linde's results. A significant portion of Linde's revenue is earned from recurring customers and retained accounts. In addition to an analysis of customer retention, we assess the satisfaction level of a subset of our largest accounts.

Group	Frequency	Key Topics	Response to Key Topics
All customers	Continuous and periodic	<ul style="list-style-type: none"> Productivity Competitive advantage 	<ul style="list-style-type: none"> Linde works continuously to offer customers relevant technologies to improve their resource efficiency and positive environmental impacts, particularly in energy use and the reduction of GHG emissions.
All customers	Continuous and periodic	<ul style="list-style-type: none"> Safety Product knowledge Quality Reliable supply 	<p>Globally, Linde provides customers with the safe, reliable and quality supply of critical products. For example:</p> <ul style="list-style-type: none"> Linde is a leading provider of respiratory therapy products and services. In the United States, for example, Linde delivers care to approximately 1.8 million patients in the home setting.
Subset concerned about ESG issues	Periodic	<ul style="list-style-type: none"> Climate change Energy efficiency 	<p>Globally, Linde works with customers to improve their energy efficiency and reduce GHG emissions. For example:</p> <ul style="list-style-type: none"> Linde responds to dozens of customers each year from several geographies that seek information as part of the CDP supply chain assessment. Linde's 2023 Supplier Engagement Rating Score was A-, compared to an average rating of B- in our sector.
Collaboration for innovation	Continuous	<ul style="list-style-type: none"> Competitive advantage and customer satisfaction 	<p>Consistent with our vision and mission, the company is committed to helping customers by delivering innovative and sustainable solutions. In many cases, its innovative technology solves environmental challenges, allowing its customers to be more productive while using fewer natural resources and energy, and producing fewer emissions. For example:</p> <ul style="list-style-type: none"> In 2023, Holcim Germany received the COP28 Energy Transition Changemakers Award for its Carbon2Business innovation project, one of the world's first climate-neutral cement plants. The project is expected to go into operation at the Holcim plant in Lägerdorf, Schleswig-Holstein, in 2028. Holcim works closely with the industrial gases and engineering experts at Linde for O₂, which is necessary for its operations, and processing captured CO₂.
Subset of customers	Periodic	<ul style="list-style-type: none"> Satisfaction level 	<ul style="list-style-type: none"> Linde has measured customer satisfaction based upon retention for 2018 to 2020; the target of 90 percent was achieved each year. In 2021, Linde piloted a new methodology to survey customer satisfaction using Net Promoter Score (NPS). Linde received a confirmation of satisfaction with a NPS of 35. This assessment, conducted every 2 years, was repeated for 2023. Latest result confirmed satisfaction with a NPS of 42.

Shareholders 2-29

Linde has a strong shareholder focus. Meetings held with investors and broader ESG groups confirmed Linde's ongoing commitment to sustainability. We emphasized that priorities were to retain our respective strong programs, to develop our sustainability and climate change targets and to integrate sustainability globally across Linde.

Group	Frequency	Key Topics	Response to Key Topics
Regular investors	Continuous	<ul style="list-style-type: none"> Shareholder return 	In 2023, Linde's stock performance outpaced major indices, including the S&P 500. See EC (1).
ESG investors	Continuous	<ul style="list-style-type: none"> ESG and sustainability 	<p>Linde is frequently recognized for outstanding performance in sustainability. We consistently excel in premier sustainability investment indexes and rankings. Linde is listed on major investment indexes such as the S&P Global Corporate Sustainability Assessment, World Dow Jones Sustainability Index (DJSI), FTSE4Good and STOXX.</p> <p>Linde was named to the S&P Global Sustainability Yearbook 2024. Results are based upon the 2023 Corporate Sustainability Assessment, which confirmed Linde as a constituent of DJSI World, scoring at the 100th percentile (Oct. 2023). The Sustainability Yearbook is the world's most comprehensive publication on corporate sustainability.</p> <p>In 2023, Linde achieved the CDP Leadership level, scoring A- on both the Climate Change and Water Security responses.</p>

Suppliers 2-29

Linde infuses its core values through supply chain engagement initiatives structured to cultivate supplier capacity. This drives better business performance, sustains higher quality and improves eco-proficiency and product development, including access to innovation. We optimize initiatives locally and across the globe by focusing on select commodities and distinct groups of suppliers.

Group	Frequency	Key Topics	Response to Key Topics
Electric utility and capital equipment suppliers	Continuous	<ul style="list-style-type: none"> Energy efficiency 	<ul style="list-style-type: none"> Linde works with our electricity and capital equipment suppliers around the globe to identify and implement programs that optimize energy efficiency in our offices and facilities. Linde has been recognized for commitment to a clean energy future by Florida Power and Light's "Solar Together" program. Energy supply contracts continue to bring carbon-free electricity to Linde's corporate office in Danbury, Connecticut. The site also sources energy from solar panels in the parking lot.
Contract drivers	Continuous	<ul style="list-style-type: none"> Safety 	<ul style="list-style-type: none"> Contract drivers receive the same or comparable levels of training as Linde drivers.
Minority suppliers	Continuous	<ul style="list-style-type: none"> Capacity building 	<ul style="list-style-type: none"> Linde seeks to promote engagement and help build capacity among suppliers designated as diverse business enterprises. <p>For example:</p> <ul style="list-style-type: none"> Over the last few years, Afrox, Linde's subsidiary in South Africa, has been the driving force behind several small enterprises. This is part of Afrox's commitment to kick-start, support and build small Black-owned businesses capable of meeting the needs of the company's strategy in terms of procurement, transport and penetrating new markets. Afrox has earned Broad Based Black Economic Empowerment (BBBEE) Certification at Level 1; the report and certificate are available on the Afrox website.

Communities 2-29

Community is a Linde value. Linde is, at its core, a “local” company. We make long-term investments in communities where we build facilities and source locally for talent, leadership and suppliers. This, in turn, helps strengthen Linde’s reputation and business relationships.

Group	Frequency	Key Topics	Response to Key Topics
Corporate: Sustainability and Global Giving programs	Continuous	<ul style="list-style-type: none"> • Diversity • Education • Healthcare • Environment • Community resilience 	<ul style="list-style-type: none"> • Community engagement is a part of Linde’s culture and is encouraged by leadership. Linde engages with its communities by building close relationships with local providers of emergency services, with employee volunteer projects that help build community resilience and through the Linde Global Giving Program (see the disclosures for GRI 201-1, 203-1, 203-2, 413-1, 413-2). • Linde has a strong community engagement program and activity in all businesses (see the disclosures for GRI 203-1, 203-2, 413-1, 413-2). • For example in 2023, approximately 350,000 people, including children and students, benefitted from efforts in community engagement.
Unemployed & underemployed Universities Military	Continuous	<ul style="list-style-type: none"> • Capacity building 	<ul style="list-style-type: none"> • Linde’s <i>Skills Pipeline</i> workforce development program addresses labor shortages by helping to build capacity. For example, the program in commercial truck driving helps soldiers transitioning from the military earn their CDL. Having more drivers available to work in industry can potentially reduce supply chain disruptions. The program has provided training to more than 100 soldiers.

Government Agencies 2-29

Linde has a strong global ethics and compliance program. Linde’s Government Relations department participates in discussions with international, national and sub-national governmental bodies regarding legislation that impacts our business, drives energy efficiency, delivers positive outcomes in electricity regulation and supports our unique technologies to produce clean energy. See the disclosure for GRI 415-1.

Group	Frequency	Key Topics	Response to Key Topics
Government agencies	Continuous	<ul style="list-style-type: none"> • Compliance 	<ul style="list-style-type: none"> • Linde maintains a detailed oversight process to ensure that its activities are conducted in a legal, ethical and transparent manner. • Linde trains employees on issues related to doing business with the government and complying with anti-trust and competition laws and the U.S. Foreign Corrupt Practices Act (FCPA) and conducts internal audits annually. • Linde meets with international, national, sub-national and local government officials to discuss energy costs, energy efficiency, tax and trade-related issues and the environmental benefits of Linde technologies.

Industry Associations and Groups 2-29

Linde is a member of a range of trade associations, business associations and alliances, including national chemical associations and industrial gas associations in the company’s key geographies, and manufacturers associations and chambers of commerce, through which it engages in dialogue with government officials and stakeholders about issues that are important to the company and its business. See the next page for a full list of industry associations.

Group	Frequency	Key Topics	Response to Key Topics
Industry groups	Continuous	<ul style="list-style-type: none"> • Policy development 	<ul style="list-style-type: none"> • In many cases, a Linde executive holds a board seat and/or serves on a relevant committee, or Linde participates in projects where it views membership as a strategic partnership. See list of Membership Associations. • Linde also participates in additional local and regional organizations.
Chemical industry	Continuous	<ul style="list-style-type: none"> • Responsible Care® 	<ul style="list-style-type: none"> • Linde is externally audited for conformance to the Responsible Care Management System® (RCMS®) and is a signatory of the Responsible Care® Global Charter.

Memberships of associations 2-28

Memberships of associations (such as industry associations) and national or international advocacy organizations where Linde:

	Holds a position on the governance body	Participates in projects or committees	Provides substantive funding beyond routine membership dues	Views membership as strategic
Global				
Hydrogen Council	X	X	0	X
International Oxygen Manufacturers Association (IOMA)	X	X	0	0
Americas				
American Chemistry Council (ACC)	0	X	0	X
American Fuel and Petroleum Manufacturers Association (Associate Member)	0	X	0	X
American Institute of Chemical Engineers (AIChE)	0	X	0	X
Business Council for International Understanding	0	X	0	X
California Manufacturers and Technology Association	X	0	0	X
Compressed Gas Association (CGA) (U.S.)	X	X	0	X
HR Policy Institute	0	X	0	X
Louisiana Chemical Association	0	X	0	X
National Enhanced Oil Recovery Initiative (NEORI)	0	X	0	X
NY Chemistry Council	0	X	0	X
Puerto Rico Manufacturers Association	0	X	0	X
Society of Human Resource Management (SHRM)	0	X	0	X
Texas Association of Manufacturers	0	X	0	X
Texas Chemical Council	0	0	0	X
Texas Taxpayers and Research Association	0	X	0	X
U.S. China Business Council	0	X	X	X
Asia-Pacific				
Asia Industrial Gas Association	X	X	0	X
Europe				
American Chamber of Commerce	0	X	0	0
Atlantik-Brücke e.V.	0	X	0	0
Clean Energy Partnership	X	X	0	0
Deutscher Wasserstoff- und Brennstoffzellenverband	X	X	0	X
Deutsches Aktieninstitut	X	0	0	0
European Industrial Gas Association (EIGA)	X	X	0	X
Förderkreis der Deutschen Industrie e.V.	0	X	0	X
Hydrogen Europe	0	X	0	X
Hydrogen Power Storage & Solutions East Germany (HYPOS)	0	X	0	0
Industriegaseverband (IGV)	X	X	0	X
Ost-Ausschuss der Deutschen Wirtschaft	X	X	0	0
Stifterverband für die Deutsche Wissenschaft	X	X	X	0
Verband der Chemischen Industrie (VCI)	0	X	0	0
Verband Deutscher Maschinen- und Anlagenbauer (VDMA)	X	X	0	0
Verein der Bayerischen Chemischen Industrie	X	X	0	0
Wirtschaftsrat der CDU	0	X	0	0
Verband der Industriellen Energie- und Kraftwirtschaft e.V. (VIK)	0	X	0	0
Key				
yes	X			
no	0			

Stakeholder Groups Engaged by the Organization 2-29

Selected Stakeholder Recognition:

Global Recognition

Recognition by SRI (Socially Responsible Investing) Investors

See full listing in the Sustainable Development/Recognition area on the company's website at: <https://www.linde.com/sustainable-development/awards-and-recognition>.

Linde is listed on major ESG investment indexes, including the following:

- SAM Corporate Sustainability Assessment Dow Jones Sustainability Index (DJSI World)
- FTSE4Good
- STOXX

Compliance & Ethics

- One of the 2023 World's Most Ethical Companies by the Ethisphere Institute
- S&P Global Sustainability Yearbook 2024

Diversity & Inclusion

- Bloomberg Gender-Equality Index, 2023

Business and Regional Recognition

Communities & Community Groups

- 2023 AICM Responsible Care Company Award (China)
- 2023 Toastmasters Sponsor Recognition Award (China)
- Caring Company Award by the Hong Kong Council of Social Service (China)
- Excellency Trophy from West University Timisoara (Romania)
- Main Partner Trophy – Timisoara European Capital of Culture 2023 (Romania)
- PPKM Awards 2023 – Private sectors contributing to communities during COVID-19 PPKM period (Indonesia)
- Recognition as a Socially Responsible Company by the Mexican Center for Philanthropy and the Alliance for Corporate Social Responsibility for the 14th consecutive year (Mexico)

Compliance and Ethics

- Corporate Integrity 500 by the Business Magazine CNN Expansion (Mexico)

Customer & Customer-Related

- 2021-2023 Strategic Supplier of Wanhua Chemical Group (China)
- 2023 Excellent Partner of the Year 2023 – Nata OPTO Electronic Material (China)
- Excellent supplier recognition by customer Coca-Cola (Bolivia)
- Modern Consumer Award for Excellence in Customer Service in the industry segment for White Martins (Brazil)
- PAMOIC Award for the Best Strategy in Customer Experience for My Linde – Oxygen Therapy Users case (Argentina)
- Recognition from customers Oxyman, GIA Gases Industriales, Oxi Perú and Oxiseb for Safety training (Peru)
- Rocket Award by Vyair Medical (Switzerland)

2-29**Diversity & Inclusion**

- 2023 Noteworthy Company for Diversity by DiversityInc for the eighth consecutive year (United States)
- DEI Employer Award (China)
- Inspire Gerdau Program Recognition for Diversity and Inclusion (Brazil)
- IUC – Arcelor Mittal – Diversity and Inclusion Highlight (Brazil)
- KAGIDER – Equal Opportunity Model Award (Turkey)
- Women in Leadership Award 2022/2023 (Prêmio Mulheres na Liderança 2022/2023 – Brazil)

Employees

- ABE Certification (Association of Good Employers) (Linde)
- Armed Forces Covenant: Employer Recognition Bronze Award (United Kingdom)
- Family-Friendly Corporation Certificate by the Korean Ministry of Gender Equality and Family (MOGEF)
- Reliable Employer Award 2023/2024 by the German-Hungarian Chamber of Industry and Commerce (DUIHK) (Hungary)
- Social Value Affiliated Company award by the Los Héroes Compensation Fund and Association of Metallurgical and Metalworking Industries (Chile)
- Super Company by the Business Magazine CNN Expansion (Mexico)
- Top Employer China 2023 for the ninth consecutive year
- Youth-Friendly Small Giants Certificate by the Korean Ministry of Employment and Labor (MOEL)

Environment

- Blue Flag Ecological Program (Bandera Azul Ecológica) by the National Commission of the Blue Flag (Costa Rica)
- Carbon Footprint Product certified by Thailand Greenhouse Gas Management Organization (TGO): HyCO plant
- Honorary Title of Water Saving Factory in Jiangsu Province (China)
- International Renewable Energy Certificate (I-REC) granted by Electroperú that guarantees that production is fully supported by clean and sustainable energy (Peru)
- Reforestamos Mexico's Ally of the Year Award for 12 consecutive years of planting trees
- Title of Chang Zhou City Green Factory (China)

Industry Associations, Professional Associations and Government Agencies

- 2022 Motor Transport Awards: Best Use of Technology (United Kingdom)
- Clean Industry Re-certification from Mexico's Federal Environmental Protection Agency (PROFEPA)
- Commendation from the governor of Gyeonggi Province for Linde's contribution to raising investment (South Korea)
- Excellency Trophy – 10 years in the Top 3 Companies in Timis county (Romania)
- Green Industry level 2 certified by Ministry of Industry: Hat Yai plant (Thailand)
- National Award for Linde Gaz Romania in the category industry, large enterprises, and manufacture of industrial gases
- Outstanding contribution to industrial manufacturing enterprises 2023 (China)
- Recognition for Excellent Environmental Performance by the Ministry of the Environment, Clean Transportation Program (Mexico)
- Recognition from Ministry of Health Indonesia for Linde Indonesia for oxygen supply in handling COVID-19
- Silver Recognition from Banten Province to Cilegon site for P2-COVID (COVID Advisory Committee) Award (Indonesia)
- Sustainable Environmental and Safety Organization 2023 by the Industrial Estate Authority of Thailand: Linde HyCO and Rayong CSCM-Gold Star Flag
- Timis County Award, first place for Linde Gaz Romania in the category industry, large enterprises, and manufacture of industrial gases
- \$50 million USD Tower of Export Award from the 60th Trade Day Celebration held by the Korea International Trade Association (KITA)

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Safety

- bizSAFE Star & Partner accreditation from WSH Council, Ministry of Manpower (Singapore)
- Bronze recognition from the Occupational Safety and Health Division, Ministry of Labor, for Zero Accident Campaign to Thailand 2023: Wellgrow plant
- Compressed Gas Association (CGA): 65 individual 2023 Safe Facility Performance Awards for sites in the United States and Canada, ranging from Bronze (250,000 hours or 5 years with no lost time work accidents) to Palladium (2.5 million hours or 50 years)
- Compressed Gas Association (CGA) Fleet Safety Excellence Award for Cylinder Gas Transportation for companies travelled more than 3 million miles per year (United States and Canada)
- European Industrial Gases Association (EIGA) Company Safety Award 2023 - Category 1 Member winner (all Linde plc countries being a member of EIGA)
- European Industrial Gases Association (EIGA) Company Safety Award 2023 - Category 2 Member winner for Linde Gas España S.A.U. (Spain)
- European Industrial Gases Association (EIGA) Road Safety Award 2023 - cylinder fleet less than 2 million km per year for Linde Gas AS (Norway)
- European Industrial Gases Association (EIGA) Road Safety Award 2023 - cylinder fleet more than 2 million km per year for BOC Gases (United Kingdom)
- European Industrial Gases Association (EIGA): Bronze Safety Awards for Hannover and Köln-Worringen (Germany), Trinec (Czech Republic) and Wörgl (Austria)
- European Industrial Gases Association (EIGA): Gold Safety Awards for Brazi and Otelu Rosu (Romania), Brno (Czech Republic) and Middlesbrough (United Kingdom)
- European Industrial Gases Association (EIGA): Gold Star Safety Awards for Gebze (Turkey), Kralupy And Vltavou and Litvínov (Czech Republic) and Terni (Italy)
- European Industrial Gases Association (EIGA): Gold Two Star Safety Award for Buna (Germany)
- European Industrial Gases Association (EIGA): Silver Safety Awards for Crawley and Wolverhampton (United Kingdom)
- Italian Gas Association (Federchimica AssoGasTecnici) award for workplace safety for innovation in safety for the Linde Rescue System (Italy)
- Recognition for better management in Safety, Health, and Quality of Life by Asociación Chilena de Seguridad and ASIMET (Asociación de Industrias Metalúrgicas y Metalmecánicas) (Chile)
- Recognition, annual Bulgarian National Awards on Safety and Health at Work 2023

Economic Topics

Economic Management approach for material topics 3-3

Financial performance is reported in Linde's financial reports. The economic dimension of sustainability is broader: it concerns the organization's impacts on the economic conditions of its stakeholders and on economic systems at the local, national and global levels. The Economic category illustrates the flow of capital among different stakeholders as well as the main economic impacts of the organization on investors, governments, employees, customers, suppliers and communities where the company operates or has an effect. This section reports on Linde's contribution to the sustainability of a larger economic system: its economic performance, market presence and indirect economic impacts.

Material Topics 3-2

Material Topics for reporting include: Economic Performance, Market Presence, Indirect Economic Impacts, Procurement Practices, Anti-Corruption, Anti-Competitive Behavior and Tax.

Organizational Responsibility, Accountability and Incentives

Linde's Chief Executive Officer (CEO) and the Board of Directors are accountable for the economic health of the company. Responsibility for performance lies with the businesses. Performance is consolidated and reported to the Board by the responsible executives: Executive Vice President (EVP) and Chief Human Resources Officer (CHRO); EVP and Chief Legal Officer; accountable Senior Vice Presidents (SVPs); Chief Compliance Officer (CCO); vice presidents of Safety, Health, Environment and Quality (SHEQ), Sustainability and the Center of Excellence (COE); and Procurement leadership.

Integrity is a corporate value, an expectation of behavior and non-negotiable. Linde's Code of Business Integrity (CBI) affirms its commitment to fairness, transparency and trust as the basis for growth and prosperity for its employees, customers, suppliers, markets and communities. The Board of Directors monitors the implementation of the CBI. Its responsibilities include conducting a periodic review of the policy and overseeing management's preventive, reporting, investigation and resolution programs for implementing this policy. The CBI is posted on the company website and is communicated to employees. It provides clear instructions on expected behaviors to conform with the CBI and for reporting concerns about potential non-conformance. Employees also receive training and certification to the CBI. Subcontractors and other stakeholders are expected to follow this standard. The Board Audit Committee is responsible for reviewing the processes and results for certification of employees' understanding of, and compliance with, the company's Business Integrity and Ethics Policy.

Linde has appointed a CCO within the Legal department. The CCO reports to the EVP and Chief Legal Officer, who reports to the CEO. Compliance with policies prohibiting corruption or anti-competitive behavior and the maintenance of Linde's reputation for strong ethics and integrity are managed under the CCO, who also oversees compliance with policies related to the CBI, including human rights. Linde's Human Rights Policy is publicly available, and the vice president, Sustainability, manages the periodic review of this policy.

The Board's Audit Committee reviews the company's key compliance risks and compliance program, including its design, implementation and effectiveness, with the CCO and the EVP and Chief Legal Officer.

Linde follows the law and is governed by all applicable local laws wherever it is located. If there is a conflict between local law and the CBI or company policy, Linde follows the stricter standard within the framework of the applicable laws.

Information technology and cybersecurity fall under the responsibility of the Board Audit Committee. In addition, the full Board reviews cybersecurity as part of its regular risk reviews. Linde has appointed a Chief Information Officer (CIO) reporting to the Chief Financial Officer (CFO). The CIO is the senior functional head of information and cybersecurity. A Chief Cybersecurity Officer reports to the CIO.

Linde's executive annual variable compensation is impacted by performance in non-financial areas considered to be Strategic Business Objectives. These include achieving best-in-class performance in several areas, including global compliance.

3-3

Policies, Commitments, Goals and Targets

Linde's CBI and Supplier Code of Conduct (SCOC) are provided on its website at: <https://www.linde.com>.

As described in the Materiality, Priorities and Targets: SD 2028, on page 14, Linde's sustainability Priority Factors (PFs) have related Key Performance Indicators (KPIs). Linde's economic PF is Integrity and Compliance, which has a related SD 2028 target. In addition, several of the climate change targets are economic and environmental. See Performance Towards Targets on page 24. This section reports against the relevant GRI Standards for these PFs, in addition to GRI disclosures that are not PFs but that may be of interest to various external stakeholders.

Mechanisms for Grievance and Recourse 2-25

Values and policies are actively communicated to employees around the world to outline Linde's expectations of conduct wherever it does business. Linde takes these standards very seriously, and non-compliance can result in severe disciplinary action, up to and including termination of employment. Its employees are actively encouraged to report suspected complaints and concerns, or to anonymously report violations, through several channels, including the Integrity Hotline. It also encourages customers, vendors or other observers to use the hotline to submit complaints or allegations about these or other matters. Linde's CBI also prohibits retaliation for reporting. The company provides an annual report of Linde incidences of substantiated hotline reports on its website at: <https://www.linde.com/sustainability/reporting-center/hotline-reports>.

Programs, Projects, Initiatives

These are described in the following Economic disclosures.

 **Direct economic value generated and distributed**

Revenue 201-1

2023 revenue: 32.9 billion

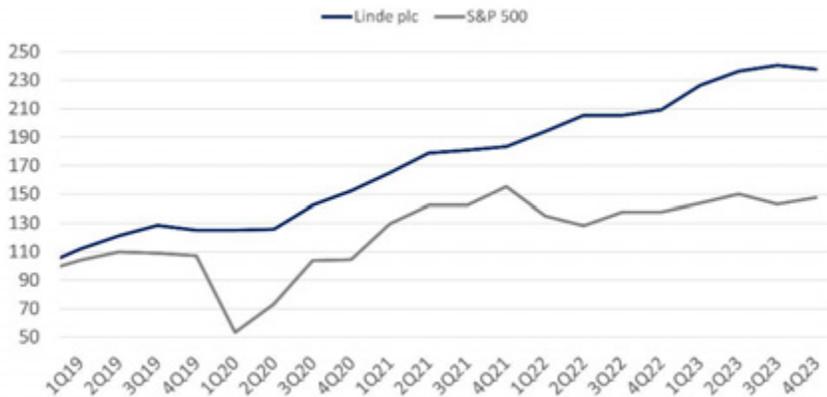
See [Linde’s 2023 Annual Report \(10k\)](https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2023-annual-report-to-security-holders.pdf) at <https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2023-annual-report-to-security-holders.pdf> for consolidated financial statements. A full description of Linde’s financial results is provided in the Annual Report (10K). See also EC (1) for earnings per share (EPS) performance.

Charitable Spend 201-1

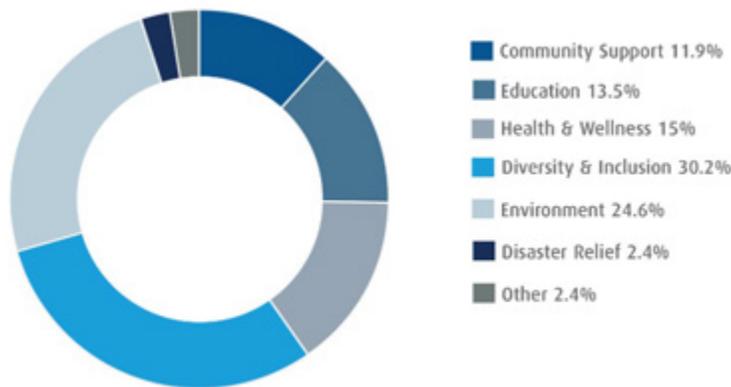
Linde Global Giving Program spend: \$12.6 million. See also 413-1.

In 2023, the Linde Global Giving Program donated approximately 30 percent of Global Giving funds toward efforts to increase diversity and inclusion. Approximately 14 percent of the funding was directed to education, and approximately 25 percent was directed to the environment. Each of these three areas directly complements the company’s strategic focus for philanthropy. The balance provided impact in communities through targeted community support, healthcare support and other areas; support for disaster relief in 2023 represented about 2 percent of charitable giving. Linde also reports the breakdown of Global Giving support by region.

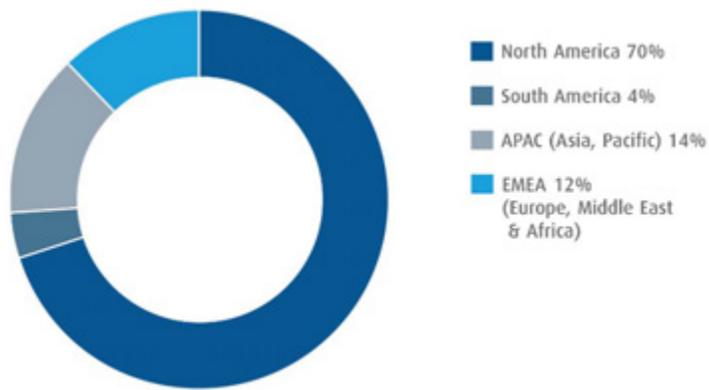
See also the disclosure for GRI 413-1 for information on community engagement. See also the disclosure for GRI 203-1 for information on indirect economic impacts.



EC (1): Indexed Earnings per Share (EPS), Linde, 2019–2023



EC (2): Global Giving Spending by Area, 2023



EC (3): Global Giving Spending by Geography, 2023

Tax Strategy [207-1](#), [207-2](#), [207-3](#)

Linde is a leading industrial gases and engineering company with more than 65,000 employees globally, serving customers in more than 80 countries worldwide. Linde delivers innovative and sustainable solutions to customers and creates long-term value for all stakeholders. The company is making our world more productive by providing products, technologies and services that help customers improve their economic and environmental performance in a connected world.

The nature of Linde's industrial gases business is substantially local. As a result, Linde generates income and pays taxes in jurisdictions in which it has business operations. In case of cross-border transactions, the respective Linde parties endeavor to comply with the applicable transfer price regimes, including transfer price determination rules.

Linde's business, particularly within the industrial gases segment, is capital-intensive. Linde believes that capital investment provides the basis for economic growth; therefore, the company supports tax policies that promote capital investment.

Linde is committed to developing new technologies that help its customers increase productivity and achieve environmental benefits in a wide range of industries. Linde also supports tax policies that promote innovation and protect the value of intellectual property. Linde's intellectual property assets are primarily developed and maintained in the U.S. and Germany, both geographies that are not typically regarded as low-tax countries. Transfer of these assets to low-tax jurisdictions is not part of Linde's tax planning.

Linde, as a multinational company, supports the continued expansion of a network of bilateral income tax treaties to reduce barriers to cross-border investment and eliminate double taxation.

For all these reasons, Linde advocates for tax policies that drive economic growth, particularly in areas of increased engineering efficiency and enhanced local production and development.

Linde has adopted a CBI, as well as its corporate vision, mission and values — safety, integrity, accountability, inclusion and community. The principles in the CBI set out Linde's commitment to integrity, to its employees, to the company, to its customers and partners and to its communities. The CBI provides guidance and insight to navigate compliance and ethical questions and to promote an overall culture of compliance. One key guiding principle is full compliance with applicable laws and regulations.

In line with its CBI, Linde manages its tax affairs in a responsible and transparent manner that complies with applicable tax legislation. Linde maintains processes and controls designed to minimize the risk of errors that could impact the amount of tax that it pays. These processes and controls are regularly monitored, reviewed and tested, and support the preparation and submission of its tax returns.

Linde has a responsibility to its shareholders to maximize returns and structure its affairs in an efficient manner, including taxes.

Linde's effective tax rate and tax exposures are reviewed annually with the Audit Committee of the Board of Directors. Linde discloses its effective tax rate publicly, together with the associated risks for the company's future tax rate, in [Linde's 2023 Annual Report \(10k\)](#) on its website.

Reporting to Taxonomies

The current EU Taxonomy Regulation (EU) 2020/852 (the Taxonomy) sets forth a classification system for environmentally sustainable economic activities. The Taxonomy differentiates between Taxonomy-eligible and Taxonomy-aligned activities. Taxonomy-eligible activities refer to economic activities that are specifically described in the regulation. Taxonomy-aligned activities refer to economic activities that comply with the technical screening criteria in the regulation and contribute substantially to one or more of the environmental objectives while not significantly harming any of the environmental objectives.

Linde currently has no statutory requirements for reporting to the Taxonomy. Nonetheless, for interest to stakeholders, Linde has voluntarily carried out an analysis of its business activities against the Taxonomy to estimate our Taxonomy-eligible activities as it relates to the first two environmental objectives (climate change mitigation and climate change adaptation). The majority of Linde's business activities — the sale of atmospheric gases produced through air separation — are not activities currently included in the Taxonomy.

Most of Linde's Taxonomy-eligible activities include those related to the production, storage and distribution of hydrogen, the construction and rental of hydrogen fueling stations, the production of acetylene, the construction and sale or rental of equipment for the production of hydrogen, and the construction and sale or rental of carbon capture technologies or other low-carbon technologies. These economic activities represented approximately 8 percent of Linde's sales revenues in 2023. Capital and operational expenditures spent for Taxonomy-eligible activities represented approximately 21 percent and 11 percent of 2023 consolidated totals, respectively.

The revenue and capital expenditures from Taxonomy-eligible activities were collected worldwide and were determined based on Linde's products and projects that fit the Taxonomy activities. Operational expenditures are estimated proportionally, based upon the revenue from the associated product lines.

In 2023, the majority of revenue that qualified as Taxonomy-eligible stemmed from the sale of hydrogen. Linde expects that a subset of the Taxonomy-eligible activities will also meet the technical screening criteria of the Climate Delegated Act, and may be considered as Taxonomy-aligned activities in future reporting.

Revenue KPI

The revenue KPI has been calculated as the revenue derived from products and services associated with Taxonomy-eligible economic activities (numerator) divided by Linde consolidated revenue as presented in the Consolidated Statement of Profit and Loss. For further details on our accounting policies regarding revenue recognition, refer to Note 19 of the consolidated financial statements in [Linde's 2023 Annual Report \(10k\)](#). In 2023, the majority of Taxonomy-eligible revenue related to the sale of hydrogen.

Capital Expenditure KPI

The capital expenditure (Capex) KPI has been calculated as the Capex related to Taxonomy-eligible economic activities (numerator) divided by Linde consolidated Capex, including both capital expenditures and acquisition and investment cash flows, as presented in the Consolidated Statement of Cash Flows. In 2023, the majority of Taxonomy-eligible Capex related to tangible assets associated with the production and sale of hydrogen, including hydrogen production plants and related storage and distribution assets.

Operating Expenditure KPI

The operating expenditure (Opex) KPI has been calculated as the Opex related to Taxonomy-eligible economic activities (numerator) divided by Linde consolidated Opex. The Taxonomy specifically defines Opex as direct non-capitalized costs that relate to research and development, building renovation measures, short-term leases, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets (property, plants and equipment). For Linde, this primarily includes:

- Research and development costs as presented in the Consolidated Statement of Profit and Loss.
- Maintenance and repair and other direct expenditures relating to the day-to-day servicing of tangible assets, which are reflected in various line items in the Consolidated Statement of Profit and Loss. These primarily relate to maintenance and repair of our tangible assets associated with the production and sale of hydrogen, including hydrogen production plants and related storage and distribution assets. Expenditures for this calculation do not include expenditures for the day-to-day operation of tangible assets, such as raw materials (e.g., power, natural gas) or labor costs associated with operation of our plants.

Financial implications and other risks and opportunities for the organization's activities due to climate change 201-2

For information on financial and other risks and opportunities from climate change, see Linde's annual CDP response. The document will be available on Linde's website at the end of September.

Defined benefit plan obligations and other retirement plans 201-3

A defined benefit and/or a defined contribution plan is available to all U.S. employees, as well as to employees in some other countries. Further detail is provided in Note 16 in Linde's 10K filing.

Dependent upon the business and date of hire, employees may participate in various programs, which may include defined benefits and contributions.

Retirement coverage for employees of the company's international subsidiaries is provided by those companies through separate plans that are typical for the country of employment.

Financial assistance received from government 201-4

Linde periodically receives grants from government entities (e.g., the Department of Energy in the U.S., Department of Research and Education BMBF/Department of Economy BMWI in Germany) to sponsor innovation. Linde also periodically receives local, state, country or regional economic development incentives related to capital investments and participates in collaborative efforts, such as participation in the ARCHES hydrogen hub in California. See the Economic Feature Stories for more information.

Ratios of standard entry-level wage by gender compared to local minimum wage 202-1

One hundred percent of employees in all business units (BUs) earn at least the local minimum wage. Linde's CBI reinforces its commitment to "provide equal employment opportunity, and we recruit, hire, promote and compensate people based solely on merit and ability." This is reinforced by Linde's Diversity & Inclusion Guidelines, provided on its website at: <https://www.linde.com/sustainability/community-people/diversity-equity-and-inclusion/guidelines-and-principles>. See also Linde's Human Rights Policy, provided on its website at: <https://www.linde.com/sustainability/policies-and-position-statements/human-rights-policy>.

Linde's compensation policy assigns jobs into pay levels based on job descriptions so that people performing the same type of job functions are in the same pay range, regardless of age, gender or race. To ensure that its compensation policy is being appropriately administered, the company conducts annual pay equity analyses in the U.S. and in other countries where required by law. Specific salary information is confidential.

Proportion of senior management hired from the local community 202-2

Linde's business model is locally focused: Consistent with its growth goals and goals to grow innovation capacity in emerging economies, Linde has a commitment to source and develop local talent. Many country or regional business leaders are local or regional nationals. In hiring and promoting, the company considers local leadership, who understand the culture and business practices of the area. This provides ideal role models for the local workforce and offers a more cost-effective option than moving leaders from another country.

The following activities help ensure that local talent receives leadership opportunities:

1. Increase local recruiting efforts.
2. Train and develop current workforce for advancement.
3. Offer opportunities for language learning to promote the ability to operate effectively in a multi-national environment.
4. Create opportunities for high-potential local nationals to have special assignments outside their home countries.
5. Collaborate with educational programs to develop the local workforce.

See the disclosure for GRI 405-1.



Infrastructure investments and services supported 203-1

A significant portion of the company's applications support the development of social and economic infrastructures. Linde gases help to enable safe drinking water for more than 225 million people each day. Industrial and specialty gases enable cleaner and more efficient economic growth in industries from cement to steel. Linde applications are also integral to the development of future energy infrastructures (e.g., applications for renewable energy and second-generation biofuels).

The company is committed to improving the quality of life in the communities it serves. Through financial contributions and the volunteer efforts of employees, Linde supports programs that address diversity, education, the environment and community resilience, which are all important aspects of community sustainability. In 2023, the company's Global Giving Program contributed \$12.6 million to a range of programs and charitable organizations worldwide. See the disclosure for GRI 201-1 for information on how the Global Giving contribution was distributed by focus area and business region.

Employee and facility/business contributions from community engagement projects were estimated at more than \$4.5 million, and the dollar value of employee and facility in-kind contributions, such as food, clothing and supplies, was estimated at more than \$150,000. Global Giving also tracked \$136,000 in in-kind contributions of Linde products such as gases.

The total Linde contribution, including in-kind contributions but not volunteer time, is estimated at approximately \$17.4 million. The estimated value of volunteer time is approximately \$1.4 million.



Significant indirect economic impacts 203-2

Linde's business helps countries modernize with technologies that enable environmentally responsible economic growth. Linde provides careers and associated benefits to more than 65,000 employees, many of whom are hired locally, as well as benefits to thousands of retirees. Indirect benefits accrue to Linde's vendors (also, often, contracted locally), as well as customers, shareholders and communities in which the company operates. For descriptions of how Linde's business model enables indirect economic, social and environmental benefits, see pages 10 and 11.

The company hires local talent:

- Most emerging economy business leaders are host country or regional nationals.
- It sources local contractors. Substantially all contract drivers, and most contract construction workers, are sourced locally.
- It helps build capacity in local communities. Linde employee volunteers provided a range of benefits to approximately 350,000 people, mostly in communities local to Linde sites.

All Linde community engagement projects are encouraged to help meet specific needs identified by community leaders, but there is no science to measure the impact of community outreach. Linde uses a methodology developed by the London Benchmarking Group (LBG) to evaluate the indirect economic, environmental and social impacts of its community engagement activity for the company, its employees and beneficiaries (see the disclosures for GRI 413-1 and 413-2).

In 2023, for 96 percent of projects, volunteers reported that community engagement had a direct positive impact on recipients' quality of life. In approximately 89 percent of projects, volunteers reported that community engagement provided the beneficiaries with value that could lead to economic benefits, such as job skills or opportunities for personal growth.

Community engagement is a component of Linde's SD 2028 goals, with the target to deliver 550 projects per year in communities by 2028 through Linde community engagement initiatives. In 2023, Linde employees exceeded this goal, delivering approximately 600 such projects. Many of the projects directed towards education support Linde's contribution to SDG Target 8 to achieve full and productive employment and decent work for all women and men.

The significance of Linde's economic and governance PFs and targets in the context of external benchmarks and stakeholder priorities is explained in the Materiality, Priorities and Targets: SD 2028 section, page 14.



Proportion of spending on local suppliers 204-1

Note: This section responds to 204-1 and also responds to 2-6 and 2-8.

Policy

Linde's Supplier Code of Conduct (SCOC) is available on its website at: <https://www.linde.com/about-us/procurement>.

Suppliers, contractors and third parties play a critical role in Linde's ability to operate and provide products and services to its customers. Suppliers' actions and practices also reflect on Linde. Therefore, the company chooses suppliers carefully based on merit and a due diligence process. Linde expects suppliers to comply with legal requirements and act in a manner that is consistent with Linde's values and the principles outlined in its SCOC and CBI.

The SCOC defines Linde's basic requirements for its suppliers pertaining to their responsibilities towards Linde and its stakeholders, societies and the environment. As part of the standard documentation for all new and renewing contracts, suppliers must comply with the principles outlined in the SCOC and with Linde's CBI or equivalent policies of their own. Specific expectations are laid out for Integrity and Legal Compliance; Human Rights and Labor Standards; Health, Safety and Environment; Accuracy of Books and Records; Intellectual Property; and Supply Chain. A grievance mechanism is provided for both internal and external complaints.

Local Sourcing

Linde works with suppliers in many countries in which it does business — more than 80 countries. Linde has a corporate value of community. This reflects the nature of Linde's industrial gas products: it is generally not economical to transport them distances greater than a few hundred miles from the production facility. As a result, the company invests in building local facilities and hires locally for management, employees and contractors.

The most significant sets of suppliers from the point of view of local talent sourcing are facility construction contractors and contract drivers. Installation of new equipment, as well as ongoing maintenance, is largely performed by local suppliers. Linde uses locally-sourced contract drivers in most of its Asia Pacific countries; in EMEA (except for Germany and the U.K.); in South America; and in parts of Central America. 2-6

The company invests in supplier capacity-building to raise performance standards and share benefits at the same time. The company also values opportunities to engage suppliers and team members to better understand product offerings and applications. Past examples of supplier collaboration include the Supplier Innovation Fair at the Linde Technology Center, where suppliers discussed technology topics with Linde team members. As part of overall efforts to lower CO₂ emissions, Procurement teams often work with distribution management and other team members on efforts to reduce fleet emissions, such as procuring renewable fuels.

Promoting Supplier Diversity

Providing innovative and valuable solutions for customers around the globe requires diverse talents, perspectives and experiences. As part of this, Linde supports programs that assist it in fostering relationships with a variety of qualified, diverse businesses for its supply chain around the globe.

Linde's Supplier Diversity Program in the U.S. encourages and supports the use of a variety of qualified distinct business enterprises. It seeks to provide maximum practical opportunities for diverse businesses to participate in the supply of goods and/or services that support the company's business model.

The program has championed companies classified as small and diverse businesses for nearly two decades. The Vice President and Controller serves as the small business liaison officer and oversees the Small Business Subcontracting Program. On an annual basis, in collaboration with management and support staff from the company's Procurement team, a detailed small business subcontracting plan is established with practical goals that the company strives to achieve with small businesses in procuring designated commodities. In 2023, the company spent a total of \$814 million with small and diverse business enterprises. Approximately \$664 million was procured from U.S. small businesses, representing products and services that covered approximately 800 different commodities and services. Some companies that identified as small also identified as a veteran-owned or service-disabled-veteran-owned businesses, corresponding to nearly 10 percent of total small business spend, or \$68 million. Approximately \$66 million was spent with women-owned businesses. Additionally, \$68 million was spent with minority-owned businesses, including businesses identifying as ethnic minorities or non-ethnic minorities, such as LGBTQ, persons with disabilities or disadvantaged. The company's U.S. Procurement team has collaborated with its global affiliates to understand the supplier diversity landscape and opportunities in each country in which it operates. By leveraging the knowledge and skills of the company's diverse employee population and continuing to provide cultural awareness training around the world, the company strives to achieve an organically inclusive environment where diversity is recognized as a valuable asset and competitive advantage in its supply chain. 2-6

Outreach and capacity-building with the company's prime supplier population allowed for the sharing of best practices in supplier diversity, and yielded a commitment to enhance or establish mutually beneficial diversity metrics from suppliers with whom the company spends at least \$1 million annually. In 2023, the company continued its Tier 2 diverse spend reporting program with U.S. prime suppliers, demonstrating the company's long-term commitment to sustaining diversity and inclusion in its supply chain. The program's goal is to develop diverse suppliers, beyond the company's direct supplier relationships, by providing additional economic growth opportunities. Over the course of the year, the program identified \$51 million in combined direct and indirect diverse spend. Seventeen prime suppliers from various industry sectors, including telecom, logistics and healthcare, participated in the program. Capturing this information has allowed the team to advance its supplier diversity program for validating and tracking the company's spend with diverse businesses, and has helped to identify collaboration opportunities with companies that have established supplier diversity programs. Efforts are also active outside of the U.S. For example, in South Africa, Afrox has achieved Level 1 on the Broad Based Black Economic Empowerment (BBBEE) scorecard for the fourth year in a row. The BBBEE program is meant to improve diversity in the workplace, implement skills development and corporate responsibility programs, and provide business opportunities to black-owned businesses, which have been historically disadvantaged. 2-6

Supplier Engagement: Investing in Suppliers on ESG is a Win-Win

Linde works hard to deepen relationships with suppliers and contractors while ensuring that they meet its standards and business values. This brings multiple benefits to the company and to the communities near to its operations. Linde puts a high priority on evaluating risks associated with its supply chain and collaborates with suppliers and other stakeholders where its involvement can make the most impact.

On a regular basis, Linde works with its carriers on safety training, initiatives and sharing best practices to continuously improve operational efficiency, reduce environmental hazards and promote security and human rights.

Linde also works cooperatively with several key suppliers in efforts to contribute to the inventory of Scope 3 emissions. See pages 70–74. Through direct engagement and capacity building, Linde has been successful in advancing supplier awareness of environmental and climate change topics and continues to improve the data accuracy of its own Scope 3 emissions accounting.

Such engagements can unearth win-win approaches to reduce resources and provide social and environmental benefits throughout the supply chain.

Safety Training

Worldwide contractor safety training: One hundred percent of contract drivers, and most contract construction workers, are hired from local firms. In addition to the jobs provided to locally based construction workers and drivers, in 2023, Linde invested more than 2 million hours in safety training to contractors in several categories. This included approximately 30,000 instances of training for contractors. Contractor training averaged approximately 80 hours over the year, almost two work weeks. If each contractor hour costs Linde \$20, this investment can be estimated at more than \$48 million. In all cases, this training is directed towards achieving safer construction of Linde facilities and safer, more secure and more fuel-efficient transportation of Linde products. Linde's world-class results for contractor and driver safety are a measurable consequence of this investment. See the disclosure for GRI 403-9. In addition, safety and other professional driver training results in a transfer of professional skills that increases the employability of the recipient.

For information on supplier and contractor training, see the disclosure for GRI 414-2.



Operations assessed for risks related to corruption 205-1, 2-24

Linde administers an annual risk assessment that is circulated to all business managers and functional leaders globally and covers 100 percent of all BUs. Potential risks related to corruption are an explicit focus.

A Compliance Review Board (CRB) performs quarterly regulatory risk assessments. Dedicated Foreign Corrupt Practices Act (FCPA) and anti-bribery audits are also conducted. Since 2012, 51 internal audits have been conducted. These audits are related to anti-trust, anti-bribery and other compliance matters, and anti-corruption, including the FCPA. Typically, at least three such audits are conducted in any given year.

Linde operates in certain jurisdictions identified as high risk based on the Corruption Perception Index from Transparency International. The company has not identified significant risks other than regular risks that are dealt with through training and certifications of employees.



Communication and training about anti-corruption policies and procedures 205-2

In 2023, Linde's Board of Directors received training on the CBI, which includes anti-corruption policies and procedures. The company also trains all its relevant employees globally on anti-corruption. The company has an established process to conduct thorough due diligence before contracting third parties and agents who interact with the government on the company's behalf.

Linde's CBI applies to the company's directors and employees, including its CEO, CFO and the Senior Vice President and Chief Accounting Officer. This CBI, which includes elements of compliance with laws, business integrity and ethics, has been approved by the Linde Board of Directors. To assist employees and directors in complying with this code of ethics, management periodically develops specific standards implementing certain provisions of the code. Linde's CBI is posted on Linde's website.

One hundred percent of Linde management and relevant employees are required to annually certify that they have read and understand the company's CBI, which includes a rigorous outline of the FCPA and anti-bribery laws. This is an online training and survey. Training to targeted populations was conducted in 2023; the company trained 100 percent of the targeted population.



Confirmed incidents of corruption and actions taken 205-3

Linde takes its commitment to integrity very seriously. Non-compliance with the CBI, depending on the circumstances, can result in serious disciplinary action, up to and including termination of employment. Employees are actively encouraged to report suspected complaints and concerns and are expected to report violations through several channels, including the Integrity Hotline. Reports through the Integrity Hotline may be made anonymously. It is a violation of company policy for any person to retaliate against any individual who has reported any matter in good faith.

Table SOC (12) provides the aggregate number of hotline reports. Linde also provides a summary of the types of reports received. See the disclosure for GRI 406-1. All hotline reports are promptly handled, and identified issues are addressed. Further details are not provided in Linde's public reporting as they are business confidential. No confirmed incidents of violation of anti-corruption laws occurred in 2023.



Legal actions for anti-competitive behavior, anti-trust and monopoly practices 206-1

No anti-trust regulatory or enforcement action was initiated in 2023. Linde reports material regulatory matters in the "Contingent Liabilities" section of Linde's annual 10K filing.

Environmental Topics



Water Stewardship: Focused on the Future



Linde makes efforts to conserve water in its operations. Used primarily in cooling processes, more than 75 percent of freshwater withdrawal is returned to the original source, at same or better quality. The company’s SD 2028 targets include water management planning at high-high sites, those sites in areas of high water-stress with relatively high levels of water withdrawal. Now, halfway to the SD 2028 goal line, teams have progressed well, with plans established at 61 percent of sites.

Collaboration with stakeholders is important and a key part of water management planning. Building awareness towards water scarcity at the operational level and including local stakeholders into our water availability risk analysis processes are key parts of the process.

Water Management Plans (WMPs) incorporate various strategies that have demonstrated potential for reduction, such as reuse and recycling, water purification and optimized cooling water treatment. These elements are increasingly considered in the design of new facilities, especially in water scarce regions, to minimize water consumption from the start of production. Again, collaboration is key: Linde’s water experts work with Linde Engineering, water systems suppliers, and others to consider the feasibility and reliability of proposed solutions, even as technologies evolve.

“Traditional discussions of availability and discharge are now being supplemented with impacts resulting from new technologies,” said David Miklos, Linde’s Global Water Treatment Consultant, who presented on Linde’s water management at a DECHEMA conference in 2023. “We can operate carbon capture plants that actually produce water for local reuse, and technologies like this will positively impact our water footprint on a local scale.”

Collaboration and employing best practices are key as the team enlarges the vision for water and moves purposely towards one of Linde’s new goals commencing in 2024: 20 percent intensity reduction by 2035 for plants covered under the high-high criteria.

Going Linde Green



Linde’s climate change targets and climate neutrality ambition demonstrate the company’s commitment to decreasing its carbon footprint and helping the world achieve the ambition of the Paris Accords. At the same time, the company is in the business of finding solutions for our customers, helping them to reach their own goals. Linde Green™ offers customers atmospheric gases with a lower carbon footprint.

Linde Green™ gases include oxygen, nitrogen and argon, each supplied with 100 percent renewable power, from wind, hydro-electric or solar. Customers receive the same attention to reliability and quality they have come to expect from Linde, with the assurance that the products are carbon-free at the point of production. The increased focus on Scope 3 emissions makes this an important differentiator for some customers.

“Linde Green™ is one of many ways we help our customers meet their sustainability goals,” said Uyi Iyoha, on-site sales director in the northeast United States for Linde. “It’s another way we help make our world more productive.”

Evergreen: Sustaining Ecosystems for the Future



Linde’s commitment to sustainability encompasses a commitment to the natural environment. Employee environmental engagement is widely practiced at Linde, and there are many examples of Linde sites working alongside local stakeholders and organizations to preserve and protect local ecosystems.

Tree planting is much beloved at Linde. In 2023, Linde teams planted and/or donated approximately 50,000 trees and seedlings as a part of community engagement efforts. Many programs, such the collaboration with Reforestamos Mexico, have been ongoing for several years. “Through our Blue Planet program, tree planting is one of the actions we deeply commit to each year as we contribute to the conservation of Mexico’s diverse ecosystems,” said Adriana Robles, Social Responsibility Lead. Volunteers in Sierra Leona, Jalisco (pictured), and others across Mexico have helped remove invasive species and reforest more than 172 acres over the last 10 years.

And Linde’s commitments continue. Deforestation is not common for Linde, but the company is nevertheless committed to positively impacting communities with the benefits trees provide. As part its continued collaboration with the Arbor Day Foundation, Linde has committed to its new “evergreen” initiative, planting trees to “match” a proportion of the total site footprint for new, greenfield sites designed and constructed by Linde Engineering.

“There has never been a more important time for trees. They are vital for improving the quality of our health, our homes and the planet we share,” said Dan Lambe, chief executive of the Arbor Day Foundation. “The Arbor Day Foundation helps unlock the power of trees all over the world and we’re grateful for innovative partners, like Linde, who are dedicated to our mission to plant, nurture and celebrate trees. As we look to the future, we’re eager to continue our collaboration with this team of forward-thinking leaders in order to help drive positive impact in the communities and forests that need it most.”

Environmental Topics

Environmental Management approach for material topics 3-3

The environmental dimension of sustainability concerns an organization's impacts on natural systems, including ecosystems, land, air and water. Linde's business depends on a natural resource (the air). The company's mission and business model make clear the goal to do more with less: to create more value with fewer resources. Its PFs in sustainable development include a range of environmental topics aimed at reducing operational environmental impacts and maximizing environmental contributions — the benefits that Linde applications bring to customers and to the planet.

Material Topics 3-2

Material Topics for reporting include: Materials, Energy, Water, Biodiversity, Emissions, Effluents and Waste, and Supplier Environmental Assessment.

Organizational Responsibility, Accountability and Incentives

Linde's CEO and the Board of Directors are accountable for environmental issues impacting the company. Linde's full Board of Directors is responsible for reviewing safety and environmental risk at each Board meeting.

Responsibility for performance lies within the businesses. Performance is consolidated and reported to the Executive Leadership Team and to the Board. Linde's EVP and CHRO is the most senior officer responsible for environmental issues globally. Respective members of executive leadership are responsible for the regional operating segments of the Americas, APAC and EMEA, as well as Engineering, and corporate functions, including Legal and Human Resources (HR). Linde's Business Leadership Team is responsible for business operations across the globe. Linde's Functional Leadership manages and has direct responsibility for such areas as SHEQ, Technology, Clean Energy, Sustainability, Productivity and Digitalization.

Linde's environmental compliance and management are managed under the vice president, SHEQ, who reports to the CHRO. The SHEQ organization develops and maintains consistent methodologies, procedures and reporting. Safety is a corporate value at Linde and is, therefore, non-negotiable. The company is driven to ensure that its actions do not harm people, the environment or the communities in which it operates. Several programs and targets pertain to safety and environment: For example, Linde's water program and water target are led and jointly maintained by the COE and Sustainable Development (SD). The COE also leads and maintains its program in Sustainable Productivity. The Zero Waste program is led and maintained by SD. Linde's Sustainable Development Management System (SDMS) provides a monthly dashboard to review performance towards environmental targets. It is jointly coordinated by SD, COE and SHEQ. Climate change targets are also reported monthly from the SDMS to the finance organization and to the CFO.

Linde's executive annual variable compensation is impacted by performance in non-financial areas considered to be Strategic Business Objectives. These include achieving best-in-class performance in several areas, including productivity and environmental responsibility. Linde's compensation program design includes a component assessing annual performance against pre-established goals related to reducing greenhouse gas (GHG) emissions. This component comprises 20 percent of the strategic non-financial performance payout.

Policies, Commitments, Goals and Targets

Linde has a CBI and a global Health, Safety and Environment (HSE) Policy, both with commitments to environmental stewardship. Linde has issued a Sustainable Development and Climate Change Position Statement, Position Statement on the Importance of Ecosystems, Water Position Statement, Position Statement Regarding Chemicals of Concern, and Greenhouse Gas Recalculation Policy.

As described in Materiality, Priorities and Targets: SD 2028, on page 14, Linde's Environmental PFs are Climate Change and Safety, and Health & Environment. Each of these PFs has related SD 2028 targets; see Performance Towards Targets on page 24. This section reports against the relevant GRI Standards for these PFs, in addition to GRI disclosures that are not PFs but that may be of interest to various external stakeholders.

Mechanisms for Grievance and Recourse 2-25

Linde policies are communicated to employees around the world to outline its expectations of conduct wherever it does business. It takes these standards very seriously, and non-compliance can result in severe disciplinary action, up to and including termination of employment. Linde employees are actively encouraged to report suspected complaints and concerns, or to anonymously report violations, through several channels, including the Integrity Hotline. The company also encourages customers, vendors or other observers to use the hotline to submit complaints or allegations about

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these or other matters. The company provides an annual report of Linde incidences of substantiated hotline reports on its website at: <https://www.linde.com/sustainability/reporting-center/hotline-reports>.

Programs, Projects, Initiatives

In addition to the material below, see the following environmental disclosures.

Training

Environmental and safety training is conducted for all employees and all contractors, as defined in the SHEQ Management System and Standard Operating Procedures (see 404-1). Onboarding and ongoing training are conducted as part of the SDMS.

Environmental Management System (EMS)

Linde's strong global environmental management system (EMS) ensures that measures are in place to enable pollution prevention and control, the responsible management of direct and indirect atmospheric emissions and waste, the protection of natural resources and biodiversity, and the management of environmental impacts from transportation or from the use and disposal of products and services. Linde is a member of the chemical industry Responsible Care program. It strives to continually improve its health, safety and environmental performance; listen and respond to public concerns; work with customers, carriers, suppliers, distributors and contractors to foster the safe and secure use, transport and disposal of chemicals; achieve optimum environmental performance; and report goals and progress to the public. Linde's global EMS conforms to the American Chemistry Council's (ACC's) Responsible Care® Management System (RCMS) and is aligned with ISO 14001, the international standard for EMSs.

External EMS Certification

As a member of the ACC, Linde's safety, health, environment and security (SHES) management system is audited by an accredited third party to ensure compliance with the ACC RCMS. Linde was audited by Quality Systems Registrars per the requirements of the RCMS, most recently in October 2022 (the certification cycle is three years). RCMS audits for ACC include Linde's Danbury, Connecticut, corporate office and a representative sampling of sites in the U.S. and Canada. The scope of the audit includes sites that "manufacture and distribute industrial gases per the RCMS Technical Specification (TC) 101.03." As an outcome of the RCMS audit, Linde's SHES management system in the U.S. and Canada has been recognized as compliant with ACC requirements (see <https://www.linde.com/about-linde/safety-and-environment>).

Linde is signatory to and in compliance with the Responsible Care Global Charter, which includes active participation in Responsible Care programs in all countries where programs exist and where Linde has significant business interests.

Linde businesses around the world conform to Linde's worldwide SHES management system. In the company's major markets, they are certified to the international EMS standard, ISO 14001, to national standards for EMSs or to other related standards. For example:

- Our EMEA countries hold several certifications to ISO and other International Standards. Germany, for example, is externally certified to ISO 50001, the international standard for energy management systems, as well as ISO 14001, OHSAS 18001 and ISO 9001.
- Linde Engineering has obtained external certification to ISO 14001, ISO 9001 and International Occupational Health and Safety Standards.
- White Martins sites in Brazil maintain certifications to ISO 14001, OHSAS 18001, ISO 9001 and other quality standards.
- Several sites are certified to Mexico's national environmental agency PROFEPA Clean Industry Standard.
- Linde Advanced Material Technologies holds certifications to Nadcap, EASA, FAA and other aviation safety standards for their manufacturing locations, as well as certification to international occupational health, safety, environmental and quality standards.
- The Electronics Materials business is certified to the IATF 16949 quality management system standard.

By revenue, 83 percent of Linde's worldwide gases production and engineering sites are externally certified to RCMS, ISO 14001 or an equivalent national standard.

Internal SHEQ Assessment Program

All Linde sites, and other sites where Linde is a majority shareholder, are subject to evaluation for safety, environment and quality (the latter for compliance with local medical regulations, where applicable). Quarterly assessment reports are provided to senior management. The full Board is committed to review safety and environmental risks at each board meeting. Regular assessments are a requirement of Linde's SHEQ standards and help ensure consistently high standards in all areas of safety, environmental protection, security and compliance.

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Linde's internal SHEQ assessment program includes type "A" and "B" assessments and facility self-assessments. Type A assessments are led by Global SHEQ staff or their designated agent. Type B assessments are led by a member of one of the global BUs. Both type A and B assessments are independent of the facility being audited, and the number of these assessments is tracked by Global SHEQ. Facility self-assessments are also conducted by local or regional personnel to help facilities self-identify areas in need of improvement and are not tracked outside of the local operating unit. In 2023, Linde conducted 85 "A" assessment audits, all at Linde sites, and 333 internal "B" assessment audits as per business safety plans. See GEN (1).

Internal Assessments

	2020	2021	2022	2023
"A" Assessment audits conducted	26	70	93	85
"B" Assessment audits	250	328	271	333

GEN (1): Internal Assessments

External Environmental Data Assurance

Linde's environmental Key Performance Indicators (eKPIs) are externally assured. See the disclosure for GRI 2-5 for the verification letter and <https://assets.linde.com/-/media/global/corporate/corporate/documents/sustainable-development/2023-ekpi-assurance-statement.pdf>.

Compliance with environmental laws and regulations 2-27

The company reports significant violations with significant fines or non-monetary sanctions in the year the violation occurred (not the year the fine was paid). Significant violations are those costing more than \$10,000. See GEN (2), where Linde reports this disclosure for the reporting year and for three prior years.

Linde is not aware of any significant non-monetary sanctions.

Environmental Violations and Fines

	2020	2021	2022	2023
Number of Significant Violations with Significant Fines	0	3	0	0
Value of Fines Related to Above in USD	0	\$85,000	0	0

GEN (2): Environmental Violations and Fines

Units: USD

Introduction

Linde is a resource-intensive company. Linde's environmental performance year-on-year can best be evaluated on an intensity basis versus revenue. In most cases, this shows a positive trend. In addition, Linde's business model is resource efficiency — to make more value than it consumes. The environmental and other benefits of Linde applications are described in the Business Model section on pages 10–11, the Creating Economic, Environmental and Social Value section on page 7, and the Linde Applications Enable 2X Carbon Productivity section on page 18.

Linde's reporting boundaries for eKPIs are consistent with the financial reporting boundaries and financial control definition to the greatest extent possible. Linde reports on all eKPIs for all subsidiaries, joint ventures (JVs) and other holdings within its organizational boundaries whose revenues and Earnings Before Interests and Taxes (EBIT) are included in Linde's financial results. Linde does not collect eKPI data for minority holdings and other holdings that are not reporting their financials. EKPIs for JVs, which are not fully consolidated into the company financials (at-equity JVs), are collected but are only included in external GHG reporting under Scope 3.

Note that data presented may be rounded. Therefore, values may appear slightly different from the resulting sum of items in tables or charts.



Materials used by weight or volume 301-1

Raw materials are procured through a global Procurement organization under global Procurement standards and expectations that include requirements for material sustainability. Linde has supplier expectations that manage sustainability in its supply chain.

Non-Renewable Materials Used

Linde estimates that approximately 1 percent by weight of the raw materials used in 2023 were non-renewable, including natural gas and naphtha, which are used in hydrogen production, and helium that is recovered from natural gas deposits.

Linde also builds air separation units (ASUs) and steam methane reformers (SMRs). Construction materials for these are generally from non-renewable sources: aluminum, carbon steel, stainless steel, copper and brass alloys, brass and metals. The largest material by spend is steel.

Renewable Materials Used

Ninety-nine percent by weight of the raw materials used in 2023 to produce gaseous nitrogen, oxygen, argon, carbon dioxide and hydrogen were renewable raw materials. Renewable raw materials used by Linde include air, water, carbon dioxide and hydrogen. These products represent approximately 91 percent of the revenue Linde received for the products it manufactures. Examples of products not included are those manufactured by Linde Advanced Material Technologies (LAMT) and low-volume products, such as acetylene.

Using air as its raw material, Linde produces oxygen, nitrogen, argon and rare gases through several air separation processes, of which cryogenic air separation is the most prevalent. As air is a renewable natural resource, there is no negative environmental consequence to using this raw material.

Process gases, including carbon dioxide, hydrogen, carbon monoxide, helium, specialty gases and acetylene, are produced by methods other than air separation. In many cases, these are sourced as an industrial byproduct or waste. Some of these byproduct sources are renewable, but all offer a means to reuse products that would otherwise have been waste. The volumes of process gases procured are considered business confidential.

- Most carbon dioxide is purchased from byproduct sources, including chemical plants, refineries and industrial processes. These byproduct sources include ethanol manufacturing facilities, where the waste carbon dioxide is considered renewable. A portion is recovered from carbon dioxide wells.
- Hydrogen and carbon monoxide are produced by either steam methane reforming of natural gas or by purifying byproduct sources obtained from the chemical and petrochemical industries. In 2023, Linde procured 18 percent byproduct hydrogen.
- Helium is acquired from several sources. In the U.S., for example, it is sourced from helium-rich natural gas streams.
- Acetylene can be produced from calcium carbide and water. A significant percentage is purchased as a chemical byproduct.

Recycled input materials used 301-2

Also see the disclosure for GRI 301-1 for information on renewable raw materials. As part of its sustainable supply chain program, Linde's Procurement organization works with vendors to reduce consumption of upstream, non-renewable natural resources. For some of its business lines, Linde actively sources recycled input materials by using byproducts from other industrial processes. The total weight of these byproducts as a percentage of total material use is not reported here.

301-2

Since 2011, most of the acetylene produced by Linde in the U.S. was sourced from byproduct acetylene, avoiding the mining of calcium carbonate and the recycling or disposal of carbide lime. Some of Linde carbon dioxide sold in the U.S. is sourced from ethanol fermentation (a biomass source). As a business, Linde is constantly researching innovative ways to expand the use of this application.

Most gases are transported in pipelines or trucks and use little packaging. Cylinder products are typically transported by truck. (See the disclosure for GRI 301-3.)

Linde has a large engineering business, which designs and constructs new production plants. When building a new plant, the focus is put on the re-use of parts/components from other disassembled plants (e.g., refurbished parts) as much as possible. At the end-of-life of a production facility, parts and components are checked, refurbished if required, and directly re-used or put in stock for future usage. Thus, most of the materials are recycled and become input materials (e.g., for new plants).

To avoid procuring new materials, the company has established several asset management programs that are actively identifying idle assets (e.g., cylinders) to ensure that they are put back into use rather than purchasing new materials. The programs actively track all assets, are well reported and yield good results.

Reclaimed products and their packaging materials 301-3

Linde produces very little packaging waste. Linde delivers most of its product in pipelines or bulk trucks, or in cylinders. As the products are consumable, there is nothing to reclaim and no packaging material for the majority of products. For the packaged gases product lines, either disposable cylinders or reusable cylinders are utilized. The metal cylinders last about 40 years, are returnable and are typically reused multiple times.

Linde runs several large cylinder refurbishment centers worldwide as well as many smaller test shops and repair centers in many countries. In its cylinder test shop in Wolverhampton, U.K., Linde typically has refurbished about 350,000 cylinders annually in order to avoid unnecessary scrapping.

Energy consumption within the organization 302-1

Note: Where amounts in MWh were converted to GJ, amounts in MWh were multiplied by 3.6.

Fuel Consumption

Linde's total non-renewable fuel consumption in 2023 was 20.1 million MWh or 72.4 million GJ. This figure represents energy consumption and excludes fuel consumed as a feedstock for production. Fuel types used included natural gas, diesel, oil and "other," which includes naphtha and other refinery fuel gas.

Electricity Consumed

Total electricity consumed in 2023 was approximately 41.6 million MWh, or approximately 150 million GJ. Linde reports total non-renewable electricity consumed in 2023, which includes passive renewable electricity and other low-carbon electricity, as approximately 36.8 million MWh, or 133 million GJ. Total active renewable electricity purchased in 2023 was 4.8 million MWh, or 17.2 million GJ.

Linde also tracks low carbon electricity, which includes both active and passive renewable electricity and nuclear. Active renewable electricity is classified as electricity procured through Power Purchase Agreements (PPAs); directly connected, 100 percent renewable electricity supplier contracts or validated green energy certificates; or produced on-site using renewable generation. Passive electricity sources from the grid were calculated using the latest location-based renewable or low-carbon energy percentages from the IEA, local sources such as eGRID, or, where available, plant-specific, market-based renewable electricity or low-carbon emissions factors according to the supplier contract/utility bill.

In 2023, active renewable electricity was 4.792 million MWh and passive renewable electricity was 8.232 million MWh, for a total of 12.964 million MWh. Nuclear represented 4.865 million MWh of low-carbon electricity, of which 1.2 million MWh was actively sourced. This results in a total of 18 million MWh of low-carbon electricity, which represents 43 percent of Linde's total electricity consumption in 2023.

See Performance Towards Targets, page 24, for information about Linde's low-carbon power sourcing target.

302-1

Steam Consumed

Linde did not consume any heating or cooling in 2023.

Linde consumed 9.66 million MWh, or 34.77 million GJ, of steam in 2023.

Electricity, Heating, Cooling and Steam Sold

Linde sold 9.3 million MWh of steam in 2023.

Total Energy Consumed

Linde consumed a total of 71,404,000 MWh, or 257 million GJ, of energy in 2023. This is less than a 1 percent decrease from 2022.

Linde tracks energy consumption through meters and utility bills, and collects information for each plant and location in a global eKPI system. Newly constructed plants less than 2 months old and de-minimis locations consuming less than 1,500 MWh are excluded from reporting.

Non-Renewable Fuel Consumption

	2020	2021	2022	2023
Non-renewable fuels purchased and consumed	21,298,000	21,012,000	19,707,000	20,134,000

EN (1): Non-renewable Fuel Consumption

Units: MWh

Electricity

	2020	2021	2022	2023
Active renewable electricity consumed	2,493,000	2,780,000	3,316,000	4,792,000
Passive renewable electricity consumed	8,534,000	9,125,000	9,236,000	8,232,000
Low-carbon (nuclear) electricity consumed	4,264,000	5,051,000	5,469,000	4,865,000
Fossil electricity consumed	26,331,000	25,823,000	23,916,000	23,720,000
Total Electricity Consumed	41,622,000	42,779,000	41,937,000	41,609,000

EN (2): Electricity

Units: MWh

Steam

	2020	2021	2022	2023
Steam consumption	6,357,000	9,152,000	10,027,000	9,660,000

EN (3): Steam

Units: MWh

302-1

Total Energy

	2020	2021	2022	2023
a. Non-renewable fuels purchased and consumed	21,298,000	21,012,000	19,707,000	20,134,000
b. Non-renewable electricity consumed ¹	39,129,000	39,999,000	38,621,000	36,817,000
c. Steam consumption	6,357,000	9,152,000	10,027,000	9,660,000
d. Total non-renewable energy consumption (a+b+c)	66,784,000	70,163,000	68,355,000	66,612,000
e. Total renewable electricity purchased or generated ²	2,493,000	2,780,000	3,316,000	4,792,000
Total Energy Consumed (d+e)	69,277,000	72,943,000	71,671,000	71,404,000

¹ Row b (non-renewable electricity consumed) includes both fossil-fuel based electricity and passive renewable electricity. Since passive renewables are consumed from the grid, Linde does include this in row b since it did not directly purchase or generate this power.

² Row e includes only active renewable energy consumed.

EN(4): Total Energy

Units: MWh

Energy consumption outside of the organization 302-2

Linde did not consume energy outside the organization.

**Energy intensity** 302-3

It is key to Linde's business to manage energy use throughout the organization, including in its production processes. The company considers production volumes to be business confidential. Internally, energy intensity is tracked monthly and is a basis for Linde's operational GHG intensity targets; see Performance Towards Targets, page 24.

**Reduction of energy consumption** 302-4

Linde has several initiatives to reduce energy in operations and at offices. See sustainable productivity results in Performance Towards Targets.

**Interactions with water as a shared resource and management of water discharge-related impacts** 303-1, 303-2

Water sourced from municipal utilities, surface waters and groundwater is considered fresh water ($\leq 1,000$ mg/L Total Dissolved Solids); all other sources are considered "other" ($> 1,000$ mg/L Total Dissolved Solids).

For more information on the company's water impact, interactions with key stakeholders, management approach and commitment to water stewardship, see Linde's Water Position Statement at: <https://www.linde.com/sustainable-development/policies-and-position-statements/water-position-statement>, and the most recent CDP Water Security response at:

<https://assets.linde.com/-/media/global/corporate/corporate/documents/sustainable-development/2024-cdp-response-water-security.pdf>.

The CDP response will be available at the end of September.



Water withdrawal, discharge and consumption 303-3, 303-4, 303-5

Water Withdrawal 303-3

In 2023, Linde withdrew 1,060 million m³ of water. Linde tracks water withdrawals primarily through utility bills. No water sources were significantly affected by Linde's withdrawal of water in 2023.

Of the 1,060 million m³ of water withdrawn in 2023, 43 percent was from fresh water sources (municipal, surface water and groundwater), 37 percent from seawater, and approximately 20 percent from third-party (industrial/recycled) sources. Linde estimates that more than 90 percent of the water withdrawn in 2023 at Linde production plants (excluding once-through) was recycled numerous times through cooling towers before discharge.

Overall, water withdrawal was largely flat in 2023, with slight increase of 0.6 percent compared to 2022.

Water Discharge 303-4

Linde did not have any unplanned water discharges in 2023. No water bodies or related habitats were significantly affected by Linde water discharges or runoff in 2023.

Where Linde facilities discharge process water, discharges are governed by discharge permits issued by a regulatory agency. Linde estimated chemical oxygen demand (COD) at these sites to be 2,180 metric tons in 2023, which is a 13 percent increase from 2022.

Linde discharged 974 million m³ of water in 2023, of which approximately 42 million m³ was wastewater. Linde also discharged once-through cooling water back to the source from which it came. In 2023, 932 million m³ of water was discharged in this manner, of which 38 percent was to fresh water sources, 42 percent was to seawater sources, and approximately 20 percent was to third-party sources.

Water Consumption 303-5

Linde consumed 86 million m³ of water in 2023. Consumption is defined as total water withdrawn minus wastewater discharged, minus once-through cooling water that is returned to the original source with no impact on quality. Consumption decreased by 2 percent compared to 2022.

Consumption of fresh water is also reported in EN (6), by separate calculation. Consumption of fresh water was 98 million m³ in 2023, which is a 5.7 percent decrease compared to 2023.

Water-Stressed Areas

Linde also tracks water withdrawal, discharge and consumption from sites in areas of high water-stress, including for fresh water. See EN (7a) and EN (7b).

Areas of water-stress are defined by the WRI Aqueduct Water Risk Atlas. Linde determines sites to be in a high water-stressed area if the Atlas lists the baseline water-stress as "high" or "extremely high."

See page 28 for information on Linde's target to implement water management plans at high-water-use sites in areas of high water-stress.

303-3, 303-4, 303-5

Total Water Withdrawal, Discharge & Consumption

	2020	2021	2022	2023
A. Fresh Water Withdrawal	427.9	457.2	453.8	451.2
B. Other Water Withdrawal – Seawater	202.4	298.6	387.6	388.9
C. Other Water Withdrawal – Third Party (Industrial/Recycled)	202.9	215.8	211.9	219.6
D. Total Water Withdrawal (A+B+C)	833.2	971.6	1053.3	1059.7
E. Fresh Water Returned to Original Source (once-through cooling water)	334.8	357.6	349.9	353.3
F. Other Water Returned to Original Source (once-through cooling water) – Seawater	202.4	298.6	385.9	387.2
G. Other Water Returned to Original Source (once-through cooling water) – Third Party	179.2	195.7	183.9	191.5
H. Wastewater Discharge (non-once-through)	43.1	39.2	45.3	42.0
I. Total Water Discharge (E+F+G+H)	759.5	891.2	965.0	974.0
J. Total Water Consumption (D-I)	73.7	80.4	88.3	85.7

EN (5): Total Water Withdrawal, Discharge & Consumption

Units: million m³

Fresh Water Withdrawal, Discharge & Consumption

	2020	2021	2022	2023
A. Municipal Water Withdrawal	56.6	61.7	58.0	55.5
B. Surface Water Withdrawal	361.2	386.3	385.4	389.4
C. Ground Water Withdrawal	10.1	9.2	10.4	6.3
D. Total Fresh Water Withdrawal (A+B+C)	427.9	457.2	453.8	451.2
E. Discharge: Fresh Once-Through Cooling Water Returned to Surface Water Sources	334.8	357.6	349.9	353.3
F. Net Fresh Water Consumption (D-E)	93.1	99.5	103.9	97.9

EN (6): Fresh Water: Withdrawal, Discharge & Consumption

Units: million m³

Water-Stressed Areas Withdrawal, Discharge & Consumption

	2020	2021	2022	2023
A. Withdrawal	35.9	31.5	42.4	58.6
B. Discharge	18.9	15.8	23.8	40.3
C. Consumption (A-B)	17.0	15.7	18.6	18.3

EN (7a): Water-Stressed Areas: Withdrawal, Discharge & Consumption

Units: million m³

303-3, 303-4, 303-5

Fresh Water in Water-Stressed Areas Withdrawal, Discharge & Consumption

	2020	2021	2022	2023
A. Withdrawal	15.6	20.0	19.2	19.1
B. Discharge	2.6	3.2	2.8	2.6
C. Consumption (A-B)	13.0	16.8	16.4	16.5

EN (7b): Fresh Water, Water-Stressed Areas: Withdrawal, Discharge & Consumption

Units: million m³

Biodiversity [304-1](#), [304-2](#), [304-3](#), [304-4](#)

Biodiversity

Linde's operations do not have a significant impact on biodiversity.

When planning new sites, processes are in place to ensure that Linde minimizes any potential negative impacts on biodiversity. Linde follows internationally recognized guidelines when performing its evaluations, such as the Voluntary Guidelines on Biodiversity-Inclusive Impact Assessment issued by the United Nations.

Linde's approach is to avoid operations near protected areas. In fact, because most of Linde's sites are located in industrial areas or business parks, protected areas are not in close proximity to many of Linde's facilities. If periodic surveillance finds site(s) within close proximity to a protected area, Linde works to understand possible impacts and to minimize, restore and/or offset them, as appropriate, working with local stakeholders.

There are many examples of Linde sites working alongside local stakeholders and organizations to preserve and protect local ecosystems. For example, Linde's Concord, New Hampshire, facility is relatively close to one of the few remaining pine barren ecosystems, one that is unique to the Northeastern United States. Several years ago, the site established a collaboration with local fish and wildlife organizations to plant and manage the growth of lupines essential for the Karner blue butterfly. Due to these efforts, these butterflies have been steadily increased to a peak population of approximately 3,000 in 2018.

Because sites recognized as important to biodiversity may change over time, Linde periodically surveys the locations of its global industrial gas production facilities and their proximity to protected areas, based on data provided by the International Union for Conservation of Nature (IUCN). This surveillance is conducted at least every 3 years.

Linde has conducted an analysis of production sites with respect to biodiversity impact, proximity to protected areas and prevalence of potentially protected species, covering more than 900 sites in 2023. Analysis is ongoing.

For more information on Linde's position on biodiversity and the importance of ecosystems, see the statement on Linde's website at:

<https://www.linde.com/sustainable-development/policies-and-position-statements/ecosystems-position-statement>.

Greenhouse Gas (GHG) Emissions [305-1](#), [305-2](#), [305-3](#), [305-4](#), [305-5](#)

GHG Inventory Methodology

Linde's GHG emissions disclosures have been prepared based on a reporting year of January 1 to December 31, the same as the financial reporting period. All GHG emissions figures are in metric tons of CO₂e and cover six gases in addition to carbon dioxide (CO₂): methane (CH₄), nitrous oxide (N₂O), perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), nitrogen trifluoride (NF₃) and sulfur hexafluoride (SF₆).

Linde's GHG emissions information was prepared with reference to the World Resources Institute/World Business Council for Sustainable Development's Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, revised edition (the GHG Protocol®).

Global warming potentials (GWPs) are sourced from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report.

- **Timelines and Base Year GHG Emissions**

Linde reports on its eKPIs for the last 4 years in order to reflect the trend and development of KPIs.

Linde defined new sustainable development targets in 2019, which set 2018 as a baseline year for the new company's targets. Those targets include targets relating to GHG emissions. The basis for those targets is a 2018 full-year pro forma value for the complete merged company according to the final organizational structure. For performance against GHG targets, see Performance Towards Targets, page 24.

- **Excluded Sources of GHG Emissions**

Linde has very small office sites and smaller sales outlets (such as retail outlets) with fewer than five people, called "de-minimis" sites. Emissions from these sites are negligible and are therefore not included in the GHG inventory.

- **Prior Year Revisions**

Restatements are made in accordance with Linde's [GHG Recalculation policy](#). See the disclosure for GRI 2-4.

- **External Verification**

Linde's 2023 GHG inventory was verified by a third party. In 2023, a Reasonable Assurance was performed on Scopes 1 and 2 and electricity parameters. A significant portion of Scope 3 emissions was also verified by a third party to the limited assurance level. All data was for the 2023 calendar year. A copy of Linde's assurance statement is available at the end of this report. This and other assurance reports may be found separately on the Linde website.

Direct (Scope 1) GHG emissions [305-1](#)

Linde's total Scope 1 emissions in 2023 totaled 16,582,000 MT CO₂e, which is a decrease of 1 percent from 2022. This is mainly attributed to decreases in production volumes and efficiency improvements. The primary source of Scope 1 emissions for Linde is the combustion of natural gas at hydrogen plants, which represented 12.2 million metric tons of Scope 1 emissions in 2023. Another portion is from ASU plants using natural gas for energy generation, which amounted to 2.4 million metric tons CO₂e. Smaller sources of Scope 1 emissions are other GHGs (e.g., from methane plants or nitrous oxide plants) or other types of GHG emissions that are converted into CO₂e. The total of such "other GHG emissions" was 0.5 million metric tons in 2023. Carbon dioxide and other plants caused approximately 0.9 million metric tons. The combustion of diesel and gasoline from transport activities resulted in approximately 0.6 million metric tons CO₂e in 2023.

Scope 1 Emissions Covered by Emissions-Limiting Regulations

In 2023, approximately 1,628,000 metric tons of Scope 1 emissions (approximately 10 percent) were subject to a form of carbon legislation, over a cap-and-trade scheme, ETS or a form of carbon taxation. Approximately 84 percent of these emissions was covered by the EU ETS and U.K. ETS schemes. Other regulations include the California CAT and the Singapore carbon tax, for example. For details on the 2023 carbon regulation schemes applicable to Linde, see Linde's most recent CDP report, which will be available at the end of September at:

<https://assets.linde.com/-/media/global/corporate/corporate/documents/sustainable-development/2024-cdp-response-climate-change.pdf>.

Calculation Methodology

Hydrogen plants, which represent the largest source of Linde's Scope 1 emissions, consume natural gas, both for fuel and feedstock. To determine Scope 1 emissions, the amount of carbon produced as product is subtracted. In addition, Linde calculates Scope 1 emissions from gas losses (during production and filling processes). These are calculated for nitrous oxide manufacturing and filling facilities, carbon dioxide plants, on-site refrigeration equipment and cylinder filling operations associated with CH₄, SF₆, PFCs, HFCs and NF₃.

305-1

To calculate Scope 1 emissions from natural gas, Linde uses the reported natural gas factors from each production plant (depending on the mix of hydrocarbons). If a specific natural gas factor is not available or known, Linde uses a chemical natural gas to CO₂ conversion factor from the Department for Environment, Food & Rural Affairs (DEFRA), from the Government of United Kingdom. For other fuels, Linde uses DEFRA factors to convert to CO₂ equivalents.

Emissions from transport are calculated based on actual kilometers driven for commercial and non-commercial vehicles, multiplied by average emission factors by vehicle type from the “Estimated U.S. Average Vehicle Emissions Rates per Vehicle by Vehicle Type using Gasoline and Diesel (Grams per mile)” from the U.S. Environmental Protection Agency (s), Office of Transportation and Air Quality, personal communication, Apr. 6, 2018.

Scope 1 GHG Emissions

	2020	2021	2022	2023
Scope 1	16,247,000	16,321,000	16,813,000	16,582,000

EN (8): Scope 1 GHG Emissions

Units: Metric Tons CO₂e

Energy indirect (Scope 2) GHG emissions ³⁰⁵⁻²

Linde’s Scope 2 GHG emissions in 2023 totaled 21.6 million metric tons CO₂e (market-based), which is a 2 percent decrease from 2022. The largest electricity user is ASUs, which account for approximately 90 percent of all electricity used.

These emissions were calculated using the market-based approach. Linde continues to move to market-based emissions factors where possible. In some cases, market-based factors may be higher than location-based factors and may result in increases in Scope 2 emissions. Compared to 2022, Scope 2 emissions have decreased, due to in changes in production, as well as increased sourcing of renewable energy and efficiency improvements.

Linde also calculated Scope 2 emissions for 2023 using the location-based approach, which applies IEA factors or state factors such as eGRID emission factors in the U.S. Scope 2 emissions calculated with the location-based approach were 20.7 million metric tons CO₂e in 2023. The difference between market-based and location-based emissions are mostly due to certain plants where customers provide the electricity to Linde (which Linde purchases). Some of these plants have a very high market-based emissions factor compared to the location-based emissions factor.

Organizational Boundary

Linde reports on all electricity and its resulting Scope 2 emissions purchased by the company. Electricity for sites where Linde does not pay the utility bill is excluded from its reported electricity number and from the reported Scope 2; however, it is tracked internally for operational purposes and for Scope 3 reporting.

Calculation Methodology

The main methodology for calculating Scope 2 emissions from electricity is the market-based approach, using site-specific emissions factors by plant according to supplier contracts and utility bills, where available. For sites where such market-based factors are not known, Linde uses the most recent location-based factors from the IEA and the EPA’s eGRID factors for the U.S.

Scope 2 GHG Emissions (Market-based)

	2020	2021	2022	2023
Scope 2	22,299,000	23,573,000	21,981,000	21,562,000

EN (9): Scope 2 GHG Emissions

Units: Metric Tons CO₂e

Other indirect (Scope 3) GHG emissions ³⁰⁵⁻³

Linde has screened all 15 categories of Scope 3 emissions. Fourteen are relevant and are reported.

Criteria used in screening Scope 3 reporting categories were:

- Relevance and transparency: This includes activity over which Linde has a level of operational control but where the GHG emissions are reported by another party.
- Relevance or existence within Linde's footprint.
- Significance: Activities that may have a potentially significant GHG consequence. In reporting all categories, estimates are provided, even for less significant activities.

Scope 3 emissions represent slightly less than 40 percent of its total Scope 1, Scope 2 and Scope 3 emissions. Scope 3 emissions decreased by approximately 2 percent in 2023.

Upstream Scope 3 Emissions

Linde's methodologies for upstream Scope 3 emissions are described below, in order of magnitude.

Fuel- and energy-related activities not included in Scopes 1 or 2 (Category 3)

Scope 3 emissions from fuel- and energy-related activities (including upstream emissions from purchased fuel, purchased electricity and transmission and distribution losses) are a significant source of Scope 3 emissions for Linde because Linde's business is energy-intensive, and energy is a significant cost for Linde.

The methodology used is based on the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, Category 3, for Scope 3 emissions caused in the extraction, production and transportation of fuels and energy purchased by Linde.

For electricity, Linde applies IEA factors for transmission and distribution (T&D) lifecycle losses and total upstream Well-to-Tank (WTT) factors to calculate all the Scope 3 GHG emissions released into the atmosphere from the production, processing and delivery of energy. The calculation is done on a site level for each site for which Linde purchases the power. For thermal energy, a global WTT factor for heat and steam from IEA is applied. The use of IEA factors for WTT estimates was initiated for 2023 due to wide availability of the data set. This change also resulted in a decrease in emissions.

For Scope 3 emissions from transport fuels and other fuels consumed (excluding feedstocks), DEFRA factors for fuel- and energy-related emissions are used per relevant category.

Purchased Goods and Services (Category 1)

Linde's Scope 3 Category 1 emissions include emissions from Linde's purchased raw materials, which represent more than 95 percent of Linde's emissions from suppliers in this category. This includes raw materials and traded items, including healthcare components or hardgoods sold in Linde's shops, construction components used by Linde Engineering to build customer plants, and purchased feedstock – natural gas for hydrogen plants and compressed air for air separation plants. Procurement categories are determined as appropriate for this category, as opposed to capital goods, based upon sales patterns.

The calculation of carbon emissions from Linde's raw materials procured (except for natural gas and compressed air feedstock) is now based upon a model utilizing input-output tables and data from OECD, EXIOBASE, the U.S. Bureau of Economic Analysis and World Bank. Emissions are calculated based on GWP values from IPCC's AR 5 (2013) for a 100-year time horizon, including carbon feedbacks.

To calculate Scope 3 from natural gas feedstock, Linde applies a fuel-based method based on the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, Category 3 for Scope 3 emissions caused in the extraction, production and transportation of fuels and energy. Linde uses emission factors from DEFRA.

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For compressed air, Linde receives information from the supplier about the specific energy usage to provide that feedstock, and calculates the resulting Scope 3 emissions based on the energy consumption and the supplier- and/or plant- specific electricity Scope 2 emissions factors.

Capital Goods (Category 2)

Linde calculates Scope 3 Category 2 emissions from the procurement of goods, such as cylinders, tanks, healthcare, automotive or plant components capitalized, as well as production plants operated by Linde. Procurement categories are determined as appropriate for this category, as opposed to purchased goods and services, based upon sales patterns.

The calculation of carbon emissions from Linde's capital goods procured is based upon a model utilizing input-output tables and data from OECD, EXIOBASE, the U.S. Bureau of Economic Analysis and World Bank. (See Category 1.)

Linde continues to expand product-specific GHG emissions data from several suppliers of cylinder assets. The product carbon footprint includes the suppliers' own emissions (based on a product-specific calculation) as well as related upstream emissions. The emissions data obtained directly from suppliers is integrated into the overall Category 2 value.

Upstream Transportation and Distribution, including Contractor Driving (Category 4)

This category includes emissions related to Linde's inbound and outbound logistics that are paid by Linde and are carried out by external carriers.

Linde uses a distance-based method for calculating Scope 3 emissions from outbound deliveries of gases to its clients. Contractor miles driven are collected in each country and business or region and tracked. Linde's Scope 3 emissions resulting from delivery of products by third-party carriers were derived using the same methodology as used to calculate GHG emissions from owned trucks: Emissions from transport are calculated based on actual kilometers driven for commercial and non-commercial vehicles, multiplied by average emissions factors by vehicle type from the "Estimated U.S. Average Vehicle Emissions Rates per Vehicle by Vehicle Type using Gasoline and Diesel (Grams per mile)" from the U.S. EPA, Office of Transportation and Air Quality, personal communication, Apr. 6, 2018.

Additionally, Linde considers transport services procured, resulting in emissions from the transport of construction components delivered to Linde Engineering construction sites; this is conducted mostly over sea and air, as well as gas transport falling under this scope, in modes other than trucking. For such non-truck transport, Linde uses a spend-based method. (See also Category 1.)

Employee Commuting (Category 7)

This category includes estimated emissions from commuting to work, estimated from calculations based upon actual distances from office to home for a significant portion of the employee population at one business, combined with average mileage data and emissions estimates for commuters obtained from EPA estimates. This calculation, refined from last year's methodology, confirms the reasonableness of initial estimates used last year and represents continued confidence in Linde's Scope 3 inventory.

Upstream Leased Assets (Category 8)

This category includes an estimate of electricity emissions from sites, mostly small offices, rented by Linde, where Linde does not pay for utilities directly, as well as the estimated emissions from Linde's leased passenger cars and light commercial vehicles.

For 2023, the methodology for leased office space was refined and is now based on estimates that include such factors as the physical area of sites and estimates of emissions per EPA data, with calculated values then prorated across the global footprint of leased space.

Business Travel (Category 6)

Linde estimates a small amount of emissions from business travel, based on the company's air travel and car rental records, and from data provided by airlines, rental car agencies and travel service providers.

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Waste (Category 5)

This category includes estimates based upon global waste generated and landfilled using environmental data tables for such emissions estimates.

Downstream Scope 3 Emissions

Linde's methodologies for downstream Scope 3 emissions are described below.

Use of Sold Products (Category 11) and Processing of Sold Products (Category 10)

Linde is at the beginning of numerous value chains and provides many intermediate products with many downstream applications, each of which has a very different GHG profile. This category includes emissions from products, including fluoro gases, CO₂, CH₄ and N₂O, based on sales and assumptions for revenue and volumes, as well as assumptions on releases. Due to the nature of gas products, in many cases, the processing of sold intermediate products by third parties (i.e., manufacturers) after sale is not distinctly separate from the use; therefore, the assumptions consider these categories as combined for both Categories 10 and 11.

Downstream Leased Assets (Category 13)

This category includes emissions for assets such as smaller on-site facilities where the customer pays for the power, and, in many cases, operates the plant. This also includes several major plants where customers pay for the power and where Linde charges a facility fee to the customer. Emissions for those plants where the customer pays for the power are not included in Linde's Scope 2.

Emissions from leased out or charged out entities are calculated on a plant level, using the same calculation methodology as for calculating indirect/Scope 2 emissions for other Linde plants. For plants where the customer pays for the power and the plant-specific emissions factors are not known, Linde uses country emissions factors from the IEA to calculate indirect emissions for those sites.

HyCO plants/facilities that are owned by Linde are fully reported under Scope 1, regardless of whether they are leased out or independent on who is running the plant or providing the fuel or feedstock.

Emissions due to Investments (Category 15)

Linde includes in its Scope 1 and 2 reporting only subsidiaries/holdings that are reporting their financials to the company and whose results are consolidated into the company P&L. Holdings/investments that are reporting their results but are not consolidated into the P&L statement (mainly JVs consolidated at-equity) are not considered for Scope 1 and 2 emissions but are reported as Scope 3 from investments. Linde has large JV operations, especially in China.

Linde calculates its emissions due to investments on a plant level. All JVs report their electricity and other fuel consumption into Linde's environmental reporting system. Linde then calculates Scope 3 from such investments for all plants in this category, by adding reported direct emissions from HyCO plants and indirect emissions from ASUs and other plants, based on reported electricity consumption, multiplied by a country IEA factor. The emissions are allocated proportionally for JVs, based upon share of ownership, as per the GHG Protocol.

Downstream Transportation and Distribution (Category 9)

Linde's operations contain limited business activities where product is transported from its location to another end user. Product lines where such activities exist include welding/material fabrication applications and healthcare. Even in those businesses, product transport activities vary. Linde has estimated these emissions based upon assumptions of frequency of these types of activities relative to its more typical product transport patterns.

End-of-Life Treatment of Sold Products (Category 12)

Linde is at the beginning of numerous value chains and provides many intermediate products with many downstream applications, each of which has a very different GHG profile. This category includes estimated emissions from the end-of-life disposal of products. Due to the nature of gas products, in many cases, the use of sold products may also include the end of life of the product. Therefore, for fluoro gases, CO₂, CH₄ and N₂O, estimates are included in use estimates and are part of Category 11. Linde does have a small portion of products that may have packaging that is eventually disposed or that may be disposed themselves. This small remainder is estimated based upon Linde waste estimations. Although this portion is small and not deemed relevant, Linde will continue efforts to quantify and estimate.

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Scope 3 Sources Not Reported

Linde does not report emissions in one category, franchises, as this does not exist in Linde's operational footprint.

External Assurance of Scope 3 Emissions

Linde now verifies a significant portion of its Scope 3 emissions. See Linde's website for its assurance verification letter.

Value Chain Engagement: Scope 3 and ESG Engagement

Third parties in Linde's value chain are essential to establish baselines for Scope 3 reporting. To help improve the accuracy in order to foster better management and lead to identification of emissions reduction long-term, Linde collaborates with suppliers and customers to obtain the necessary information through sound and repeatable methodologies. Linde has previously reported on engagement with cylinder and tank suppliers, for example, and continued this engagement in 2023. These efforts not only provide supplier-specific factors, but are also opportunities for engagement on ESG issues beyond Scope 3, to provide coaching and to share best practices and methodologies. Altogether, such efforts are a win-win for sustainability objectives in Linde operations and those of its supply chains.

Scope 3 Target Setting

The company is on track to set targets for reduction in the 2025–2026 timeframe.

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Scope 3 GHG Emissions

	2020	2021	2022	2023
Upstream				
Fuel-and Energy-Related Activities	5,290,000	7,430,000	6,990,000	5,924,000
Purchased Goods and Services	1,640,000	4,250,000	3,774,000	3,913,000
Capital Goods	931,000	810,000	1,036,000	704,000
Upstream Transportation & Distribution (including Contractor Driving)	562,000	780,000	726,000	658,000
Employee Commuting			105,000	195,000
Leased Assets			65,000	53,900
Business Travel		21,000	16,000	19,600
Waste			14,000	14,800
Downstream				
Use of Sold Products/ Processing of Sold Products			7,831,000	8,528,000
Downstream Leased Assets	2,050,000	2,520,000	2,655,000	2,756,000
Investments	3,930,000	5,450,000	2,630,000	2,611,000
Downstream Transportation & Distribution			10,000	9,700
End-of-Life of Sold Products			7,000	7,500
Franchises			N/A	N/A
Total	14,403,000	21,261,000	25,859,000	25,394,500

EN (10): Scope 3 GHG Emissions

Units: Metric Tons CO₂e



GHG emissions intensity 305-4

Scope 1 and 2 emissions are as reported in the disclosures for GRI 305-1 and GRI 305-2 and include CO₂, CH₄, N₂O, PFCs, HFCs, NF₃ and SF₆. Sales revenue reported to calculate revenue intensity is reported in Linde's financial filings. See EN (11).

Linde is tracking emissions intensity versus EBITDA and has defined a 10-year target for this intensity figure (reduction of 35 percent). See details on GHG versus EBITDA intensity in the Performance Towards Targets section, page 24, and EN (12).

GHG Intensity by Revenue

	2020	2021	2022	2023
Total Scope 1+2 (thousands) in Metric Tons CO ₂ e	38,546	39,894	38,794	38,144
Revenue (millions) in USD	\$27,243	\$30,793	\$33,364	\$32,854
GHG Intensity	1.41	1.30	1.16	1.16

EN (11): GHG Intensity by Revenue

Units: Metric Tons CO₂e/Thousand USD Revenue

GHG Intensity by EBITDA

	2020	2021	2022	2023
Total Scope 1+2 (thousands) in Metric Tons CO ₂ e	38,546	39,894	38,794	38,144
EBITDA (millions) in USD	\$8,645	\$10,179	\$10,873	\$12,007
GHG Intensity	4.46	3.92	3.57	3.18

EN (12): GHG Intensity by EBITDA

Units: Metric Tons CO₂e/Thousand USD EBITDA



Reduction of GHG emissions 305-5

Scopes 1+2 GHG Emissions Reductions

Linde's total sustainable productivity in 2023 yielded savings equivalent to approximately 800,000 metric tons CO₂e. It counts projects where benefits are fully realized as well as projects that were implemented in 2023 and are still accruing benefits. These projects provided GHG savings from enhancing the energy efficiency of buildings, processes and the transportation fleet. Information on the projects, including investments made and cost savings, can be found in Linde's CDP response, which will be available at the end of September at:

<https://assets.linde.com/-/media/global/corporate/corporate/documents/sustainable-development/2024-cdp-response-climate-change.pdf>.

Customer GHG Benefits

A subset of Linde applications enabled customers and end users to avoid 91 million metric tons of CO₂e in 2023. See page 18. Such emissions represent avoided emissions, which are sometimes referred to as Scope 4.



Nitrogen Oxides (NOx), Sulphur Oxides (SOx) and other significant air emissions 305-7

NOx Emissions

NOx emissions were 9,079 metric tons in 2023. This is a decrease of 5 percent from 2022 emissions, which were restated due to a calculation error detected in 2023.

SOx Emissions

SOx emissions were 795 metric tons in 2023, a 2.1 percent increase from 2022.

VOC Emissions

VOC emissions were 985 metric tons in 2023, a 5.8 percent increase from 2022.

Calculation Methodology

NOx, SOx and VOC emissions from plants are taken from emissions monitoring systems or are estimated based on operations data where emissions monitoring is not required by local regulations. SOx emissions from transport are estimated based on sulfur concentration in local fuel using local transport knowledge and legislative limits. NOx and VOC emissions from transport are calculated based on estimated diesel consumption rates and local regulatory limits. Emissions factors are sourced from the U.S. EPA Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990–2005.

NOx, SOx and VOC Emissions

	2020	2021	2022	2023
NOx Emissions	12,030	12,236	9,569	9,079
SOx Emissions	790	714	779	795
VOC Emissions	1,141	948	931	985

EN (13): NOx, SOx and VOC Emissions

Units: Metric Tons



Waste Management 306-1, 306-2, 306-3, 306-4, 306-5

Linde manages and reports waste metrics as part of environmental management. The company makes efforts to reduce waste generation and to reduce waste to landfill through initiatives in operations and programs, such as the Zero Waste program.

Hazardous Waste

Linde uses local country regulations to define and report hazardous waste.

Linde tracks the amount of hazardous waste recycled but does not track the portion of this that is sold. Linde estimates that about half of recycled hazardous waste is marketable. In 2023, Linde recycled 8,160 metric tons of hazardous waste, including 4,080 metric tons of waste estimated as marketable and 4,080 metric tons of waste estimated as non-marketable. Linde reports the half that is not marketable in the table below as part of “hazardous waste generated.”

In 2023, total hazardous waste generated (this does not include hazardous waste that is sold for recycling, as this is considered a product) was 27,720 metric tons, which is a 22.8 percent increase from 2022, primarily due to disposal of waste at one large site.

Non-Hazardous Waste

Total non-hazardous waste disposed in 2023 was 19,900 metric tons, which is a 6 percent decrease from 2022.

Zero Waste Program

Linde is committed to reducing hazardous and non-hazardous waste. Linde's Zero Waste program is an effort that has existed for more than a decade. Sites work to divert at least 90 percent of the normal waste from going to landfill. The program encourages a practice, prioritizing reduction of waste generation at the source. Therefore, in addition to recycling and other reclamation efforts, many sites have incorporated initiatives that not only reduce waste but also extend conservation principles in the community and help foster economic opportunity. By the end 2023, 776 sites participated in the program, collectively diverting more than 273 million pounds from landfills.

See pages 28 and 29 for information on the Zero Waste Program and performance against the SD 2028 Zero Waste target.

Significant Spills

There were no significant spills in 2023.

Transport of Hazardous Waste

Linde is not aware of the transport, import or export of hazardous waste across international borders in 2023.

Hazardous Waste

	2020	2021	2022	2023
Hazardous waste disposed	20,000	17,500	18,510	23,640
Hazardous waste recycled that is not estimated as marketable	4,900	4,000	4,050	4,080
Total hazardous waste generated	24,900	21,500	22,560	27,720
Hazardous waste recycled that is sold/ marketable; not included above	4,900	4,000	4,050	4,080

EN (15): Hazardous Waste

Units: Metric Tons

Non-Hazardous Waste

	2020	2021	2022	2023
Non-hazardous waste disposed	24,698	15,939	21,200	19,900
Non-hazardous waste used/recycled/sold	34,929	31,830	33,900	30,400
Total non-hazardous waste generated	59,628	47,769	55,000	50,300

EN (16): Non-Hazardous Waste

Units: Metric Tons



New suppliers that were screened using environmental criteria [308-1](#)

One-hundred percent of suppliers that present environmental risk are screened using environmental criteria.

Negative environmental impacts in the supply chain and actions taken [308-2](#)

Linde values its supplier relationships and works to develop supplier capacity. Linde uses a risk-based approach to supplier management. Those suppliers at risk of negative environmental impacts are principally suppliers of chemicals, or process and specialty gas suppliers, and all are subject to additional pre-qualification requirements. These qualifications are revisited in periodic audits and in any contract re-qualification.

Those that show an unwillingness or inability to conform to Linde requirements are subject to disciplinary action up to and including contract termination.

Social Topics



ERGs: A Win-Win for Employee Engagement and Fulfilling Corporate Mission



Productivity is key to Linde’s mission, and the people of Linde help drive productivity in our company and for our customers and other stakeholders every day. Links between employee engagement and productivity are well recognized. Harvard Business Review cited employee engagement—making employees feel seen, heard and encouraged—as critical to harnessing the value from teams (“What Really Engages Employees,” November 2023).

At Linde, employee resource groups (ERGs) are an important part of the strategy for employee engagement. ERGs are voluntary, employee-led groups that serve as a resource for employees with common interests around the world. While engaging employees, ERGs also help to reinforce Linde’s corporate value of inclusion. “ERGs are critical to long-term success,” said Brittany Francis, director, process safety. “These groups provide vital support to employees within an organization so that they feel that they are included and valued not only as employees but human beings.” Francis co-chairs Linde’s Resource Group for Employees of African Culture and Heritage (REACH).

Several members of REACH recently gathered in a series of meetings focused on strategic planning for the ERG and projects to support company objectives. Attendees had opportunities to hear from and engage with leaders, including Linde’s Lead Independent Director Robert Wood, CEO Sanjiv Lamba, as well as other members of Linde’s Executive Leadership Team and senior leadership. As noted by Francis, these types of discussions are critical to long-term success, both for employees and for Linde. They help employees to better understand the company’s goals, business strategies and objectives and explore ways to add even more value as the company sets out to solve the challenges of the future.

A Good Start: Engaging Early-Career Engineering Talent



Talented teams start with a strong recruitment pipeline and focused programs to keep workers engaged and retained. Recruitment challenges are well known for STEM talent, with fewer students entering and graduating from engineering programs. More, Millennials and Zoomers present unique considerations for retention: Research from Gallup indicates that Gen Y are the least engaged workers, changing jobs for different opportunities more often than other generations, which introduces the risk of talent shortages for key roles.

“You might say we’re not patient,” said Rosa Miraldina Futy, a plant engineer in Delaware City, DE, who completed Linde’s Hydrogen Technical Operations Program, or HyTOP, in November 2023. Futy graduated cum laude in chemical engineering from the University of Houston in 2021. Each HyTOP cohort consists of recent engineering graduates, who rotate through three operations assignments before landing in their first permanent assignment.

The rotation program is designed to help facilitate a good match for the key, initial role. It also helps employees see career possibilities that may not be as front-of-mind to those early in their career. It does both—while addressing that desire for a bit of quickness. Rosa’s rotation included one large plant as well as Linde’s engineering offices in Texas. “This was the perfect opportunity to match the foundational knowledge from school to real applications—and to understand roles that might be a good fit,” said Rosa. “Being able to rotate through different groups and roles, at such an early stage, is a great opportunity to build the connections and the knowledge that can help me do so. I want to make an impact,” said Rosa, who also minored in energy and sustainability.

Not seeing a pathway to that impact can sometimes be frustrating, so offering a broad sense of how her role fits into the overall “big picture” at Linde is key for Rosa and likely for her fellow colleagues globally in Gen Y and Gen Z at companies everywhere. Every generation brings unique characteristics to the workforce. Efforts like the HyTOP program speak directly to the needs of and help new employees find the place where they can make an impact and provide the training and resources to empower and enable them to do so at Linde.

Advancing Corporate Leadership: Linde’s New ALP



Linde’s comprehensive leadership catalog covers all career stages, from early career professionals to seasoned executives, and is integral to our development and succession strategy. In 2023, Linde launched the latest offering, the Advanced Leadership Program (ALP). Designed for high-potential employees approximately midway through their careers, ALP aims to broaden perspectives and enhance skills essential for leadership roles. The first cohort was piloted in APAC.

The program combines curated content with practical, scenario-based projects, ensuring a dynamic learning experience. There is also a high level of engagement from Linde’s Executive Leadership Team, Regional Senior Leadership Team and other senior leaders.

“This active involvement of the Leadership Team demonstrates Linde’s dedication to nurturing talent,” said Jose Luis Suarez, executive director, Talent Management. That commitment was evident from the enthusiastic feedback from this first cohort of participants. Linde will continue its rollout of the ALP in 2024.

Social Topics

Social management approach for material topics 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7

The social dimension of sustainability concerns an organization's impacts on people and social systems — employees, contractors, suppliers, customers, other business partners and local communities — and discloses how the risks that may arise from interactions with other social institutions are managed and mediated.

Material Topics 3-2

Material Topics for reporting include: Employment, Labor/Management Relations, Occupational Health and Safety, Training and Education, Diversity and Equal Opportunity, Non-discrimination, Freedom of Association and Collective Bargaining, Child Labor, Forced or Compulsory Labor, Security Practices, Rights of Indigenous Peoples, Local Communities, Supplier Social Assessment, Public Policy, Customer Health and Safety, Marketing and Labeling, and Customer Privacy.

Organizational Responsibility, Accountability and Incentives

Linde's strong worldwide social policies and procedures cover areas such as compliance and integrity, Human Resources (HR), diversity and inclusion, safety, community engagement and the Global Giving Program. These are managed as part of daily operations. In many cases, suppliers are expected to adhere to equivalent standards.

Linde's CEO and the Board of Directors are accountable for social issues impacting the company. Linde's full Board of Directors is responsible for reviewing safety and environmental risk at each Board meeting. The Human Capital Committee assists the Board in its oversight of Linde's compensation and incentive policies and programs, and management development and succession, particularly in regard to reviewing executive compensation for Linde's executive officers. The Committee also periodically reviews the company's diversity policies and objectives, and the programs to achieve those objectives. Charitable contributions are primarily made through the Global Giving Program. Employee community engagement in all businesses and functions is promoted by the Sustainability department.

Responsibility for performance lies with the businesses. Several executives are responsible for social topics:

- The EVP and CHRO is responsible for talent sourcing, management and retention, and diversity and inclusion. He reports to the CEO. The global leader of Diversity and Inclusion is the senior functional lead in this area and reports to the EVP and CHRO.
- The EVP and Chief Legal Officer is responsible for ethics, integrity and compliance and reports to the CEO. The CCO reports to the EVP and Chief Legal Officer. She is the senior functional lead in this area.
- The EVP and CHRO is responsible for SHEQ and reports to the CEO. The vice president of SHEQ is the senior functional lead in this area.
- The SVP and Chief Accounting Officer reports to the CFO and oversees sustainable development. The vice president, Sustainability, is the senior functional lead in this area and also oversees Linde community engagement program.
- The SVP is responsible for the operation of the Global Giving Program and for Procurement. Procurement leadership exists within each business segment and region, and the vice presidents serve as the senior functional leads in this area. Working with other leaders, they coordinate activity to ensure adherence to Linde's supplier sustainability and human rights commitments, among others.

Safety, inclusion and community are Linde values, and, therefore, are non-negotiable. Linde's executive annual variable compensation is impacted by performance in non-financial areas considered to be Strategic Business Objectives. These include achieving best-in-class performance in several areas, including safety and talent management.

Policies, Commitments, Goals and Targets

Corporate policies are posted on the company website at <http://www.linde.com/>. Linde's CBI, corporate HSE Policy, Human Rights Policy, Global Diversity & Inclusion Guidelines, SCOC and other corporate and country-level policies make clear the company's commitment to management processes for addressing relevant areas of potential human rights concern. These include:

3-3

- Safety and health protection; a safe work environment
- The prevention of discrimination and harassment of employees
- Equal opportunity and equal treatment
- Merit-based decisions on recruitment, hiring, promotion and compensation
- Compliance with regulations, including regulations on working hours
- The right to privacy
- Freedom of association and freedom of peaceful assembly, including freedom to choose whether to engage in collective bargaining and employees' participation in works agreements in various countries

Specifically, the Linde CBI makes clear Linde's commitment to human rights. Linde recognizes every person's innate humanity and treats everyone with dignity and respect. In supporting the protection and promotion of human rights worldwide, Linde abides by the principles of the International Bill of Human Rights enacted by the United Nations and does not condone or engage in discrimination; harassment; violations of privacy; slavery or servitude; restrictions on free assembly or unfair employment practices. Linde commits to adhering to these human rights principles and expects similar standards to be observed by all with whom it conducts business. As described in Materiality, Priorities and Targets: SD 2028, on page 14, Linde's social PFs and related SD 2028 targets include Safety, Health & Environment, Integrity & Compliance, and People & Community, and they have related KPIs and SD 2028 targets; see the Performance Towards Targets section. This section reports against the relevant GRI Standards for these PFs, in addition to GRI disclosures that are not PFs but that may be of interest to various external stakeholders.

Safety Management, Programming and Training [403-1](#), [403-2](#), [403-3](#), [403-4](#), [403-5](#), [403-6](#), [403-7](#)

Topics of safety, including occupational health, are led by SHEQ. The function is also responsible for safety management, including hazard identification, risk assessment and incident investigation, and management reviews are in place. SHEQ leads the identification and mitigation of potential health and safety impacts.

SHEQ also leads consultations and communications with employees on health and safety programs and initiatives. Safety training is conducted for all employees and all contractors, as defined in the SHEQ Management System and Standard Operating Procedures. See the disclosure for GRI 404-1. Safety performance is reviewed by management and the Board and reported. Benefits, including management of medical care coverage and associated communications, are managed by the Human Resources function. See also the disclosures for 401-2, 402-1, 403-9, 404-1 and 416-1.

Mechanisms for Grievance and Recourse [2-25](#)

Policies are actively communicated to employees around the world to outline Linde's expectations of conduct wherever it does business. It takes these standards very seriously, and non-compliance can result in severe disciplinary action, up to and including termination of employment. Several channels are provided to encourage employees to report suspected complaints and concerns, or to anonymously report violations, including the Integrity Hotline. The company also encourages customers, vendors or other observers to use the hotline to submit complaints or allegations about these or other matters. The company provides an annual report of Linde incidences of substantiated hotline reports on its website at: <https://www.linde.com/sustainability/reporting-center/hotline-reports>.

Programs, Projects, Initiatives

These are described in the following Social disclosures.

 **New employee hires and employee turnover** 401-1, 2-7, 2-8

Total Employment

The number of employees as of December 31, 2023, was 66,323, reflecting an increase of 1,313 employees from December 31, 2022. See SOC (1).

The company’s workforce includes professional/managerial-level employees, technical employees (including drivers), technologists and administrative staff. Many of the company’s truck drivers and administrative assistants in the U.S. are non-exempt employees. The company has implemented a centralized tracking system for workforce statistics and continues to phase in this system globally.

U.S. employees who work more than a pre-defined number of hours per week are entitled to benefits. The distribution of employees by region is provided in SOC (2).

Overall, 72 percent of Linde employees are men and 28 percent are women. The percentage of female senior executives in the global organization is 20 percent. The company’s workforce does not include a substantial portion of work performed by self-employed workers or by individuals other than employees. Regional HR is responsible for managing each respective region, and the company consolidates key metrics at the global level; these are reported here. This indicator is partially reported. The company does not typically employ seasonal labor. 2-7

Turnover

Linde’s global voluntary turnover rate, including retirements, was 6.7 percent.

Globally, Linde does not provide additional details about the number and rate of new hires, as it considers this information to be confidential.

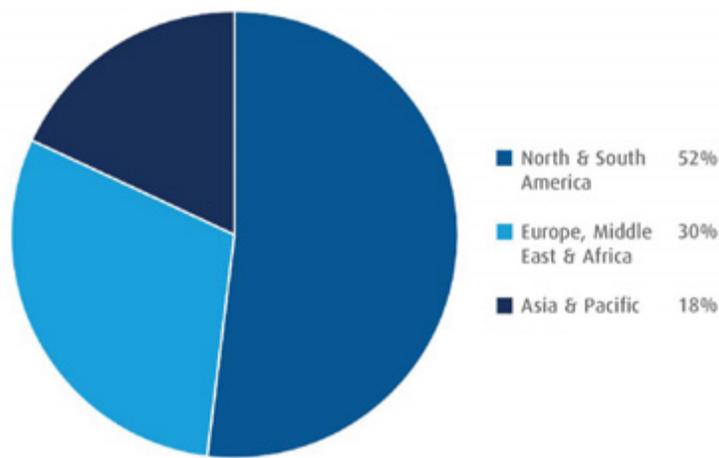
Employee Engagement

Linde annually conducts an employee engagement survey. The survey includes the following aspects: safety, integrity and accountability; working relationships with managers; inclusion; and traditional engagement aspects, including satisfaction, collaboration and motivation. Additional pulse surveys on topics such as stress may be conducted through the year.

Number of Employees

	2020	2021	2022	2023
Total	74,207	72,327	65,010	66,323

SOC (1): Number of Employees



SOC (2): Employees by Region

Benefits provided to full-time employees that are not provided to temporary or part-time employees [401-2](#)

The company offers a high-performance culture, values ambitious and creative employees, and incentivizes and rewards good performance. Employees can expect to receive a competitive pay package that recognizes the experience, skills and abilities they bring to the company.

Training and development are offered, as well as a full range of benefit programs ranging from wellness to work-life balance. Benefits are available to all full-time employees—in the U.S., those working more than 20 hours per week—and vary according to BU. Paid vacations and holidays, life and accident insurance, healthcare, disability/invalidity coverage, primary caregiver leave (maternity/paternity leave, including for adoption), flextime, education reimbursement, wellness allowances and a range of personal and family insurance policies, options for professional services (legal, counseling, medical care, childcare, eldercare), purchasing subsidies (personal office equipment and supplies, gym membership/equipment) and retirement provisions are some of the types of benefits provided to employees of the organization. Many specific program descriptions here apply to U.S. programs, but equivalent programs may be offered in each country and referenced on that country's careers website. These benefits are generally not provided to temporary or part-time employees by major operations. [403-3](#)

- **Flexible Work:** The company understands that everyone has commitments outside of work. Recognizing this, the company has global policies that provide work arrangements that help employees meet enduring or shorter-term personal needs through formal and informal means. For example, in the U.S., Linde offers paid personal days and a Flexible Work Policy that allows flexible scheduling.
- **Work/Life:** The company offers a confidential resource and referral service for practical advice and referrals related to parenting and childcare, eldercare, financial and college planning, retirement planning, survivor support programs and more. Facilities offer accommodations to employees. Employee assistance programs are offered in many locations, including in the U.S. and in the U.K.
- **Health and Wellness:** A range of activities are offered to all employees to support employee health and wellness. They include seminars on such diverse topics as financial health/retirement; stress management information and stress management/reduction techniques and training; sleep management; managing work-life issues such as a family member with Alzheimer's disease; community engagement; office picnics/gatherings; and "bring your child to work day." Some activities are managed by an Employee Activity Council or similar and vary by site. For those participating in the company medical plan in the U.S., benefits include a Healthy Living Plan, nutritional/health support and a 24-hour nursing consultation. Some sites also have on-site fitness facilities and programs. In the U.K. for example, cycle to work programs are also offered. Some locations have biking clubs, and employees join together for charitable events in addition to camaraderie. Some sites have onsite health or wellness personnel for occupational health. [403-3](#), [403-6](#)
- **Volunteerism:** Linde is committed to supporting the communities around the world where its employees live and work. Employees are encouraged to participate in volunteerism and community engagement activities. Its Global Giving Program provides substantial matches for a range of employee giving. Community engagement is part of the company culture, and employees at all levels of the company contribute their time and skills to help build resilient communities. Corporate policies allow employees to volunteer during work hours with the support of their managers. Examples of options for employees include employee-driven projects; giving campaigns, such as the annual United Way campaign held at various locations; and matching gift programs. Matching gifts programs are available to employees globally. In the U.S., for example, the program provides a 100-percent match for all eligible donations, up to \$15,000.

Parental leave [401-3](#)

Subject to country or region's laws, Linde employees of either gender are entitled to parental leave or benefit entitlement that may be used for parental leave purposes.

Additional employee benefits and entitlements in the U.S. fall under the Family and Medical Leave Act (FMLA) and Short-Term Disability (STD). To be eligible for FMLA leave benefits of 12 weeks in a year, an employee must meet some eligibility requirements, for example, time worked for the company (12 months). The FMLA covers birth, adoption or foster care of an employee's child within 12 months after the birth or placement of the child ("Bonding Leave"); care for an immediate family member (spouse, child or parent) with a serious health condition ("Family Care Leave"); and an employee's inability to work because of a serious health condition ("Serious Health Condition Leave"). Other countries have equivalent programs.

In the U.S., full-time employees with one year or more of service, who are parents of newly birthed or adopted children, are eligible for a Primary Caregiver Leave, which allows parents of newly birthed or adopted children up to 10 weeks of leave. This includes four weeks of paid leave in addition to any disability benefits that may be available. In addition, subject to management discretion, all new parents may request flexibility or accommodations in the 6 months after birth or adoption.

At this time, the company does not report on the number of employees who took parental leave or their return to work retention rates.



Minimum notice periods regarding operational changes 402-1, 403-4, 2-30

Linde considers relations with its employees to be excellent.

Linde's CBI and Human Rights policy makes clear the company's commitment and management processes to address relevant areas of human rights concern, including freedom of association, freedom of peaceful assembly and the freedom to choose whether to engage in collective bargaining or to participate in works agreements in various countries. An estimated 32 percent of Linde employees worldwide belong to an independent trade union, are covered by collective bargaining agreements or are members of a works council.

The company has collective bargaining agreements with unions at numerous locations throughout the world, which expire at various dates. Most of the company's labor agreements have language that defines severance arrangements. In countries or companies where employees have third-party representation via a works council or collective bargaining, the company respects these relationships and works with these third parties in a mutually respectful manner. In the case of works councils, the company meets any predetermined notice periods mutually agreed to by the parties. 2-30

As a matter of business practice, the company keeps employees well informed of operational changes through normal internal communication channels, most notably its corporate intranet, through which global/corporate information and BU information (in home country language) is provided directly to employees. Business leaders also communicate through regular channels that include periodic business teleconferences, newsletters and issue communications.

The company makes every effort to be proactive and to provide reasonable notice to all employees if a significant change occurs, and it has a good record of employee relations in countries where it does business.



Work-related Injuries 403-9, 403-6

KPIs for Linde's safety performance include days away from work (lost workday case rate), and the tracking of illnesses and injuries, including fatalities and occupational diseases. These and other key safety figures are reported monthly to the Executive Leadership Team. In addition, Linde's full Board of Directors is responsible for reviewing safety and environmental risk at each Board meeting.

The Board has established a strategic business objective to maintain best-in-class performance in safety. Accidents and near misses are closely monitored, reported and investigated. Evaluations of these events are performed, and the lessons learned are communicated in safety training and special safety alerts for the relevant work groups. The benefit of these continuous efforts is that Linde's employee and contractor safety performance continues to be better than general industry benchmarks and among the best within the industrial gases and chemical industry.

To promote continuous improvement and recognize efforts contributing to a safe working environment, Linde recognizes its businesses through safety awards for reduction in recordable injuries, lost workday cases and/or product vehicle accidents. In addition, Linde annually holds a global "Safety Commitment Day," which provides information about different safety issues and various workshops around safety. External contractors are also invited to join in safety programming. In 2020, Linde also translated safety principles to reflect the COVID-19 pandemic and introduced safety protocols and measures due to the worldwide pandemic. These principles remained throughout the pandemic. 403-6

Linde also promotes a healthy work environment by providing employees with information on ergonomics and lighting considerations. Linde controls workplace environmental factors, including noise, lighting, indoor air quality, humidity and temperature. 403-6

Linde reports Linde consolidated safety rates for 2020 going forward. See tables SOC (3) and SOC (5). Contractor lost workday case rates are reported for construction contractors. See SOC (4). For ease to stakeholders, the company also reports the lost time injury frequency rate (LTIFR) for employees and contractors and rates for Tier 1 process safety events in units of per million work hours. See SOC(6a), SOC(6b), and SOC(6c). 403-9

Vehicle safety rates are reported for commercial vehicles. See SOC (7a) and SOC (7b).

See also pages 28 and 29 for information related to 2023 performance and the SD 2028 targets.

403-9

Global Safety Performance

	Worldwide	Worldwide	Worldwide	Worldwide	Americas	Asia Pacific	Europe Middle East & Africa	Other Areas
	2020	2021	2022	2023	2023	2023	2023	2023
Rates of occupational diseases (Total: 1 worldwide)	0.001	0.004	0.001	0.001	0	0.011	0	0
Lost Workday Case Rate overall (Total: 57 worldwide)	0.245	0.249	0.240	0.078	0.044	0.138	0.079	0.092
Rates of injury (Total: 305 worldwide)	0.600	0.630	0.587	0.422	0.378	0.330	0.178	0.67
Rates of injury and illness (Total: 306 worldwide)	0.601	0.634	0.588	0.424	0.378	0.341	0.178	0.67
Global work-related fatalities, Employees	0	2	0	0	0	0	0	0
Global work-related fatalities, Contractors	1	2	1	1	0	1	0	0

SOC (3): Global Safety Performance by Region

Units: Rate per 100 employees, number of fatalities

Construction Contractor Lost Workday Case Rate

	2020	2021	2022	2023
Lost Workday Case Rate	0.086	0.047	0.029	0.104

SOC (4): Construction Contractor Lost Workday Case Rate

Units: Rate per 100 contractors

Tier 1 Process Safety Event Rate

	2020	2021	2022	2023
Tier 1 Process Safety Event Rate	0.035	0.039	0.026	0.026

SOC (5): Tier 1 Process Safety Event Rate

Units: Rate per 100 contractors

403-9

Employee LTIFR per Million Work Hours

	2020	2021	2022	2023
LTIFR Employees	1.22	1.25	1.20	0.395

SOC (6a): Employee LTIFR per Million Work Hours

Units: Rate per 1 million work hours

Construction Contractor LTIFR per Million Work Hours

	2020	2021	2022	2023
LTIFR Contractors	0.43	0.24	0.146	0.521

SOC (6b): Construction Contractor LTIFR per Million Work Hours

Units: Rate per 1 million work hours

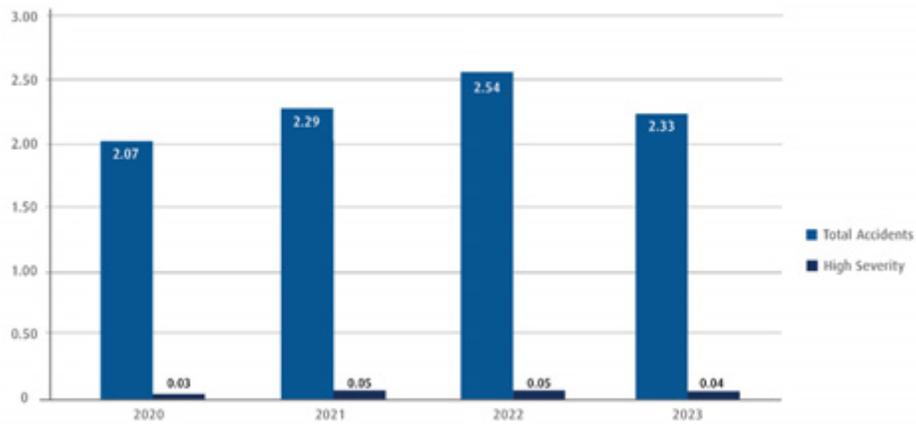
Tier 1 Process Safety Events per Million Work Hours

	2020	2021	2022	2023
Tier 1 Process Safety Event Rate	0.175	0.195	0.132	0.130

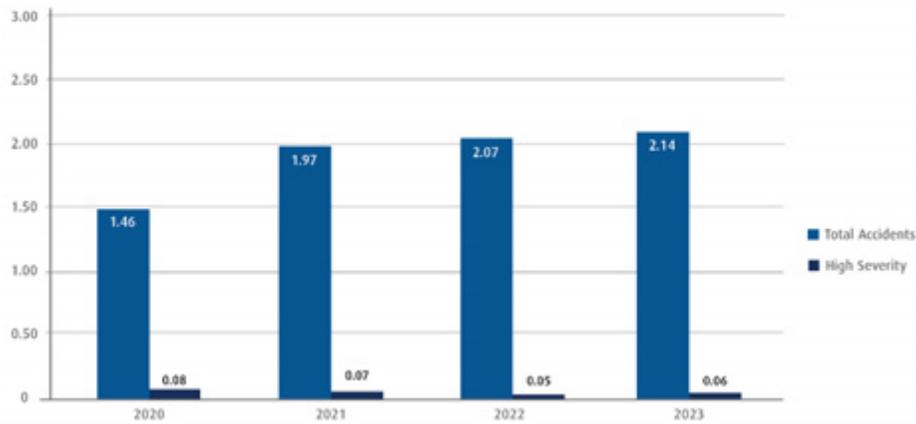
SOC (6c): Tier 1 Process Safety Event Rate per Million Work Hours

Units: Rate per 1 million work hours

403-9



SOC (7a): Worldwide Product Vehicle Safety: Linde Drivers
Units: Rate per million km



SOC (7b): Worldwide Product Vehicle Safety: Contract Drivers
Units: Rate per million km

Average hours of training per year per employee [404-1](#)

Business Benefits from Training and Education

Like many companies, Linde must attract, hire and retain qualified personnel to develop, market or sell its products and successfully manage its business. Linde is dependent upon its highly skilled, experienced and efficient workforce to be successful. Much of Linde's competitive advantage is based on the expertise and experience of its key personnel in marketing, technology, manufacturing, distribution infrastructure, systems and products. The inability to attract and hire qualified individuals, or the loss of key employees in very skilled areas, could have a negative effect on the company's financial results. Investments in employee training and development bring value, but this is often hard to measure, or of indirect business benefit. The challenge in this area is to create training interventions that bring direct learning and measurable business benefits.

Development training is an important investment. Such training brings value in many ways to employees and to the company. The Talent Development team conducted needs assessments to ensure that potential programs met the needs of the company. One key goal was to increase the engagement and efficiency of the company's people managers. Some key e-learning initiatives resulted, and these programs are now increasingly employing technology in training and development. E-learning and virtual platforms are the dominant modes of training, with widespread utilization in such areas as compliance, safety and inclusion. Examples below depict typical programs offered, although all may not have been offered in 2023.

Many e-learning programs exist throughout the globe, with both formal training events and opportunities for webinars: For example, the Strengthening the Pipeline program, which is part of the strategy to support Linde's "30 by 30" diversity goal, provides a hybrid training opportunity comprised of webinars, self-paced learning, coaching and self-assessment.

Employee Learning and Development

The careers and career paths of Linde employees are strategically managed. Employees and management use a range of competence-based and goal-setting tools. Employees store and maintain resumes, experience, completed training, certifications achieved, performance appraisals and career goals and aspirations. Career paths are planned in conversations with their managers against competency ladders. These plans are used for talent development, succession planning and internal recruitment.

Linde has invested in Elevate My Learning, a learning management system (LMS) platform that facilitates global reporting of formal training. The data reported below is a subset of all the company-sponsored formal training provided. The LMS system enables all businesses and functions to house, track and offer training and training-related information on a single enterprise platform. Linde continues to explore new ways to expand the use of the system.

Linde reports an average of 20 hours of training globally (regional average); however, these hours vary depending on training needs and budgets. See SOC (8). In 2023, the company continued to use technology to offer significant training with increased efficiency of time and cost. The company continued the use of e-learning for business integrity and other training. When added to standard compliance training and safety training, employees received an average of 73 hours of training in 2023. See SOC (9).

This training consists of:

1. Ethics and compliance training: This is mandatory at all levels. The average employee receives 2 hours of training each year.
2. Employee development training: Linde employees received an average of 20 hours of formal training in 2023.
3. Professional skills training: Employees in specific businesses and functions receive additional training as needed or requested.
4. Management and development training: The company also provided additional management and development training as needed or requested.

Safety Training [403-5](#)

Linde is committed to providing its employees with a safe operating environment by investing in state-of-the-art technology and driving a culture in which safety is the top priority. Accordingly, the company rigorously focuses on training to prevent work-related risks and/or occupational health hazards for employees, their families, contractors, and, in many cases, for community members. Its industry-leading safety performance is the result of a program of continuous training and communication using a wide range of media. In 2023, Linde invested nearly 6 million hours in safety training for its employees and contractors. On average, Linde employees at facilities and offices received approximately 51 hours of formal safety training in 2023. (See 204-1 for information on safety training for contractors.) [403-5](#)

404-1

Sites in all regions and BUs have periodic safety meetings and an annual Safety Commitment Program, which is held at every facility globally and represents Linde's commitment to safety (operations are shut down for Safety Commitment Programs). There are periodic "stand-down" meetings when operations are stopped for a safety program, continuous short "toolbox" reviews, and additional annual training for specific job functions and for compliance purposes. In addition, Linde conducts general safety training and communication through a range of global, regional and site-based channels on a needs basis, for example, in relation to safety changes in different seasons, a worldwide health threat or to communicate learnings after a safety incident. Safety training is conducted for all employees, in all functions.

Cultural Awareness, Diversity and Inclusion, and Unconscious Bias Training

Training is one of the four key tenets of Linde's diversity and inclusion strategy. Accordingly, training is offered globally through multiple platforms, with various content and to various levels across the organization. Diversity and inclusion training goals are to enhance managerial and leadership capabilities in understanding the business case for diversity and building inclusive leadership skillsets, and also equipping employees to effectively manage talent in a multicultural, increasingly diverse environment.

Classroom training and e-learning are used to enhance personal and managerial skills and are offered on a mandatory and voluntary basis. Since 2015, Linde has trained employees and managers on the concept of unconscious bias, as well as harassment, and allyship.

Informal diversity training is also offered at all global locations, embedded within celebrations of Global Diversity Day and International Women's Day events, during which time the company offers learning webinars and inclusion activities.

Inclusion is also supported through engagement activities. The company celebrates heritage days around the world to recognize the global diversity of its employees. Employee resource groups (ERGs) provide support and reinforce the culture within the company. For International Women's Day, Linde held a social media campaign highlighting some of the careers of women colleagues.

Leadership and Skills Development

Classroom training is only part of the education that employees receive. Mentoring, networking, skills training and work experience are all designed to enhance employee career opportunities. Some employees receive formal mentoring, and there are various networks for employees to join based on interest (e.g., Toastmasters clubs or "Success Network" events). Eligible employees receive tuition reimbursement for approved studies, including university degrees. Following are highlights of additional initiatives that promote the career development of employees:

- Widespread e-learning opportunities to increase technical and managerial skills and for personal development.
- Online coaching and tools for developing competencies used in annual performance evaluations, and other valued skills.
- An enterprise-wide LMS system enables all businesses and functions to house, track and offer training and training-related information on a single enterprise platform.

Business Programs

The company's commercial and corporate programs offer challenging projects that help prepare dynamic sales and corporate talent within the business.

Commercial Development Programs

One longstanding development program is Lincare's Sales Representative Training Program. This 10-day program prepares sales team members with customer relationship management tools, communication skills and clinical knowledge. The training connects Lincare's high standards of unity and accountability to create a focused, energetic sales force and fosters a growth mindset for both the business and the individual.

One hundred percent of Lincare Sales Representatives participate in the training, which occurs in two phases: Level 1 occurs within the first 60 days of employment, and Level 2 is offered within approximately the first year after hire based upon the employee's progress towards performance goals. Outcomes demonstrate benefit to the company, employees and customers. The program has resulted in reduced turnover by up to 50 percent, as well as increased employee engagement and increased sales performance.

404-1

Other examples include:

- Commercial Leadership Program (CLP): The CLP is designed to expose employees to key areas within the company's sales arena and cylinder gas business.
- Leadership and Technical Orientation Program (LTOP) and Hydrogen Technical Orientation Program (HyTOP): LTOP and HyTOP are both programs designed to introduce employees to the operations and commercial aspects of the America's gases business in the U.S., such as plant startups or shutdowns, maintenance, project planning and execution, project management, sales and planning. These rotational programs extend about 1 year.
- International Leadership Development Program (ILDLP): ILDP is a two-year international program designed to expose attendees to key business areas and help them to build their skills. Rotations can be across several functions, including the financial, business development and marketing areas.

Corporate Development Programs

Examples include:

- Leading in Linde (LIL): This three-day supervisory skills program is offered in all geographies. To date, more than 2,300 managers have benefitted from this training, helping them to expand their managerial skills. This program allows the company to standardize managerial practices around the world.
- Career Development Program (CDP): This program was developed for early-career employees. "Train the Trainer" sessions for regional groups provide the capability to deliver the CDP to more employees.
- General Managers Program (GMP): This program teaches employees how to create value using experiential techniques. The program enhances employees' ability to operate in a competitive business environment.
- Advanced Leadership Program (ALP): Linde's newest leadership program is designed to develop high-potential talent, typically at senior manager and director levels of the organization.
- Executive Leadership Program (XLP): This program helps prepare future executives to develop the business management and leadership skills required to achieve both short- and long-term business objectives. Participants work to understand their leadership strengths and weaknesses and to develop the potential of their own direct reports. Based upon Linde's Winning Together strategy, this program is conducted in collaboration with Duke University Continuing Education. Launched in 2022, the program trained more than thirty 30 Linde Leaders in 2023 from across the globe. Attendees participated in sessions to address real-world challenges and opportunities for Linde, took part in a business simulation, and engaged with Linde's senior leaders as well as leading business and learning educators.

In 2023, the company continued Leadership Pathways. Introduced in 2022, this is a collection of curated pathways on key leadership topics that support learning and development along the career journey. The program is targeted to develop the skills necessary for first-level managers, mid-level managers and leaders of leaders. The series is open to all employees and is easily accessible.

Digitalization: Developing Skills for the Future

Linde also makes investments in employees so that they are prepared for the increasingly fast-moving and data-intensive world and better grasp opportunities from digitalization and artificial intelligence (AI). Over the last 6 years, Linde has introduced "digital transformation" programs covering a range of levels of learning. This level approach, ranging from "Digital Enthusiasts" (Understanding), "Digital Explorer" (Applying), "Digital Creator (Teaching and Coaching)" to "Digital Sponsors" (Leading), is the cornerstone for an overarching digital enablement strategy. Key programs involve a 1–3-month session, which includes coaching, immediately followed by opportunities to put the concepts into practice. The program includes digital boot camps, introduction to AGILE frameworks and no-code/low-code technologies, as well as a basic understanding of AI technologies and opportunities. The team's focus is on solving real business challenges utilizing new methodologies, tools and digital technologies. They also explore alternative and more efficient modes of technology platforms. A key goal of the sessions is to simplify processes and to build digital solutions, products and tools that move decision-making from descriptive to predictive. This program continued in 2023, and to date, more than 12,000 employees from all areas of the business have participated and increased their digital capabilities. Projects implemented have resulted in productivity improvements and new ways to solve business challenges. Linde's digital exchange and digital practitioner platform, "dX," has become the umbrella for digital upskilling, best practice exchanges and networking for Linde's digital practitioners.

This topic is partially reported. Linde businesses are responsible for HR management at their respective regional level. Key metrics are consolidated at the global level and reported here.

404-1

Global Employee Development Training

	2020	2021	2022	2023
Employee development training, not including safety	9	20	20	20

SOC (8): Global Employee Development Training, not Including Safety Training, Average

Units: Hours per employee

Global Employee Training

	2020	2021	2022	2023
All employee compliance training (ethics, integrity)	2	2	2	2
Employee development training, not including safety	9	20	20	20
Safety training – all employee average	48	48	50	51
Total average recorded formal training hours	59	70	72	73

SOC (9): Global Employee Training, Average

Units: Hours per employee



Programs for upgrading employee skills and transition assistance programs 404-2

Linde offers a wide variety of training programs to different groups of employees to support their professional development and help them advance in their respective functions. Examples include:

- Linde-provided training programs and university courses with a work experience element for young people, as well as training opportunities in various technical and commercial areas. In Germany, the company has offered vocational training in dozens of different professions. Many of the apprentices and student trainees have been offered job opportunities.
- The Emerging Leader Program is targeted at managers in transition (from first-line managers to middle managers).
- Eligible employees receive tuition reimbursement for eligible studies, such as an MBA.
- Linde Engineering's Project Execution Academy (PEA) provides an opportunity for project managers to gain industry-recognized Project Management Professional (PMP) credentials. This fosters a better understanding of the project execution process and leads to better preparation to lead company construction projects.

Several learning and development tools are made available to employees, allowing them to develop professional and interpersonal skills. Employees participate in industry conferences and seminars that facilitate best-practice sharing and professional networking. The company's financial services vendor routinely offers on-line and in-office seminars on financial planning, including financial planning for employees approaching retirement, in some areas. In the U.S., under the company's generally applicable severance plan, if employment terminates for certain reasons, U.S. employees are generally eligible for severance benefits up to a maximum of 26 weeks of base pay, depending on their completed years of service. In addition to retirement savings plan benefits, the company offers access to financial planning tools and resources to aid in transition to retirement.



Percentage of employees receiving regular performance and career development reviews 404-3

Talent Management

At least annually, all eligible Linde employees meet formally with their supervisors to review their performance and development opportunities. Employees receive a performance appraisal through the systematic use of agreed-upon measurable targets and a multi-dimensional performance appraisal. Performance reviews and development plans are a part of a global talent management system, which is designed to effectively utilize and advance employees across all regions.

404-3

Performance

Every year, Linde ensures that managers and employees measure the results of individual objectives, creating a transparent link between performance and rewards. All employees around the world are expected to obtain results and demonstrate a series of competencies and behaviors that support the local business strategy.

The company's performance management process is designed to:

- Ensure alignment between employee and BU/function goals
- Enhance communication between employees and managers
- Promote meaningful assessment and evaluation of individual performance
- Promote alignment between individual performance and pay

The focus on continuous improvement allows employees to update goals based upon business needs. This fosters collaboration between managers and employees. Goals are the driving force behind achievement and provide an opportunity to challenge employees and improve their skills. Goals serve the needs of the company and aid in the development of employees.

**Diversity of governance bodies and employees** 405-1

Global Diversity and Inclusion is a formal support function operating under Corporate HR and develops strategies and initiatives within four pillars: Talent Management, Inclusive Culture, Managerial Training and Marketplace Branding.

Linde's Board of Directors, CEO and Executive Leadership Team monitor results by business group in diverse representation at all levels of the talent pipeline, including senior leadership, talent acquisition, talent development and advancement, managerial training and workplace culture and engagement. This oversight, which includes quarterly reviews, provides accountability for business leaders and ensures that diversity and inclusion is sustained as a top priority for the organization's long-term growth and viability. Subsidiaries and businesses are held accountable through the development and implementation of an annual Diversity Action Plan that includes both qualitative and quantitative aspirational goals.

Linde programs include:

- Talent pipeline initiatives, including ERGs and sponsorship programs, for diverse talent segments.
- Heritage days and cultural awareness events.
- Training across the organization, including Inclusive Leadership and Unconscious Bias training.
- Social media and other forms of external communications.

See also 404-1.

SOC (10) provides current and historical information on diversity to the Board, global senior leadership team and CEO senior management team.

The Linde Board of Directors consists of 10 members, including its CEO. In 2023, all were over 50 years old. Of the 10 Board members, two (20 percent) are female, one Board member is African American, and one Board member is Asian. In early 2024, there was one Board retirement and one new Board member elected. As of 2024, all of the 10 Board members are over 50 years old and three (30 percent) are female, one Board member is African American, and one Board member is Asian. In 2023, of the nine named executive officers, one (11%) was 50 or below.

Globally, the percentage of women employees is 28 percent.

Linde is committed to sourcing and retaining local talent, particularly in its emerging economy countries. The company does not currently report global diversity breakdowns in all the ways requested in the GRI Standards.

In addition, Linde reports on the age distribution of its global workforce in the following categories: silent generation (those born in 1945 or before); baby boomers (those born from 1946 to 1964); generation X (those born from 1965 to 1980); millennials (those born from 1981 to 1996); and generation Z (those born in 1997 or later). See SOC (11).

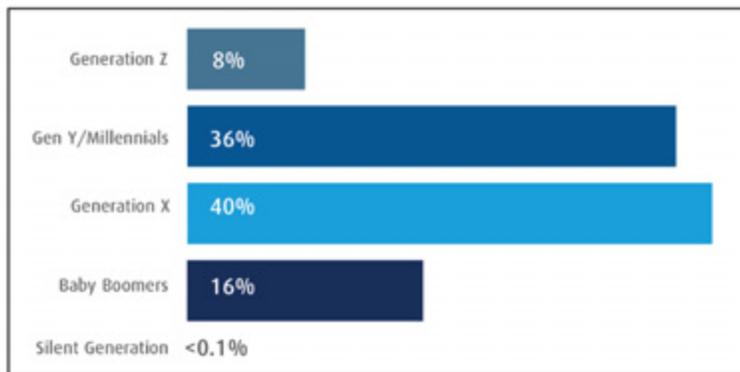
405-1

Diversity in Global Leadership and Management

	2020	2021	2022	2023
Board Diversity				
% Women	25	20	20	20
% U.S. minority	8	10	20	20
% Total board diversity	33	30	40	40
Executive Leadership				
% Women	17	18	19	20
% U.S. minority	19	19	21	21
% Total executive diversity	22	22	25	21
Global Diversity (Male/Female)				
% Overall	73/27	73/27	72/28	72/28
% Management level and up	80/20	77/23	77/23	76/24

SOC (10): Diversity in Global Leadership and Management

Units: percentage



SOC (11): Age Distribution, Linde Employees

Units: percentage



Ratio of basic salary and remuneration of women to men 405-2

Linde's compensation policy assigns jobs into pay grades based on job descriptions so that employees with comparable functions and responsibilities are compensated appropriately, regardless of age, sex, race or other prohibited characteristics. As part of its compensation program, Linde conducts annual pay equity analyses in the U.S. and in other countries where required by law.

Linde disclosed compensation information for named executive officers, both men and women, as well as the ratio of CEO pay to the median employee. See Linde's 2024 Proxy statement, pages 66, 67 and 88. Other specific salary information is confidential.



Incidents of discrimination and corrective actions taken 406-1

Discrimination is prohibited by company policies. The Board of Directors has approved the CBI and related program(s) to provide additional, specific business conduct guidance to employees.

406-1

Linde is committed to recruiting, hiring, compensating and promoting people based solely on their abilities, performance and qualifications for their jobs, and to maintaining a professional work environment in which employees are treated with respect and dignity. As part of its commitment to equal employment opportunity, the company prohibits discrimination or harassment based on race, color, religion, sex, national origin, age, disability, veteran status, pregnancy or gender identity or expression. This prohibition is applicable to all employees worldwide whether such behavior is prohibited by the laws in the regions where it operates. The company is also committed to complying fully with applicable labor and employment laws wherever it operates.

The company takes these standards very seriously, and any non-compliance, depending on the circumstances, can result in serious disciplinary action, up to and including termination of employment. Information was distributed to employees worldwide to outline management's expectation of ethical conduct and integrity wherever Linde does business. Employees are required to annually certify that they have read and understood the material. This was conducted in 2023.

Employees are expected to report suspected complaints, concerns and violations through several channels, including the Linde Integrity Hotline. Reports may be made anonymously. All reports to the hotline are appropriately investigated and satisfactorily closed. It is a violation of company policy for any person to retaliate against any individual who has reported such a matter in good faith.

Reports to the company's Integrity Hotline include, but are not limited to, potential human rights violations and potential incidents of alleged discrimination involving internal and/or external stakeholders across operations in the reporting period. See 414-1 and 414-2.

Integrity Hotline Reporting

In 2023, 674 reports were made to the Linde Integrity Hotline. Of these reports, 483 were substantiated. The range of issues was appropriately investigated and addressed. Internal Audits is responsible for maintaining and retaining complete records about the receipt of all targeted complaints and their reporting, investigation and final resolution. Internal Audits develops and maintains a control and follow-up system for targeted complaints, including to the extent deemed appropriate, a written tracking system to ensure that each complaint is promptly followed up and resolved, accountabilities are assigned and communicated, and each step in the handling of the complaint is described in detail.

See SOC (12). See also public reporting on Linde's website.

Hotline Reports

	2020	2021	2022	2023
Number Reported	573	523	546	674

SOC (12): Hotline Reports

Units: Number of Reports



Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

407-1, 409-1

Linde's CBI, Human Rights Policy, Corporate HSE Policy and SCOC, as well as other corporate and country-level policies, make clear the company's commitment and management processes to address relevant areas of potential human rights concern. These include: freedom of peaceful assembly, including freedom to choose whether to engage in collective bargaining, and employees' participation in works agreements in various countries. Linde's SCOC makes clear that suppliers are expected to recognize, as far as legally permitted, the right of free association and collective bargaining of employees.



Operations and suppliers at significant risk for incidents of child labor 408-1

Linde's CBI, Human Rights Policy and Corporate HSE Policy, as well as other corporate and country-level policies, make clear the company's commitment and management processes to address relevant areas of potential human rights concern. These include prohibition of any form of child labor. Linde's SCOC makes clear that suppliers are expected to prohibit child labor and comply with minimum working age requirements prescribed by national laws and international conventions.



Operations and suppliers at significant risk for incidents of forced or compulsory labor 409-1

Linde's CBI, Human Rights Policy and Corporate HSE Policy, as well as other corporate and country-level policies, make clear the company's commitment and management processes to address relevant areas of potential human rights concern. These include prohibition of any form of forced labor, including human trafficking. Linde's SCOC makes clear that suppliers are expected to prohibit any form of forced labor, including forced prison labor, indentured labor, bonded labor, slave labor or any form of human trafficking.



Security personnel trained in human rights policies or procedures 410-1

Linde security personnel were trained in Linde's CBI, which contains a section on human rights.



Incidents of violations involving rights of indigenous peoples 411-1

To Linde's knowledge, in 2023, there were no incidents in its operations of violations of the rights of indigenous people. Therefore, no action was required.

Operations that have been subject to human rights reviews or impact assessments

An "adverse human rights impact" occurs when an action removes or reduces the ability of an individual to enjoy his or her human rights. Both because it is consistent with the company's values and because of potential risk, Linde actively seeks to avoid causing or contributing to adverse human rights impacts through its own activities with its employees, contractors and suppliers, and also with JVs, including those over which the company does not have management control. Linde may be required to address human rights impacts when required by national regulation and may choose to take voluntary action to support its values and reputation, even if the company has not contributed to those impacts.

Operational human rights issues include those related to employee and contractor work conditions (e.g., safety, training, personal protective and other safety equipment, the prohibition of forced or child labor, and if appropriate, access to housing and to clean and sanitary facilities) and worker wellness (inclusion, development opportunities, diversity, access to healthcare and appropriate facilities). These are assured as part of the company's normal management processes in its sites and offices globally, as well as in JVs where it has management control.

Human rights issues also may arise in Linde's value chain — among Linde's suppliers, customers or communities. For these and general human rights issues management, see 414-1 and 414-2.

Employee training on human rights policies or procedures

All targeted employees receive training annually in Linde's CBI, which deals specifically with human rights. In 2023, the recorded percentage of those completing the training was 100 percent. Assuming a minimum of a half hour per person, this amounts to a minimum of 15,000 hours. In addition, 100 percent of employees are trained in relevant issues pertaining to safety and diversity and inclusion.

Training in Human Rights Relevant to Linde's Value Chain

One hundred percent of construction contractors and 100 percent of contract truck drivers are trained in Linde's operational safety requirements.

Linde has identified a salient human rights risk that it has an opportunity to help mitigate — the crime of sex trafficking along long-haul truck routes. Linde has worked with leading non-governmental organizations (NGOs) in the Americas to bring awareness of this crime to its drivers, contract drivers, management and employees. Efforts exist in North Latin America and in South Latin America. In the United States and Canada, Linde has active engagement with Truckers Against Trafficking (TAT), and since 2012, more than 5,000 employees and contractors have been trained across Linde Americas. In 2023, TAT participated in a global webinar on human trafficking for Linde employees. Additional details are in prior reporting and on the organization's website.

Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening

One hundred percent of significant investment decisions incorporated human rights screening in keeping with Linde's CBI. Potential investment agreements that would violate this policy are not pursued. This includes capital investments and acquisitions.



Operations with local community engagement, impact assessments and development programs [413-1](#)

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 company's commitment to community is executed through two philanthropic program arms:

- Community engagement represents employee- and corporate-led programmatic efforts in communities where the company has a presence.
- Charitable contributions through Linde's Global Giving Program, which provides financial, philanthropic support in the form of scholarships, contributions and support for employee volunteerism and matching gifts.

Both of these strategic arms are aligned and work together to provide a significant, lasting value to local communities, to positively impact the company's reputation, and to develop and engage employees. Strategically, the programs work to deepen impact, engage employees and drive business goals, complementing the corporate mission of making our world more productive.

In Linde, many community engagement projects are also supported by the Global Giving Program. This financial support helps volunteer projects to potentially have more far-reaching, long-term impact.

One hundred percent of Linde businesses participated in employee volunteer community engagement activities in 2023. [413-1](#)

Businesses also provide charitable development through the company's Global Giving Program. Impact assessments are performed on all reported community engagement efforts and on significant and long-term projects supported by the Global Giving Program. [413-1](#)

Community Engagement Overview and Strategic Focus

Since being formally launched in 2009, community engagement remains strong. In 2023, all Linde businesses participated in employee volunteer community engagement activities, and Linde employees spearheaded 590 projects across the globe. These projects represent the efforts of approximately 452 sites. Frequently, sites collaborate on projects. In 2023, 25 percent of Linde community engagement projects were sponsored by more than one site. The incidence of volunteerism — a measure of the number of times individual employees engaged with the community — reached more than 14,000.

The company has a healthy mix of established projects and a growing pipeline of new efforts launched to address changing needs. Approximately 10 percent of projects have continued for more than 10 years, and approximately half of projects in 2023 were new initiatives, reflecting the start

of new projects. Community engagement projects are classified by focus areas: environment, health, education, diversity and general community support. These focus areas parallel the focus areas of the Global Giving Program.

See SOC (13a), SOC (13b) and EC (2).

More than half (53 percent) of community engagement projects are in the priority focus areas of education, diversity and environment. These support the strategic priorities aligned with the business: Education—especially STEM education—and diversity are critical to a robust, talented pipeline. Environmental responsibility is also a key priority for the company. In addition to several climate change targets, the SD 2028 targets include targets for diversity and increased philanthropic spend in the area of environment.

Examples of company projects include:

- Education, where many teams globally engage with local schoolchildren through mentoring programs and donations of school supplies
- Diversity, including projects which help girls, minorities and other underrepresented populations in STEM fields
- Environment, including projects to promote biodiversity and to protect ecosystems in our communities

See more about Linde community engagement activities on the company website at: <https://www.linde.com/about-linde/community>.

Sustainable Development Goals (SDGs), Linde's SD 2028 Goals and Community Engagement

Community engagement efforts seek to make a lasting impact on communities and to address enduring problems. Linde has tracked projects against the Sustainable Development Goals (SDGs) for the past several years.

Linde's Community Engagement Program supports the SDGs. More than 90 percent of the community engagement projects addressed specific SDGs. These foci also reflect congruence with Linde's priority areas, focusing on development in the areas of environment, diversity/inclusion and education.

Several programs contribute to SDG 8: Decent work and economic growth (to achieve decent work and employment for men and women by 2030) and its subsets. The company's SKILLS PIPELINE™ workforce development program is directly tied to this SDG. In 2016, the program was expanded from the Louisiana inaugural effort to China. In 2017, the program was expanded to Indiana in the area of advanced manufacturing. In 2018, the program was further expanded to other geographies in welding. In 2019, the program expanded to professional truck driving, in a program focused on transitioning soldiers. The program saw the graduation of the one hundredth soldier at the end of 2021.

In addition to the driving program, with the help of collaborating colleges, three other programs continued during the pandemic. First, the program's offering for dual-credit students in East Chicago, IN, which provides an early start to college and preparation for careers in production maintenance technology, continued into 2021, graduating the first class. In addition, the advanced manufacturing program in Danbury, CT, welcomed its newest cohort in 2023.

Recognition and Incentives to Grow Impact

Enthusiasm for community engagement is complemented by Linde's global award for Community Engagement. Introduced in 2009, this recognition from Linde's CEO honors successful efforts that demonstrate a high level of commitment and impact. In 2023, exemplary projects from each business or region were recognized, along with six global winners. Award-winning project teams are honored and receive a significant charitable donation. Projects are recognized for outcomes as well as strategic alignment with company goals.

Charitable awards, when possible, are designated to the original beneficiary organization to enable the project teams to deepen their efforts, and, ultimately, to increase the impact on communities.

Strategy

Three strategic elements for community engagement are deepen, engage and drive.

- Deepen
Community need is a primary driver of community engagement.

Projects are dictated by the needs of local communities combined with the desire and ability of local project teams to help address these needs. Linde community engagement is a proactive outreach to help build community resilience. In order to facilitate needs assessments, the company has conducted training on incorporating community needs assessments when determining projects, and guidance for needs assessments is included in the community engagement reporting tool.

Sites are encouraged to build strong relationships with local communities. In order to identify and meet local needs, community engagement is frequently conducted with partners, including local government agencies, suppliers, customers and community groups. These partnerships help deepen and extend the ability to help build resilient communities.

- Engage

Community engagement is considered a leadership activity and is initiated by volunteers. It is also a way to increase awareness of community needs.

Linde often incorporates community engagement at company-sponsored meetings and conferences, and the company uses these events to develop employee skills and company networks; the company has done so formally since 2012. With the support and participation of business leaders, these events continue to spur additional community engagement participation in locations around the globe.

A hallmark of engagement at Linde has been the annual Earth Week celebration. In place formally since 2012, Earth Week is an opportunity for employees and teams worldwide to engage in personal and corporate acts of environmental responsibility, mirroring the culture at Linde every day.

Projects often involve community activities, including tree planting, roadside clean-ups and school educational events. Employees also share individual environmentally friendly acts. Linde's Global Giving Program then "matches" each act with a donation.

The 2023 Earth Week celebration at Linde reflected the theme: Invest in Our Planet. Thousands of employees worldwide participated in Linde's Earth Week celebration. These voluntary actions resulted in donations to Seed Programs International (SPI), providing funds for seeds to grow vegetables in areas where hunger is a pressing concern. These funds also promoted food security in Kampala, Uganda, through the creation of urban community gardens.

Such programs not only have social impact, but also environmental impact. They also support Linde's strategic goal to engage employees.

In addition to the camaraderie, community engagement also helps to develop leadership and other beneficial skills for all employees. Employees participate in design contests for museum exhibits and help to build skills by organizing activities in local communities. Employees continue to affirm the value of time spent in these activities, and community engagement has been cited as a factor that contributes to choosing to join Linde for employment.

Employees also direct much of the spending from Linde's Global Giving Program. Through matching gifts and employee volunteer grants, the Global Giving Program helps employees benefit charities in their communities. About 13 percent of the Global Giving Program is employee-directed. The matching gifts program also includes countries outside of the U.S.

- Drive

Driving impact through community engagement is the third main strategic objective.

Along with employee-led efforts, Linde's corporate-led community engagement efforts work to confirm its mission and align with business drivers through strategic initiatives, especially in the STEM fields. These programs directly help to increase the number of skilled men and women in the workforce. In addition, both illustrate that the Linde community engagement program and Linde's Global Giving Program work hand-in-hand.

The skills gap comprises problems for many stakeholders:

- Workers: Lack of preparedness for the underemployed and unemployed
- Colleges: Disconnects between training and industry expectations
- Industry: Increased cost or project delays due to training or retraining

In certain programs, students also earn college credit, allowing students to stack credits transferable to degree programs, in addition to gaining industry-relevant credentials and exposure to potential employment opportunities.

The SKILLS PIPELINE program offers a multi-faceted approach to workforce development, including community awareness campaigns, scholarships to provide training for skilled workers, professional development opportunities, support to increase the skills of incumbent workers and instructorships for teachers.

In 2023, Linde also saw the graduations from workforce development efforts. Many past graduates have found a place in industry post-graduation, and some are working for Linde businesses, demonstrating the ability of programs such as those in the SKILLS PIPELINE family to address the skilled-crafts gap that exists in industry.

Going forward, the company continues to consider expansion to other skill areas critical for Linde, and to more geographical locations outside of the U.S.

Linde has supported schools and training centers for welding technology outside of the U.S., especially in regions with low levels of average income, by providing the necessary equipment and expertise. Such programs contribute to improving local living conditions and enhancing equal opportunities.

Community Input

With a presence in more than 80 countries, Linde is, at its core, a “local” company. As the company is a member of numerous individual local neighborhoods, communities are one of its relevant stakeholders. For the process for determining Linde stakeholders and engaging those stakeholder groups, see the Engaging Stakeholders section. Linde integrates their feedback into its process to determine PFs, KPIs and the company’s SD 2028 targets.

Community relations begin with the initial entry into a new area, and the company continues to be part of the neighborhoods where its facilities have a presence and where its team members live and work. Being a good neighbor includes not only understanding community needs to set up or volunteer in suitable community engagement activities, but also to communicate crucial information, and to listen to and consider opinions, questions and concerns.

In its Responsible Care Global Policy, the company defines general guiding principles regarding communications with external stakeholders, such as communities, and procedures to periodically assess their questions and concerns, implement suitable communication processes and measure performance. The policy also provides the responsibilities for business heads and operations heads, accordingly. Linde communicates information about product hazards and safe handling, and safety, health and environmental programs and performance, as appropriate. This also includes sharing emergency preparedness plans with community representatives. The effectiveness of the company’s stakeholder communications programs is evaluated regularly. As for all other stakeholders, the company’s standard of responsible behavior towards communities is confirmed by Linde’s CBI. Formal ways to contact Linde are available on its website, for both email and phone inquiries.

Linde 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. Linde hosts community informational events in neighborhoods near operations and builds close relationships with local providers of emergency services.

Community events are often a part of workforce development programming as well as engagement between businesses and neighborhoods. In addition, the company’s pipeline business has frequent events to educate the community about the business and the importance of safety.

As part of the continuing focus on community relations and as part of its SD 2028 goals, Linde has committed to including community needs considerations in 100 percent of its large engineering projects. Activity has begun with a new framework for community conversations and support alongside impactful organizations. The Community Impact Assessment will be made by the business and project execution teams during the planning of new and/or significant expansions of Linde sites. It includes a discussion with key stakeholders in the community, which may include representatives from municipalities and community organizations; understanding community needs; and a proposal of potential ways to address these community needs and bring positive impact, especially through social, educational or environmental initiatives.

Assessment of Impact: Starting with Need... Ending with Impact

Linde assesses the short- and long-term impacts generated by its philanthropic activity. By understanding community needs and how the company can best help address them, impacts are anticipated at the beginning and then measured at appropriate times during projects. The company assesses the impact of its Community Engagement and Global Giving Programs and performs environmental impact assessments.

Community Engagement Impact Assessment

IMPACTS OF COMMUNITY ENGAGEMENT PROJECTS ON

EMPLOYEE VOLUNTEERS



96%
helped increase employees' interpersonal development

90%
increased employees' awareness of community needs

95%
positively impacted employees' outlook on Linde

95%
contributed to employees' personal growth

91%
increased employees' management effectiveness

53%
helped employees develop workplace-transferable skills

COMMUNITY



96%
positively impacted beneficiaries' quality of life

97%
helped beneficiaries develop positive attitudes

89%
developed beneficiaries' skills or personal growth

LINDE



98%
promoted positive employee engagement

95%
positively impacted Linde's reputation

57%
actively engaged Linde's customers

Impactful projects are the goal of all community engagement efforts. Linde's most recent Sustainable Development Materiality Assessment (SDMA) identified community engagement as a priority for Linde and its stakeholders. Goals and targets are developed and maintained based on the SDMA, managed and reported in the SDMS and published in this report and in the annual Community Engagement Brochure. Linde's strong culture of execution complements its efforts to measure the impact of community engagement. As in prior years, Linde measures and reports the social and environmental impact and outcomes, as well as the employee and company benefits, of community engagement based upon a methodology developed by the United Kingdom-based LBG report, *Making a Difference*.

Before the start of community engagement efforts, project teams focus on desired outcomes from the projects. At the conclusion of each project, the teams measure benefits, as reported by volunteers and/or beneficiaries. Increasingly, third parties help to validate project benefits.

- Inputs

Inputs are measured by the number of hours, number of sites participating and incidence of volunteerism. Participation grew from 2022, both in hours and incidence of volunteerism. See SOC (14).

- Outputs

Outputs are measured by the number of beneficiaries, money raised and goods donated. Linde volunteers brought direct benefits to approximately 350,000 people, including approximately 100,000 students. See SOC (15).

Additionally, projects reported funds that employees and facilities raised or donated in support of community engagement. In addition to funding from the Linde Global Giving Program, employees and facilities raised or donated more than \$4.6 million in cash and in-kind donations, including food, clothing, trees/seedlings and other forms of in-kind support. This contribution included approximately \$4.5 million in cash contributions from employees and facilities. As a part of efforts to continually validate the program, the cash component of this reported contribution was independently verified by an external party for 2023.

- Impacts

Key impacts are reported as benefits to project recipients, employee volunteers and to the company. Linde has compared the performance of these metrics over time and continues to see a positive impact overall. See SOC (16).

- Beneficiary Benefits

In 97 percent of projects, volunteers reported that community engagement created a positive impact on the attitudes of recipients. In 89 percent of projects, volunteers reported that community engagement provided recipients with job skills or opportunities for personal growth. In 96 percent of projects, volunteers reported that community engagement had a direct impact on the recipients' quality of life.

- Employee Benefits

In 95 percent of projects, volunteers reported that community engagement helped to increase their own personal growth and effectiveness. In 96 percent of projects, employees reported that volunteering helped increase their interpersonal development. In 91 percent of projects, volunteers reported that community engagement helped to increase their management effectiveness. Further, in 53 percent of projects, employees reported learning and/or developing skills that were transferable to the workplace.

Community engagement affects how employees view both Linde and their communities. In 95 percent of projects, volunteers reported that community engagement positively impacted their outlook on Linde and/or their job. In 90 percent of projects, volunteers reported that community engagement gave them a better awareness of the community.

- Company Benefits

Benefits to Linde are measured in terms of increased engagement with customers and employees and impact on reputation. In 57 percent of projects, volunteers reported that the community engagement projects provided opportunities to engage with customers. In 98 percent of projects, volunteers reported that community engagement helped to build employee engagement.

The impact on reputation is also assessed separately: In approximately 89 percent of projects, volunteers reported that community engagement projects were likely to increase awareness of Linde. In about one-third of these instances, teams reported that third parties have provided validation of their efforts or the positive impact of their project(s).

Longer term, Linde assesses the impact on multiple stakeholders from signature efforts. Considered impacts are both qualitative and quantitative. For example, students who have participated in the company's SKILLS PIPELINE program have reported high levels of preparation and increased quality of life and self-sufficiency.

Linde has seen increased engagement with customers and suppliers, and, ultimately, available skilled talent to meet current demands for workers. It is truly a win-win.

Building Communities—Building Leaders

Community engagement programs often give employees opportunities to build leadership and other skills, such as project management. Prior voluntary offerings at Linde included training where employees can learn more about voluntary board service and the multiple skills offered through such experiences. Several employees have expressed interest or have joined non-profit boards after attending such training, increasing engagement with the community.

Community Impact—Business Impact

Linde has seen increased engagement with customers and suppliers, and ultimately, available skilled talent to meet current demands for workers. Graduates from the company’s SKILLS PIPELINE program have been hired by Linde, its customers and other members of industry. Graduates leave the program with industry-recognized credentials. The program also introduces skills to diverse populations, including women and veterans. The program is marketed broadly across the community at large, increasing awareness of opportunities for those who may be historically underrepresented in career fields. For example, the graduating classes for the welding programs in Louisiana included a significant number of women graduates. The first graduating class in Louisiana was comprised of approximately 21 percent women. The second class, which graduated in 2017, was comprised of approximately 17 percent women. The East Chicago cohort, which graduated in 2021, was comprised of a majority of first-generation college students.

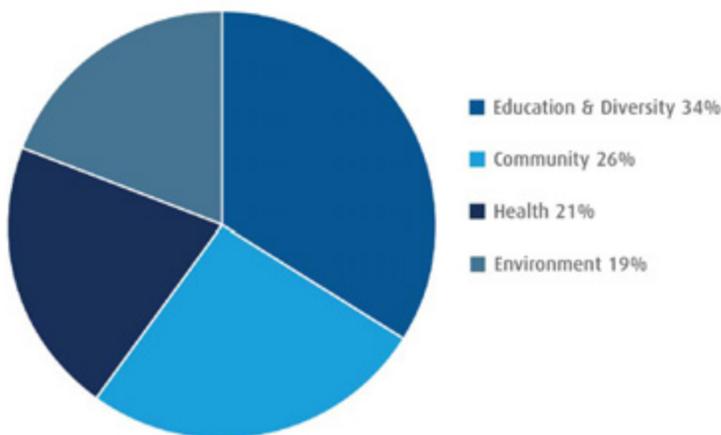
Programs continue to be marketed broadly across the community at large, which helps to reduce the risk of reducing underserved communities’ awareness of opportunities. Since many opportunities may be associated with emerging or rapidly advancing technology, a lack of awareness can lead, potentially, to reduced likelihood of vulnerable communities to participate in and adopt new technologies that can be one source of new opportunities and self-sufficiency.

Global Giving Impact Assessment

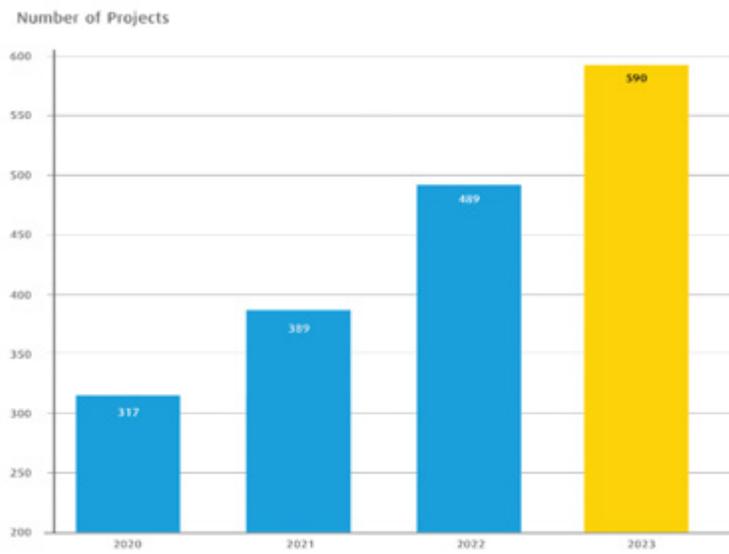
Since 2014, the company’s Global Giving Program has strategically performed impact assessments, also based upon the LBG methodology. Large contributions above a predetermined threshold and long-term contributions are assessed to ensure that outcomes have been achieved. The result of such assessments is annually reviewed by the Global Giving advisory board.

Environmental Impact Assessment

Community impact is a broad consideration at Linde and extends beyond employee philanthropy. Environmental impact assessments are performed in advance of all Linde capital investments. Plant leadership often participates in town meetings to provide information and answer questions. Ongoing monitoring is provided through Linde’s cycle of safety and environmental internal assessments. Linde continues to consider ways to further reach and align with local communities.

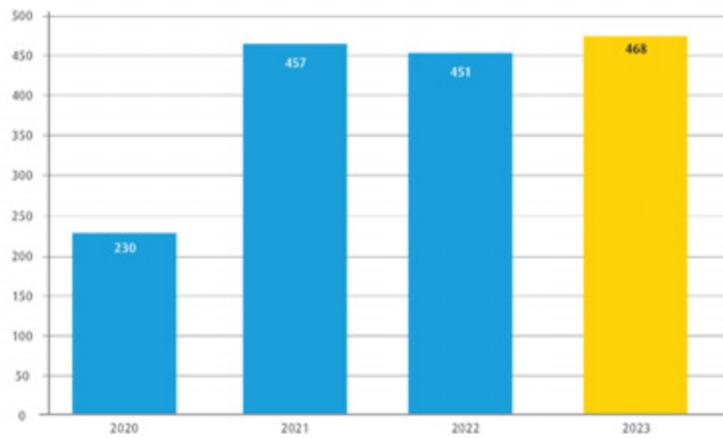


SOC (13a): Community Engagement Projects by Focus Area

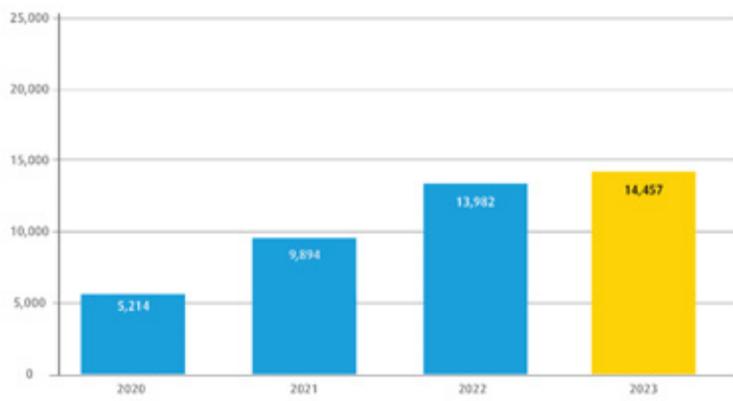


SOC (13b): Number of Community Engagement Projects

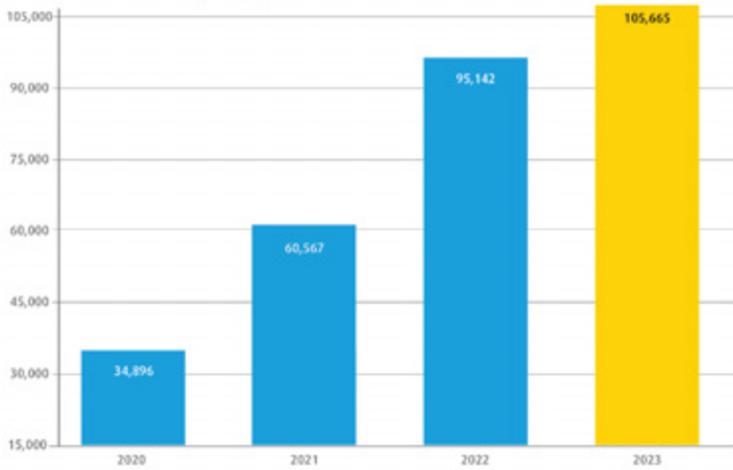
Number of Sites Participating



Incidences of Volunteerism

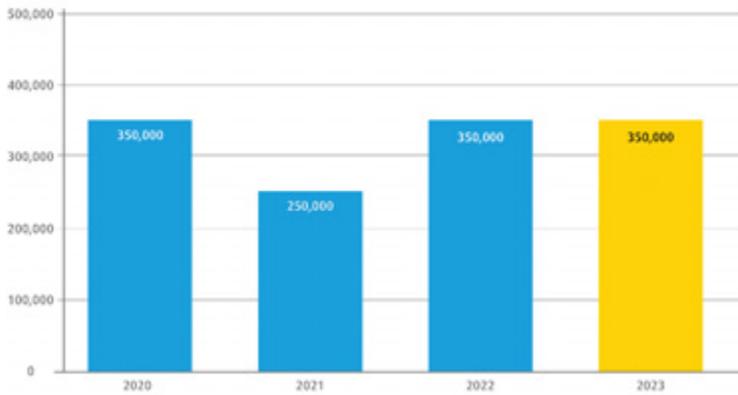


Hours of Volunteerism by Employees

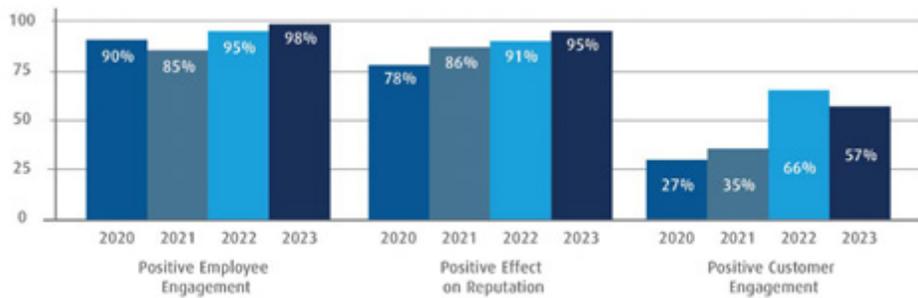
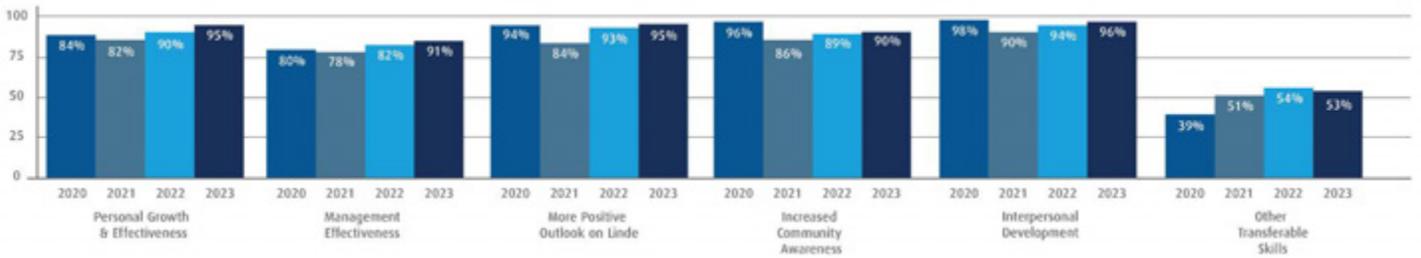
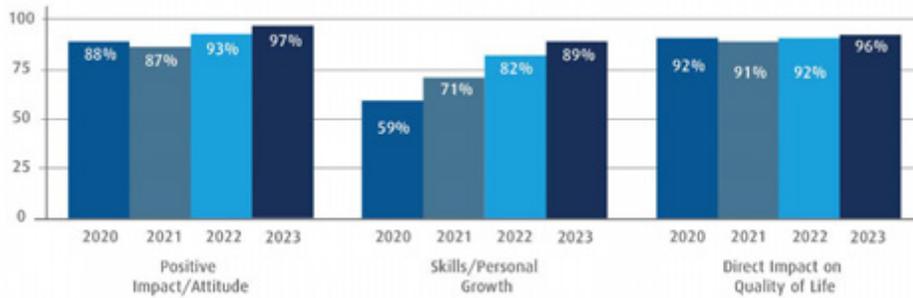


SOC (14): Community Engagement Projects Inputs

Number of Beneficiaries



SOC (15): Community Engagement Project Outputs



SOC (16): Community Engagement Project Outcomes



Operations with significant actual and potential negative impacts on local communities 413-2

Linde is unaware of situations where it has had a negative impact on local communities. The company exercises great care to ensure that its investments in local communities are positive, and that local communities perceive the company as a safe place to work and as a good employer. Linde has had no reports of significant potential or actual negative impacts on local communities. Rather, community engagement efforts have demonstrated tangible positive outcomes. See 413-1.

Tree planting projects around the globe, such as those conducted by Linde teams in conjunction with the Arbor Day Foundation, not only help to beautify areas but also combat erosion. In 2023, Linde teams planted approximately 50,000 trees through community engagement efforts.

Linde's pipeline community education events, STEM programs and workforce development programs are examples of the ways that Linde aims to make positive, relevant impact in communities. Programs also provide opportunities to develop skills and increase quality of life. Notably, Linde's SKILLS PIPELINE workforce development program presented new opportunities to community members traditionally underrepresented in some career fields, for example, women in welding. Through the workforce development program in commercial truck driving, soldiers exiting from the military gain skills and credentials before they transition to civilian life.

Linde conducts community events in many neighborhoods, including those near its pipelines. These help to introduce communities to the importance of safety and to increase familiarity with the industry, facilities and products.

The company's SKILLS PIPELINE workforce development program is indicative of this collaboration with local communities as well as other members of industry, academia and/or government. These programs are intended to have positive economic impact for communities and for individuals and have been well regarded by legislators, industry groups and academic leadership as offering a creative solution to address a recognized need.

These programs build communities by providing resources that potentially impact long-term quality of life. Many projects also help to address basic needs in the community, such as food insecurity. In Tonawanda, NY, for example, team members volunteer over their own lunch breaks to deliver food to elderly, homebound members of the community.

The company's teams also work with local communities as they enter new geographies. As part of its SD 2028 goals, Linde has a target to include community needs assessments in 100 percent of new, large execution projects, with pilots starting in the Americas.

Plant leadership often participates in town meetings to provide information and answer questions, and new projects are often an opportunity to learn about and help address community needs. The Linde Technology Center in Tonawanda, NY, has a decades-long mentorship program with a local school, and team members have helped a local community center take root in the community, with service that range from providing materials, outfitting the computer lab and teaching cooking classes, to participating on the board. These types of engagements show the evolution from needs assessments to conversations to actions that promote continued engagement and potentially lead to lasting impact.

Additionally, charitable funds, in-kind donations and resources contribute to the overall positive impact on local communities. In 2023, these included:

- Cash contributions from the Global Giving Program: \$12.6 million
- In-kind donations raised and donated, including food, clothing, seedlings, product donations and other, but not including cash raised or donated: \$306,000 (including approximately \$170,000 through the Community Engagement Program and an additional \$136,000 through the Global Giving Program, representing product donations such as Linde gases.)
- Approximate value of service by Linde volunteers: \$1.4 million
- Approximate value of management support/overheads: \$640,000, including fees paid to external organizations for vetting and processing organizations, included in cash contributions above, as well as an approximation of the staff time to manage the Global Giving and Community Engagement programs. (Note: Programs are internally managed; Linde does not charge overhead to these programs.)

Linde employees' generosity is displayed through their personal donations in 2023 of more than \$1.4 million, which was matched by the Global Giving program as part of the cash contributions above.



New suppliers that were screened using social rights criteria 414-1

Suppliers are key to Linde's ability to meet its customer needs. New suppliers are screened at the prequalification stage for social issues, including compliance with labor and employment laws, ethics and integrity, safety, human rights, environmental topics and financial stability.

For qualification, suppliers and contractors must agree to ensure compliance with their contractual commitments and Linde's CBI and SCOC, including its Human Rights commitments therein, or demonstrate a comparable commitment to business integrity and human rights via their own policies.

The company's supplier agreements routinely include language that requires its suppliers to obey international conventions and national and regional statutory requirements in the countries in which they operate, including any applicable national laws regarding human trafficking, forced labor and other forms of modern slavery. It is currently developing standard language for terms and conditions, which will be included, where applicable, in future contracts. The Procurement organization regularly discusses these expectations with suppliers upon qualification contracting and during any audits conducted, including for 100 percent of critical Tier 1 suppliers.

The executive management team communicates with the company's top-tier suppliers annually to reinforce its commitment to its policies and to remind suppliers of their obligations in contracting with the company. Specifically, the executives reaffirm that the company expects business dealings with suppliers to be based on fairness, honesty, lawfulness, safety, environmental stewardship and social consciousness. Linde continues to assess the effectiveness of its strategy and, where appropriate, to adopt policies and practices that improve its program.



Negative social impacts in the supply chain and actions taken 414-2

Suppliers are assessed for social impacts broadly defined, including safety and compliance, which are included within Linde's basic operational policies and procedures. In the areas that are integral to these operational policies and procedures, such as safety, integrity and compliance, labor standards and anti-discrimination, issues such as non-compliance and remediation are dealt with on an ongoing basis along with following local supply chain due diligence regulatory requirements. For steps taken regarding potential suppliers of materials from conflict zones; see below.

Due Diligence

Linde's Human Rights Due Diligence Process is summarized in Table SOC (17). 414-2

This process is informed by the UN Guiding Principles Reporting Framework. For policies and commitments, see 103 (social), 406-1, 207-1, 408-1 and 409-1.

A set of human rights risks relating to contractors relate to Linde's CBI and HSE Policy (safety, non-discrimination, ethics and integrity). As with employees, well-established processes assess and address these contractor risks, and mitigation action, if and where required, is taken. Suppliers are assessed on a planned schedule through Linde Procurement and through SHEQ internal audits.

Process to identify and assess salient human rights risks

Linde uses four tools to identify, review and assess potential human rights risks across the company's own operations, its contractor operations and the operations of its JVs, including those over which it has no management control:

1. Internal global Business Risk Assessment process

Country management and functional leaders participate in quarterly enterprise-wide global risk assessments. In 2023, human rights were not identified as a top risk, directly or indirectly, nor were they so identified in the last several years.

2. Continuous review of emerging regulatory issues in human rights

The CCO, together with the businesses and the vice president, Sustainability, are responsible for staying up-to-date on emerging regulations in the area of human rights. In 2023, Linde provided its disclosure, as required by regulation and in compliance with the disclosure requirements of Section 1502 ("Conflict Minerals Provision") of the 2010 Dodd-Frank Wall Street Reform and Consumer Protection Act ("Dodd-Frank Act").

Applicable Linde businesses also comply with the German Act on Corporate Due Diligence Obligations in Supply Chains, which came into effect in January 2023.

3. Linde's Compliance Review Board (CRB)

The CCO oversees compliance with the CBI and related policies, including human rights. The CCO coordinates activity with business CRBs and with senior management to oversee emerging regulatory issues, review hotline reports and take appropriate action. If these reviews indicate an emerging potential risk, proactive measures are put in place.

Linde's CRB reviews information supplied to the Integrity Hotline monthly at the business level and each quarter at the corporate level (including the CEO, the EVP and Chief Legal Officer, the EVP and CHRO, other members of the Executive Leadership Team, the CCO, the head of Internal Audits and the SVP and Chief Accounting Officer).

In 2023, there were 546 reports to the Linde hotline, of which none related to potential human rights issues (which would be listed within concerns about "Other Policy Violations"). See Linde's Integrity Hotline Reports at: <https://www.linde.com/sustainability/reporting-center>. No reports were made about potential human rights concerns to the hotline from internal or external parties, and Linde has no knowledge of systematic discrimination by Linde employees against Linde colleagues or third parties (e.g., potential recruits, suppliers, customers) or potentially vulnerable groups (e.g., children, indigenous people, migrant labor or local communities) on the basis of race, color, religion, gender identity or expression, political opinion, national origin, age, disability, veteran status, pregnancy or sexual orientation, and it has no knowledge or reports of unfair compensation or hours of work, lack of access to a safe and sanitary work environment, restrictions on the right to choose or not choose employee organizations, or the use of child, compulsory or forced labor. All of these areas are protected under Linde's CBI.

The CBI prohibits any form of retaliation against any individual for good faith reporting what he/she believes to be non-compliance with this policy to their management, to the appropriate staff group or to the confidential Linde Integrity Hotline. Individual cases of misconduct are promptly investigated. Linde does not tolerate verified misconduct: appropriate measures are taken, up to and including dismissal. Reports to the hotline are reviewed locally by the business CRBs and by the corporate CRB.

The Linde CRB identifies human rights as a potential issue in its hotline classifications, among "Other Compliance Violations." In 2023, Linde reported 108 substantiated incidents of "Other Compliance Violations;" If any issue arose and was substantiated as a human rights violation, it would be managed in the company's standard process. Substantiated violations of the CBI are escalated to the Executive Leadership Team and are subject to a root cause analysis. In such cases, a corrective action plan is implemented.

4. Linde annual review of emerging country-level human rights risk

As part of an annual process, the vice president, Sustainability, reviews trends in human rights risk on a country basis in countries where Linde operates. Groups that are specifically assessed include Linde employees, suppliers, third-party contracted labor, children/adolescents, women and migrant and minority populations. The vice president, Sustainability, reviews material in the media and annual human rights reports issued by the U.S. Department of State (DOS). In 2019, this review was expanded to include all Linde countries. For 2023, it was determined that these reports did not indicate new human rights risks, and no new action was taken.

Human Rights Risk—Assessment

There is concern that a small portion of suppliers, or their suppliers, including Linde's Advanced Material Technologies business and the company's engineering business, could be sourcing materials from "conflict zones" where there is a risk of human rights violations.

- **Conflict Minerals:** Based on Linde's commitment to governance, compliance and human rights, the most salient human rights issue associated with Linde activities and business relationships is the issue of potential "conflict minerals" in its supply chain. Certain minerals (including tin, tantalum, tungsten and gold) have been linked with funding killings, violence, rape and other human rights abuses in the Democratic Republic of Congo and other conflict zones. These affect all citizens in these regions, especially women, children and adolescents.

Linde has determined that approximately 10 percent of its 2023 consolidated sales relate to products that Linde manufactures, or contracts to manufacture, that may contain necessary conflict minerals. To mitigate potential human rights violations in the "conflict minerals" supply chain, Linde's due diligence process conforms, in all material respects, with the framework set forth in the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (OECD Guidance) and the related supplements for gold, tin, tantalum and tungsten.

Linde's Conflict Materials Supply Policy is available on Linde's website at: <https://assets.linde.com/-/media/global/corporate/corporate/documents/global-procurement/linde-conflict-free-materials-supply-policy.pdf>. Linde's due diligence

process includes monitoring the performance and continual improvement of its suppliers, and, where relevant, with their suppliers, and reporting to the U.S. Securities and Exchange Commission (SEC), on Linde's website at: <https://irpages2.eqs.com/websites/lindeplc/English/3210/us-sec-filing.html?format=convpdf&secFilingId=907791b3-33cf-4c62-95e8-b849a0f58cb0&shortDesc=Specialized%20Disclosure%20Report>.

Linde continues to work with these suppliers to ensure conformance with its policy and standards and with applicable law.

- **Due Diligence Obligations in Supply Chains:** Linde has established a risk management framework according to the German Act on Corporate Due Diligence Obligations in Supply Chains (Supply Chain Act). This includes, but is not limited to, the nomination of a human rights officer for Linde GmbH and its affiliates that are in scope of the Supply Chain Act, the execution of an abstract and a specific risk analysis of suppliers, the application of Linde's existing policies and processes, the required documentation, policies to inform management and external reporting. Linde GmbH has published a General Statement related to the Supply Chain Act at: <https://www.linde.com/sustainability/policies-and-position-statements/linde-gmbh-general-statement>.
- **Slavery in Supply Chain:** Linde has policies in conformance with country regulations. For example, in the U.K. and Australia, Linde has published policies in conformance with The U.K. Modern Anti-Slavery Act of 2015 and the Australian Modern Slavery Act of 2018, which reaffirms its stance against all forms of child, compulsory or forced labor across its operations. Linde expects all its business partners, suppliers, and contractors to demonstrate a similar commitment to preventing forced labor practices. Also, Linde's SCOC outlines its expectations of ethical supplier behavior, including respecting human rights and forbidding the use of forced, child, or bonded labor. The code also requires suppliers to demonstrate compliance with country-specific regulations and provide ongoing assurances that they do not engage in modern slavery practices.
- **Sex Trafficking on Truck Driving Routes:** Linde works with major NGOs active in this area to train its network of employee and contractor truck drivers to help mitigate this crime. Voluntary action is ongoing in Brazil, the U.S., Mexico and Canada.

Monitoring, Communication and Training

Regular reviews are conducted across all regions to confirm that processes are set up to ensure compliance with corporate policies, including human rights, compliance, safety and employment, and labor standards. Many of these themes fall under regular Linde management and are managed through those functions. Current procedures in place specify consequences up to termination (for employees) or discontinuation of contracts (for suppliers), if any confirmed human rights violations were found. See 404-1 for a description of training and other programs to reinforce compliance, safety and fair labor practices.

Human Rights Grievances

To Linde's knowledge, in 2023, there were no grievances related to human rights filed through formal organizational grievance mechanisms by individuals or groups, internal or external to the organization, and none through the Integrity Hotline.

Coverage	Policy & Due Diligence Process Action Plans	Remediation Activity
Employee—compliance and safety in offices and operations	<ul style="list-style-type: none"> CBI (2): Adherence is required by employees; employees are trained annually and certify acknowledgment. HSE Policy (1): Through ongoing training of employees and contractors and regular auditing of health and safety management, the company ensures that the requirements for health protection and safety precautions are systematically and sustainably implemented in its processes. Compliance, HR, SHEQ and business management ensure compliance with uniformly high safety standards and initiate necessary guidelines, strategies and programs. 	<ul style="list-style-type: none"> No actions required as no issues occurred that would require measures beyond the already established mitigation plans. Remediation actions are integral to the Compliance and SHEQ programs. Linde businesses record worldwide incidents that occur. A root cause analysis is performed, a report is provided to Executive Leadership and best practices are shared. Multiple actions are taken to prevent repetition.
Employees — Labor at operations and offices	<ul style="list-style-type: none"> Flexible working-time models (where possible). Market-rate compensation. Wide-ranging measures to promote health and wellbeing at company sites (e.g., medical check-ups, training on stress management lifestyle options, availability of fitness centers). 	<ul style="list-style-type: none"> No actions required as no issues occurred that would require measures beyond the already established mitigation plans.
Employees—non-discrimination at operations and offices	<ul style="list-style-type: none"> Diversity & Inclusion (D&I) initiatives to enhance respect and diversity, including worldwide training in the CBI, D&I principles and policies, unconscious bias. Corporate goal established to increase the proportion of women overall and in management; monthly review with business and functional leaders and corporate management; Integrity Hotline (3). A range of avenues provided to report potential discrimination issues, including anonymously through the Integrity Hotline. All employees receive training in this, and reports are investigated and handled per established mitigation and disciplinary procedures. 	<ul style="list-style-type: none"> No actions required as the company received no indications of human rights violations that would require measures beyond the already established mitigation plans; the company has no reports or knowledge of any systematic discrimination. Verified misconduct is not tolerated and results in appropriate disciplinary measures, up to and including termination of employment.
Contractors & Suppliers (5)	<ul style="list-style-type: none"> Where applicable, general procurement Terms & Conditions (Ts&Cs) (4), including Linde’s Supplier Code of Conduct (SCOC). By accepting applicable Ts&Cs, the supplier acknowledges Linde’s SCOC and is required to comply with the SCOC (e.g., through self-assessments). As part of the standard documentation for all new and renewing contractors, suppliers under applicable Ts&Cs must confirm conformance with the SCOC and with Linde’s CBI or equivalent policies of their own. Contractors working at Linde plants are required to receive safety induction training. Linde is committed to maintaining long-term relationships with its suppliers where they contribute continued business value. Certain suppliers are audited on a planned schedule and on a broad scope. If deviations are discovered, Linde is committed to working with suppliers on remedies through capacity-building, education and training. Continued, material and/or willful non-conformance are grounds for contract termination. Linde may inspect or appoint a third-party inspector if it believes a supplier may be in material breach of the SCOC. Material breaches of Linde’s applicable Ts&Cs include, but are not limited to, incidents of forced or child labor, corruption and bribery, and failure to comply with the SCOC’s environmental protection requirements. The Integrity Hotline (3) provides various ways of reporting potential issues for employees or third parties. 	<ul style="list-style-type: none"> No remediation actions as the company received no indications of human rights violations that would require measures beyond the already established mitigation plans. In case of material breach of the SCOC, Linde’s Ts&Cs note that Linde may terminate the business relationship, subject to contract conditions or other rights or legal grounds.
Applicable Customers	<ul style="list-style-type: none"> Product safety management steers product stewardship. Worldwide tracking of relevant products and their application with respect to potential health and environmental impacts. Safety Data Sheets (SDSs) provided in >40 languages to inform customers about relevant safety measures. Integrity Hotline (3) provides various ways of reporting potential issues for employees or third parties. 	<ul style="list-style-type: none"> No actions required beyond the already established mitigation plans.
Communities where Linde invests and operates	<ul style="list-style-type: none"> Linde connects with community members by fostering activities that support community life and development, principally through Linde’s employee Community Engagement activities. One of the SD 2028 targets is that the U.S. engineering organization conducts community relations outreach as part of pre-project planning. Integrity Hotline (3) provides various ways of reporting potential issues for employees or third parties. 	<ul style="list-style-type: none"> No actions required beyond the already established mitigation plans.

1) Health, Safety and Environmental (HSE) Policy: <https://www.linde.com/sustainability/safety-health-environment-quality/policies-and-responsible-care-commitment>

2) CBI: <https://www.linde.com/sustainability/integrity-and-compliance/code-of-business-integrity>

3) Linde Integrity Hotline information is provided at: <https://www.linde.com/sustainability/reporting-center/hotline-reports>.

4) Linde’s Procurement Terms & Conditions (Ts&Cs) are available at: https://assets.linde.com/-/media/global/corporate/corporate/documents/global-procurement/linde_general_terms_and_conditions_of_purchase_global-master.pdf.

5) Additional activity and reporting are provided for potential suppliers of materials from conflict zones. This is reported annually in Linde’s Form SD and in its Sustainable Development Report, both posted on Linde’s website at: <https://www.linde.com>.



Political contributions ⁴¹⁵⁻¹

Linde does not make any political contributions as a company, neither to political parties nor candidates.

In the U.S., employees have formed a political action committee (PAC). Under the umbrella of this independent registered committee, employees collect donations to politicians, political parties and associations and make their own decisions as to how the funds are used. The PAC Executive Committee has broad employee representation and approves all political contributions made on behalf of the PAC. The Linde PAC is governed by a series of internal policies and adheres to a strict set of by-laws. Following the merger, the PAC for Linde GmbH (previously Linde AG) North America was terminated in 2019, and all activities were conducted through the Praxair PAC, which is now the Linde PAC. In 2023 to the beginning of 2024, total PAC contributions totaled \$8,000 to local, state and federal candidates for elected office representing both political parties. (Scope: U.S., not including Lincare.)

Policy-related data reported below includes contributions to political campaigns (from the Linde PAC), and Linde's contributions to trade associations, tax-exempt organizations and lobbying firms. In 2023, the total contribution was approximately \$3 million, of which more than half was for trade associations and tax-exempt organizations. The actual amounts of the memberships that relate to policy is significantly less. See SOC (18) and SOC (19).

There was no spending on ballot measures or referendums. Political contributions receipts and disbursements are reported in detail and disclosed publicly. This detail can be found on the U.S. Federal Elections Commission website at:

<https://www.fec.gov/data/committee/C00283440/?cycle=2024>.

Linde's political contributions policy is provided at:

<https://assets.linde.com/-/media/global/corporate/corporate/documents/compliance-policies/political-contributions-lobbying-policy.pdf>.

Public Advocacy Issues

The two largest public policy advocacy issues for 2023 related to the promotion of clean hydrogen production and carbon capture policies.

Decarbonization is a priority for Linde, with the goal of investing in decarbonization technologies in large capital projects, where the primary aim of Linde and/or its customers is to reduce GHG emissions or advance the use of low-carbon fuels and energy.

See the Prioritizing Clean Energy and the Performance Towards Targets sections for more details.

Global progress and adoption of hydrogen and other alternatives to fossil fuels is key to global reduction of GHGs and Linde's commitment to its own climate change targets. Today, Linde has the largest liquid hydrogen production capacity and distribution system in the world. It also operates the world's first commercial high-purity hydrogen storage cavern, which, coupled with an unrivaled pipeline network of approximately 1000 kilometers, enables the company to reliably supply our customers. With more than 200 hydrogen refueling stations and 80 hydrogen electrolysis plants installed worldwide, Linde is at the forefront of the transition to clean hydrogen and clean energy and includes decarbonization investments within its SD 2028 targets.

The company is developing several carbon capture and sequestration projects, a key part of the strategy for 35 percent absolute GHG reduction by 2035.

For more information on Linde's policy advocacy, also see its annual CDP Climate Change Response, which will be published at the end of September at: <https://assets.linde.com/-/media/global/corporate/corporate/documents/sustainable-development/2024-cdp-response-climate-change.pdf>.

Trade Associations

In addition to reporting political contributions, Linde also reports on trade associations in which the company is a member. See the Memberships of Associations section. Two of the largest trade associations in which the company is a member include the American Chemistry Council (ACC) and Compressed Gas Association (CGA).

415-1

Political Contributions

	2020	2021	2022	2023
Political Contributions (USD)	0	0	0	0

SOC (18): Political Contributions

Units: USD

Policy-Related Spending

	2020	2021	2022	2023
Employee Contributions from PAC	\$19	\$10	\$7	\$8
Expenses for Memberships in Trade Associations and Tax-exempt Organizations* and Lobbying Firms	\$3,809	\$3,329	\$3,053	\$3,165
Total	\$3,828	\$3,339	\$3,060	\$3,173

SOC (19): Policy-Related Spending

Units: USD, thousands

* Includes policy-related portion of membership only

**Assessment of the health and safety impacts of product and service categories** 416-1**Minimizing Product Risk**

Linde has a team of business, engineering, operations and safety professionals that examine the potential environmental, health and safety risks of every new product. The entire life cycle of the product — from raw material procurement through manufacturing, distribution, use and disposal — is reviewed. 403-7

Significant product or service categories are covered by and assessed for compliance with these procedures.

- Risk Review: Identify the potential risks in each phase of the product's lifecycle and the design features and management systems that minimize those risks.
- Product Design Safety: Consider how a product may be used or misused, and identify design features that could mitigate potential hazards.
- Procurement Specification and Control: Verify compliance with purchased material requirements and specifications.
- Manufacturing Control: Establish procedures and train personnel to ensure consistent product quality within product specifications.
- Distribution and Installation Control: Establish procedures and train personnel to ensure safe product deliveries, storage and customer applications.
- Hazard Communication: Communicate information on the safe use and handling of each product in a timely manner through appropriate use of Safety Data Sheets (SDSs), product labeling, product use instructions, customer training and support.
- Product Disposal: Establish procedures to identify products that are no longer suitable for customer use and refurbish, replace or dispose of them in an environmentally safe manner.
- Incident Reporting and Investigation: Report, investigate and analyze incidents involving Linde products to learn more about product risks and to take corrective action.

Product Responsibility

Stage	Health and safety impacts of products and services are assessed for improvement at all product lifecycle stages
Development of product concept	<p>Product Design Safety: Design reviews consider the ways that the product may be used or misused and include design features that mitigate associated hazards and help protect customer safety.</p> <p>Risk Review: During Linde's product risk review process, new products are evaluated to identify potential health, safety and environmental risks associated with each phase of the product's life, and to identify product design features and management systems that will adequately control those risks.</p>
R&D	R&D evaluates commercialization projects, from ideation to launch, for environmental and health and safety impacts.
Certification	Linde's product stewardship practices are audited by third parties for conformance to Responsible Care Product Stewardship requirements when required by Country Chemical Associations for membership or recognition as a Responsible Care company in that country.
Procurement Specification and Control	The specifications for materials purchased from others are communicated to suppliers, and compliance with those requirements is adequately verified.
Manufacturing and production	<p>Manufacturing control procedures are established, and personnel involved in the manufacturing process are trained to help ensure consistent product quality within product specifications.</p> <p>Linde's Safety program includes leadership, personal commitment, training and resources See the Linde website for information on Safety.</p>
Marketing and promotion	Per Linde's CBI: All advertising, marketing and sales activities must describe offerings and services legally, fairly and honestly, never using false, misleading or deceptive information.
Storage distribution and supply	Distribution and Installation Control: Procedures are established, and personnel involved in product distribution and customer site equipment installation are trained to help ensure safe product deliveries, storage and use.
Use and service	<p>Incident Reporting and Investigation: Incidents involving misuse and disposal of products are reported, investigated and analyzed to learn more about product risks, and, if necessary, provide a basis for corrective action.</p> <p>Hazard Communication: Information on the safe use and handling of each product, together with relevant health, safety and environmental protection information, is communicated to the customer in a timely manner through appropriate use of SDSs, product labeling, product use instructions, and customer training and support.</p> <p>Product Recall: Procedures are established to help ensure that products already in the marketplace can be recalled or upgraded, if necessary, when previously unidentified risks associated with those products are discovered.</p>
Disposal, re-use or recycling	Product Disposal: When applicable, procedures are established to identify products or product components in inventory that are no longer suitable for customer use and, as appropriate, to refurbish, replace or dispose of them in an environmentally safe manner.

SOC (20): Product Responsibility



Incidents of non-compliance concerning the health and safety impacts of products and services 416-2

For 2023, the company is not aware of any reported substantial incidents of non-compliance with regulations or voluntary codes concerning the health and safety impacts of products and services during their lifecycle.

Requirements for product and service information and labeling 417-1

Linde's Responsible Care Policy commits the company's organizations to "work with customers, carriers, suppliers, distributors, employees and contractors to foster the safe and secure use, transport and disposal of chemicals and provide hazard and risk information that can be accessed and applied in their operations and products."

Linde's significant product and service categories have processes in place with requirements for product and service information and labeling.

- SDSs are prepared in accordance with either U.S. or European directives and are region- or country-specific. Activities required for compliance with the Global Harmonized System (GHS) for Classification and Labeling (CLP) are being implemented.
- Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) and Chemicals of Concern: REACH and CLP regulations promulgated by the European Union require complete information on the chemical properties, hazard profile and uses of all products manufactured or imported into Europe. The company tracks the status of substances that must be registered through the European Chemicals Industry Association's (EIGA's) REACH website.

Toxic Substances Control Act (TSCA) and Prioritized Chemicals: Linde is subject to and in compliance with the Frank R. Lautenberg Chemical Safety for the 21st Century Act, which requires risk-based chemical assessments and increased public transparency for chemical information.

Incidents of non-compliance concerning product and service information and labeling 417-2

The company is not aware of a significant incidence of non-compliance with regulations or voluntary codes concerning Linde product and service information and labeling in 2023 that would have a material adverse effect.

Substantiated complaints concerning breaches of customer privacy and losses of customer data 418-1

Linde's CBI has a section on data protection that defines how important it is for employees to follow the law and comply with company procedures, protocols and guidelines. This issue has been strongly prioritized in recent years because of new complexities being created by the proliferation of electronic communication. Due to this high priority, policies and training are provided. For example, the 2023 Annual Report (10K), page 11, is publicly available at: <https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2023-annual-report-to-security-holders.pdf>, and identifies the risk regarding information related to technology systems, network failures and breaches.

Dedicated cybersecurity teams conduct surveillance for potential threats and implement both procedural and technological controls to protect data and to ensure safe, uninterrupted operations. There are also training programs for employees and cybersecurity awareness programs. Starting in 2023, Linde provided data privacy awareness training as part of its offerings for employees.

As far as the company can determine, there have not been substantial complaints regarding breaches of customer privacy and losses of data for 2023.

Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services 2-27

The company is unaware of any significant penalties imposed in 2023 resulting from the use of its gas products.

Assurance ²⁻⁵

The Letter from the auditor follows on pages 116–118.



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www.CarbonVerificationService.com

July 24, 2024

To the Management of Linde, Inc.:

Carbon Verification Service, LLC was engaged by Linde, Inc. to provide assurance of its global 2023 Key Performance Indicators (KPI) and other social metrics. 2023 was the fourteenth consecutive year that Carbon Verification Service was retained by the company to verify its KPIs. (Carbon Verification Service was retained for eight years by Praxair prior to the merger). Upon being retained, Carbon Verification Service conducted a conflict-of-interest review to ensure that its review would be free of bias and would be done on an independent basis. Carbon Verification Service provides only verification and auditing services to its clients, including Linde, Inc., to avoid conflict of interest concerns. Carbon Verification Service is not owned or operated by any other entity.

The objective of the verification was to provide reasonable assurance of certain reported KPIs and limited assurance of other reported KPI values and to assess the accuracy, completeness, relevance, consistency and transparency of Linde, Inc.'s information and assertions. Carbon Verification Service assessed conformance of Linde, Inc.'s GHG emission inventory with The Greenhouse Gas Protocol. The level of assurance provided for each KPI is specified in the table below.

The verification protocol employed for verification of Linde, Inc.'s 2023 GHG emissions was ISO 14064-3 (2006): Specification with guidance for the validation and verification of greenhouse gas assertions and is consistent with the requirements for ISAE 3000. Consensus protocols for the verification of the KPI metrics, other than GHG emissions, do not currently exist. Carbon Verification Service utilized the same verification principles prescribed by ISAE 3000 to guide the verification of this data.

Carbon Verification Service, LLC reviewed selected quantitative KPIs. The verification was based on desk audits of data from 45 sites that were, as in past years, selected to be representative of Linde, Inc.'s global geographies and businesses. In-person site visits were conducted at the LaPorte, Texas Air Separation Plant and the Sweeny, Texas Hydrogen Plant. We did not review all information and supporting documentation associated with the KPIs for all of Linde, Inc.'s global locations and facilities.

Linde, Inc.'s management is responsible for the reported KPIs and for the process of assembling the data upon which the reported KPI values are based.

Based upon the verification work performed from March through July 2024, there is no evidence that Linde, Inc.'s KPI data assertions, which appear in the table below, are not materially correct and are not a fair representation of data and information and have not been prepared in accordance with accepted standards and practice.

For Carbon Verification Service, LLC

A handwritten signature in black ink that reads "James J. Groome".

James J. Groome
Lead Verifier

A handwritten signature in blue ink that reads "Sunil Pandey".

Sunil Pandey
Technical Reviewer



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LINDE, INC. 'S ASSERTIONS

Linde, Inc. reported the following eKPI values:

Metric	2023 Value	Units of Measure	Level of Assurance
GHG Emissions Scope 1	16,582,000	Metric Tons CO ₂ e	Reasonable
GHG Emissions Scope 2 (market-based)	21,562,000	Metric Tons CO ₂ e	Reasonable
Proportion of reported Scope 1 and 2 emissions verified	100	%	Limited
Scope 2 Emissions (market-based) Year-over-Year Change	-1.9	%	Limited
GHG Emissions Scope 3 - Contractor Driving	539,000	Metric Tons CO ₂ e	Limited
Total Electricity Consumption	41,609,000	MWh	Reasonable
Active Renewable Electricity Consumption*	4,792,000	MWh	Reasonable
Passive Renewable Electricity Consumption*	8,232,000	MWh	Reasonable
Other Low Carbon Electricity Consumption (nuclear)*	4,865,000	MWh	Reasonable
Fossil fuel-based Electricity Consumption*	23,720,000	MWh	Reasonable
Steam Consumption	9,660,000	MWh	Reasonable
Non-renewable Fuel Consumption	20,134,000	MWh	Reasonable
Non-renewable Energy Consumption	66,612,000	MWh	Reasonable
NO _x Emissions	9,080	Metric Tons	Limited
2022 NO _x Emissions - Restatement	9,570	Metric Tons	Limited
SO _x Emissions	795	Metric Tons	Limited
VOC Emissions	985	Metric tons	Limited
Total Non-hazardous Waste Generated	50,300	Metric tons	Limited
Non-hazardous Waste Used/ Recycled/Sold	30,400	Metric tons	Limited
Non-hazardous Waste Disposed	19,900	Metric tons	Limited
Total Hazardous Waste Generated	27,720	Metric tons	Limited
Hazardous waste recycled/reused not including that which is marketable/sold	4,080	Metric tons	Limited
Hazardous waste disposed	23,600	Metric tons	Limited
Hazardous waste recycled/reused-estimated marketable/sold	4,080	Metric tons	Limited
Total (Solid + Hazardous) Waste Not Landfilled from Zero Waste Program	273,981,258	Pounds	Limited
Municipal freshwater withdrawal	55,500,000	Cubic meters	Limited
Fresh surface water withdrawal	389,400,000	Cubic meters	Limited
Fresh ground water withdrawal	6,300,000	Cubic meters	Limited
Fresh once-through cooling water returned to surface water sources	353,300,000	Cubic meters	Limited
Total net freshwater consumption	97,900,000	Cubic meters	Limited



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Metric	2023 Value	Units of Measure	Level of Assurance
Net freshwater consumption in water-stressed areas	16,500,000	Cubic meters	Limited
Chemical Oxygen Demand Discharged	2,180	Metric Tons	Limited
Fatalities, Employees	0	Number of Fatalities	Limited
Fatalities, Contractors	1	Number of Fatalities	Limited
Employee Lost Time Injury Frequency Rate	0.0789	Lost time injuries per 200,000 hours worked	Reasonable
Employee Lost Time Injury Frequency Rate	0.395	Lost time injuries per 1,000,000 hours worked	Reasonable
Occupational Illness Frequency Rate – Employees	0.001	Occupational illnesses per 200,000 hours worked	Limited
Occupational Illness Frequency Rate – Employees	0.0044	Occupational illnesses per 1,000,000 hours worked	Limited
Construction Contractor Lost Time Injury Frequency Rate	0.104	Lost time injuries per 200,000 hours worked	Limited
Construction Contractor Lost Time Injury Frequency Rate	0.521	Lost time injuries per 1,000,000 hours worked	Limited
Tier 1 Process Safety Events	0.026	Number of events per 200,000 hours worked	Limited
Tier 1 Process Safety Events	0.13	Number of events per 1,000,000 hours worked	Limited
Percent Females Employed	28	% of Global Employees	Limited
Community Engagement: cash raised or donated by employees and facilities.	More than 4,500,000	USD	Limited
Community Engagement: cash raised or donated by employees and facilities and including in kind donations.	More than 4,600,000	USD	Limited

*These eKPI metrics were not fully verified; they are calculated from the verified total electricity consumption value.

GRI Content Index



2024

Linde has reported in accordance with the GRI Standards for the period January 1, 2023 to December 31, 2023.

For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI standards, and that the information in the index is clearly presented and accessible to the stakeholders.

GRI Standard	Disclosure	Direct Answer OR Page number(s) and/or URL(s)	Omission Part Omitted /Reason / Explanation
GRI 1: Foundation 2021			
General Disclosures			
GRI 2: General Disclosures 2021	Organizational profile		
	2-1 Organizational details	See pages 4 and 5 of the 2023 Annual Report (10K) at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2023-annual-report-to-security-holders.pdf .	
	2-2 Entities included in the organization's sustainability reporting	See Sustainable Development Report, page 12.	
	2-3 Reporting period, frequency and contact point	Linde reports annually, and this report covers the period from January 1, 2023 to December 31, 2023. Contact: Tamara E. Brown, Vice President, Sustainability, Linde Email: tamara.brown@linde.com or sustainability@linde.com Telephone: 203-837-2201	
	2-4 Restatements of information	See Sustainable Development Report, page 13.	
	2-5 External assurance	See Sustainable Development Report, page 115.	
	2-6 Activities, value chain and other business relationships	See Sustainable Development Report, pages 8–11; see also 204-1, pages 53-54. See also pages 4–5 of the 2023 Annual Report (10K) at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2023-annual-report-to-security-holders.pdf . See also pages 20–25 of the 2023 Annual Report (10K) at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2023-annual-report-to-security-holders.pdf .	
	2-7 Employees	See Sustainable Development Report, Section 401-1, page 82; see also page 6 of the 2023 Annual Report (10K) at:	

	https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2023-annual-report-to-security-holders.pdf .
2-8 Workers who are not employees	See Sustainable Development Report Section 204-1, pages 53–54.
2-9 Governance structure and composition	See Sustainable Development Report, page 33. See also https://www.linde.com/about-us/corporate-governance/board-of-directors .
2-10 Nomination and selection of the highest governance body	See pages 21 and 30 of Linde’s Proxy Statement at: https://irpages2.eqs.com/websites/lindeplc/English/3210/us-sec-filing.html?shortDesc=Proxy%20Statement%20%28definitive%29&secFilingId=c677dbae-2634-420d-b18b-2f08efe54fc1&format=html .
2-11 Chair of the highest governance body	See pages 8 and 14 of Linde’s Proxy Statement at: https://irpages2.eqs.com/websites/lindeplc/English/3210/us-sec-filing.html?shortDesc=Proxy%20Statement%20%28definitive%29&secFilingId=c677dbae-2634-420d-b18b-2f08efe54fc1&format=html .
2-12 Role of the highest governance body in overseeing the management of impacts	See pages 10–12, 15 and 17 of Linde’s Proxy Statement at: https://irpages2.eqs.com/websites/lindeplc/English/3210/us-sec-filing.html?shortDesc=Proxy%20Statement%20%28definitive%29&secFilingId=c677dbae-2634-420d-b18b-2f08efe54fc1&format=html .
2-13 Delegation of responsibility for managing impacts	See page 11 of Linde’s Proxy Statement at: https://irpages2.eqs.com/websites/lindeplc/English/3210/us-sec-filing.html?shortDesc=Proxy%20Statement%20%28definitive%29&secFilingId=c677dbae-2634-420d-b18b-2f08efe54fc1&format=html .
2-14 Role of the highest governance body in sustainability reporting	See page 2 of Linde’s Sustainability Committee’s Charter at https://assets.linde.com/-/media/global/corporate/co

	orporate/documents/corporate-governance/sustainability-committee-charter.pdf .
2-15 Conflicts of interest	See pages 20–21 of Linde’s Proxy Statement at: https://irpages2.eqs.com/websites/lindeplc/English/3210/us-sec-filing.html?shortDesc=Proxy%20Statement%20%28definitive%29&secFilingId=c677dbae-2634-420d-b18b-2f08efe54fc1&format=html .
2-16 Communication of critical concerns	See page 17 of Linde’s Proxy Statement at: https://irpages2.eqs.com/websites/lindeplc/English/3210/us-sec-filing.html?shortDesc=Proxy%20Statement%20%28definitive%29&secFilingId=c677dbae-2634-420d-b18b-2f08efe54fc1&format=html . See also page 2 of Linde’s Audit Committee’s Charter at https://assets.linde.com/-/media/global/corporate/corporate/documents/corporate-governance/audit-committee-charter.pdf . See also https://www.linde.com/sustainability/reporting-center/hotline-reports .
2-17 Collective knowledge of the highest governance body	See pages 30 and 31–40 of Linde’s Proxy Statement at: https://irpages2.eqs.com/websites/lindeplc/English/3210/us-sec-filing.html?shortDesc=Proxy%20Statement%20%28definitive%29&secFilingId=c677dbae-2634-420d-b18b-2f08efe54fc1&format=html .
2-18 Evaluation of the performance of the highest governance body	See pages 15–16 of Linde’s Proxy Statement at: https://irpages2.eqs.com/websites/lindeplc/English/3210/us-sec-filing.html?shortDesc=Proxy%20Statement%20%28definitive%29&secFilingId=c677dbae-2634-420d-b18b-2f08efe54fc1&format=html .
2-19 Remuneration policies	See pages 47–55 and 57 of Linde’s Proxy Statement at: https://irpages2.eqs.com/websites/lindeplc/English/3210/us-sec-filing.html?shortDesc=Proxy%20Statement%20%28definitive%29&secFilingId=c677dbae-2634-420d-b18b-2f08efe54fc1&format=html .

	20Statement%20%28definitive%29&secFilingId=c677dbae-2634-420d-b18b-2f08efe54fc1&format=html.
2-20 Process to determine remuneration	See pages 54–61 of Linde’s Proxy Statement at: https://irpages2.eqs.com/websites/lindeplc/English/3210/us-sec-filing.html?shortDesc=Proxy%20Statement%20%28definitive%29&secFilingId=c677dbae-2634-420d-b18b-2f08efe54fc1&format=html .
2-21 Annual total compensation ratio	See pages 88 and 66 of Linde’s Proxy Statement at: https://irpages2.eqs.com/websites/lindeplc/English/3210/us-sec-filing.html?shortDesc=Proxy%20Statement%20%28definitive%29&secFilingId=c677dbae-2634-420d-b18b-2f08efe54fc1&format=html .
2-22 Statement on sustainable development strategy	See Sustainable Development Report, pages 2–3 and 6.
2-23 Policy commitments	See Sustainable Development Report, pages 8 and 12. See also https://www.linde.com/about-us/corporate-values . See also pages 8 and 9 of the Code of Business Integrity at https://assets.linde.com/media/global/corporate/corporate/documents/compliance-policies/code-of-business-integrity-822.pdf . See also Linde’s Human Rights Policy at https://www.linde.com/sustainability/policies-and-position-statements/human-rights-policy .
2-24 Embedding policy commitments	See Sustainable Development Report, page 54. See also Section 205-2, page 55.
2-25 Processes to remediate negative impacts	See Sustainable Development Report, pages 47, 58 and 81.
2-26 Mechanisms for seeking advice and raising concerns	See Linde’s Integrity Line at https://secure.ethicspoint.eu/domain/media/en/gui/36879/index.html .
2-27 Compliance with laws and regulations	See Sustainable Development Report, pages 60 and 114.
2-28 Membership associations	See Sustainable Development Report, page 40.

2-29 Approach to stakeholder engagement	See Sustainable Development Report, pages 37–39 and 41–43.
2-30 Collective bargaining agreements	See Sustainable Development Report, Section 402-1, page 84.

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission Part Omitted /Reason / Explanation
Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	See Sustainable Development Report, pages 12–13.	
	3-2 List of material topics	See Sustainable Development Report, pages 46, 58, 80.	
Economic Performance			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 46–47.	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	See Sustainable Development Report, pages 48–49.	
	201-2 Financial implications and other risks and opportunities due to climate change	See Sustainable Development Report, page 51.	
	201-3 Defined benefit plan obligations and other retirement plans	See Sustainable Development Report, page 51.	
	201-4 Financial assistance received from government	See Sustainable Development Report, page 51.	
Market Presence			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 46–47.	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	See Sustainable Development Report, page 51.	
	202-2 Proportion of senior management hired from the local community	See Sustainable Development Report, page 51.	
Indirect Economic Impacts			

GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 46–47.
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	See Sustainable Development Report, page 52.
	203-2 Significant indirect economic impacts	See Sustainable Development Report, page 52.
Procurement Practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 46–47.
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	See Sustainable Development Report, pages 53–54.
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 46–47.
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	See Sustainable Development Report, page 54.
	205-2 Communication and training about anti-corruption policies and procedures	See Sustainable Development Report, page 55.
	205-3 Confirmed incidents of corruption and actions taken	See Sustainable Development Report, page 55.
Anti-competitive Behavior		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 46–47.
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	See Sustainable Development Report, page 55.
Tax		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 46–47.
GRI 207: Tax 2019	207-1 Approach to tax	See Sustainable Development Report, page 49.
	207-2 Tax governance, control, and risk management	See Sustainable Development Report, page 49.

207-3 Stakeholder engagement and management of concerns related to tax	See Sustainable Development Report, page 49.
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207-4 Country-by-country reporting	See pages 20 and 66 of the 2023 Annual Report (10K) at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2023-annual-report-to-security-holders.pdf .
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Environmental

Materials

GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 58–60.
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GRI 301: Materials 2016	301-1 Materials used by weight or volume	See Sustainable Development Report, page 61.
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301-2 Recycled input materials used	See Sustainable Development Report, pages 61–62.
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301-3 Reclaimed products and their packaging materials	See Sustainable Development Report, page 62.
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Energy

GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 58–60.
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GRI 302: Energy 2016	302-1 Energy consumption within the organization	See Sustainable Development Report, pages 62–64.
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302-2 Energy consumption outside of the organization	See Sustainable Development Report, page 64.
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302-3 Energy intensity	See Sustainable Development Report, page 64.
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302-4 Reduction of energy consumption	See Sustainable Development Report, page 64.
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Water

GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 58–60.
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GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	See Sustainable Development Report, page 64.
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303-2 Management of water discharge-related impacts	See Sustainable Development Report, page 64.
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303-3 Water withdrawal	See Sustainable Development Report, pages 65–67.
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	303-4 Water discharge	See Sustainable Development Report, pages 65–67.
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	303-5 Water consumption	See Sustainable Development Report, pages 65–67.
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Biodiversity

GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 58–60.
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GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	See Sustainable Development Report, page 67.
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	304-2 Significant impacts of activities, products and services on biodiversity	See Sustainable Development Report, page 67.
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	304-3 Habitats protected or restored	See Sustainable Development Report, page 67.
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	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	See Sustainable Development Report, page 67.
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Emissions

GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 58–60.
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GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	See Sustainable Development Report, pages 68–69.
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	305-2 Energy indirect (Scope 2) GHG emissions	See Sustainable Development Report, pages 68–69.
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	305-3 Other indirect (Scope 3) GHG emissions	See Sustainable Development Report, pages 68–74.
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	305-4 Greenhouse gas (GHG) emissions intensity	See Sustainable Development Report, pages 68 and 75.
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	305-5 Reduction of greenhouse gas (GHG) emissions	See Sustainable Development Report, page 75.
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	305-7 NOX, SOX, and other significant air emissions	See Sustainable Development Report, page 76.
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Effluents and Waste

GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 58–60.
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GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	See Sustainable Development Report, pages 76–77.	
	306-2 Management of significant waste-related impacts	See Sustainable Development Report, pages 76–77.	
	306-3 Waste generated	See Sustainable Development Report, pages 76–77.	
	306-4 Waste diverted from disposal	See Sustainable Development Report, pages 76–77.	
	306-5 Waste directed to disposal	See Sustainable Development Report, pages 76–77.	
Supplier Environmental Assessment			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	See Sustainable Development Report, page 77.	
	308-2 Negative environmental impacts in the supply chain and actions taken	See Sustainable Development Report, page 77.	
Social			
Employment			
GRI 401: Employment 2016	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.	
	401-1 New employee hires and employee turnover	See Sustainable Development Report, page 82.	Partial omission. 401-1(a): Total number of new hires is disclosed, but not by age, gender or region. Rates of new hires are not disclosed, by age, gender, or region. 401-1(b): Also, voluntary turnover is disclosed, but not reported otherwise or by age group or gender or region. Reason: Confidentiality constraints. Linde considers additional information regarding human resources data as business confidential and does not disclose this publicly.
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	See Sustainable Development Report, page 83.	
	401-3 Parental leave	See Sustainable Development Report, page 83.	
Labor/Management Relations			

GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	See Sustainable Development Report, page 84.
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	See Sustainable Development Report, pages 80–81.
	403-2 Hazard identification, risk assessment, and incident investigation	See Sustainable Development Report, pages 80–81.
	403-3 Occupational health services	See Sustainable Development Report, pages 80–81 and 83.
	403-4 Worker participation, consultation, and communication on occupational health and safety	See Sustainable Development Report, pages 80–81 and 84.
	403-5 Worker training on occupational health and safety	See Sustainable Development Report, pages 80–81 and 88.
	403-6 Promotion of worker health	See Sustainable Development Report, pages 80–81 and 83–84.
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See Sustainable Development Report, pages 80–81.
	403-9 Work-related injuries	See Sustainable Development Report, pages 84–87.
Training and Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	See Sustainable Development Report, pages 88–91.
	404-2 Programs for upgrading employee skills and transition assistance programs	See Sustainable Development Report, page 91.

	404-3 Percentage of employees receiving regular performance and career development reviews	See Sustainable Development Report, pages 91–92.	
Diversity and Equal Opportunity			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	See Sustainable Development Report, pages 92–93.	Partial omission. The following is not disclosed: 405-1(b)(ii) Percentage of employees by age in breakdown other than total population and 405-1(b)(iii) Percentage of employees by minority group, other than in executive leadership. Reason: Confidentiality constraints. Linde considers additional information regarding human resources data as business confidential and does not disclose this publicly.
	405-2 Ratio of basic salary and remuneration of women to men	See Sustainable Development Report, page 93.	
Non-discrimination			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	See Sustainable Development Report, pages 93–94.	Partial omission. The following are not disclosed: 406-1(a) and 406-1(b) The number of discrimination incidents and their corrective actions is not completely reported, separately within the total number of hotline reports. Reason: Confidentiality constraints. Linde considers additional information regarding human resources data as business confidential and does not disclose this publicly.
Freedom of Association and Collective Bargaining			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	See Sustainable Development Report, page 94.	
Child Labor			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.	

GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	See Sustainable Development Report, page 95.
Forced or Compulsory Labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	See Sustainable Development Report, page 95.
Security Practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.
GRI 410: Security Practices 2016	410-1 Security personnel trained in the organization's human rights policies or procedures	See Sustainable Development Report, page 95.
Rights of Indigenous Peoples		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	See Sustainable Development Report, page 95.
Local Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	See Sustainable Development Report, page 96.
	413-2 Operations with significant actual and potential negative impacts on local communities	See Sustainable Development Report, page 106.
Supplier Social Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	See Sustainable Development Report, page 107.
	414-2 Negative social impacts in the supply chain and actions taken	See Sustainable Development Report, pages 107 and 110.
Public Policy		

GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.
GRI 415: Public Policy 2016	415-1 Political Contributions	See Sustainable Development Report, pages 111–112.
Customer Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	See Sustainable Development Report, page 112.
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	See Sustainable Development Report, page 114.
Marketing and Labeling		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	See Sustainable Development Report, page 114.
	417-2 Incidents of non-compliance concerning product and service information and labeling	See Sustainable Development Report, page 114.
Customer Privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 80–81.
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	See Sustainable Development Report, page 114.

Linde plc

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P-15-756