



Diversity. A word comes alive.

Diversity at Messer

Diversity, equal opportunity and treating one another with respect are anchored in our Company Values. Our forward-looking and sustainable HR policies ensure a level playing field for professional success, respect cultural differences, and promote interaction among each another. For Messer, diversity is essential to innovation and sustainable business success, and mutual trust and respect form the basis of our corporate culture.

The goal of our diversity management program is to create a respectful work environment that is free of prejudice. With that purpose in mind, we have established an interdisciplinary initial Diversity Team with the intent to expand it to the other regions. Contact persons responsible for diversity management will continue to strengthen and anchor it in our country subsidiaries.

Since 2019, Messer has been a recipient of the Total E-Quality Award for equal opportunity in personnel and organizational policy with the special citation for diversity. Valid for three years, the award is supported and recommended by the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth as well as by the German Federal Ministry of Education and Research. In addition, we are signatories to the "Diversity Charter" (Charta der Vielfalt), an initiative that promotes diversity in companies and institutions under the patronage of German Chancellor Dr. Angela Merkel.

Messer's diversity team
can be reached by e-mail for
all inquiries and suggestions:
diversity@messergroup

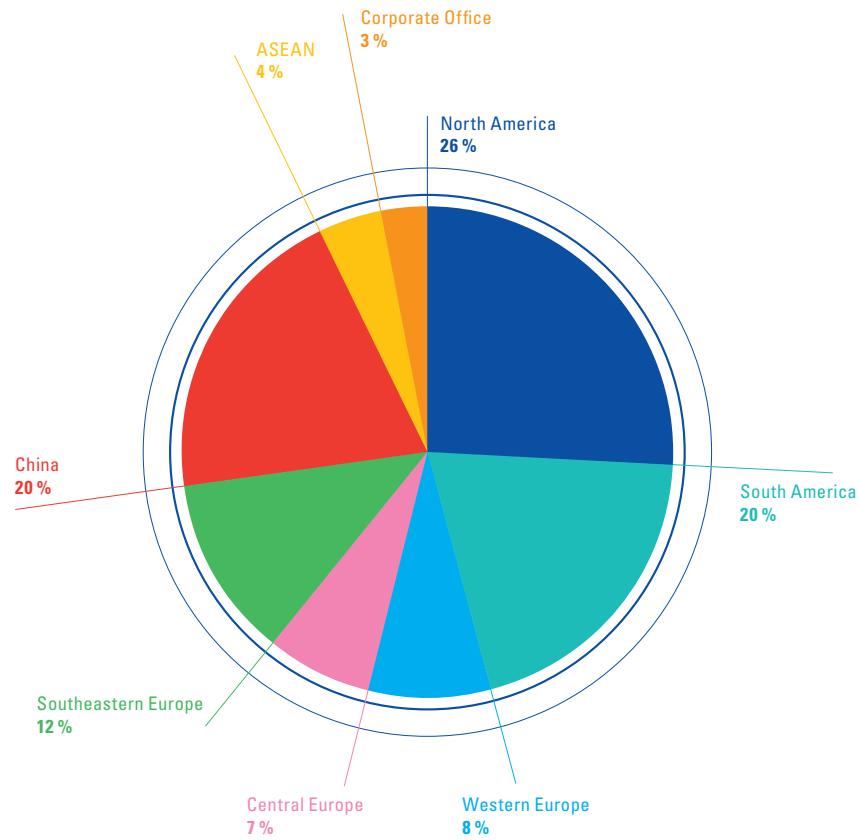
In the context of business, the term "diversity" is the presence of differences and representation of multiple identities such as: age, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, religion, sexual orientation, socio-economic status, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, talents and other individual differences. It refers to the wide range of people who work for a company and within its social environment.

In this sense, "inclusion" means the assurance that the thoughts, ideas and perspectives of all individuals matter. Inclusion is to ensure that everyone who is diverse feels welcomed and is welcomed. When there is inclusion, our people, our teams, and our company is truly inviting to all, creating engagement and belonging.

Diversity management, also known as Diversity & Inclusion management, seeks to create an environment where all of us accept, respect, and value the differences of multiple identities and truly welcome an individuals' diverse ideas and perspectives. In doing so, we shape an open and creative company culture, providing every individual an equal opportunity to thrive. We value different people equally and benefit from diversity for example, in diverse teams. Acknowledgment of all people, irrespective of differences, forms the basis of all diversity management goals. In so doing, it aligns with our focus on people excellence, recognizing and understanding potential. At the same time, it aims to reinforce an atmosphere of inclusion that affords equal opportunity to all.

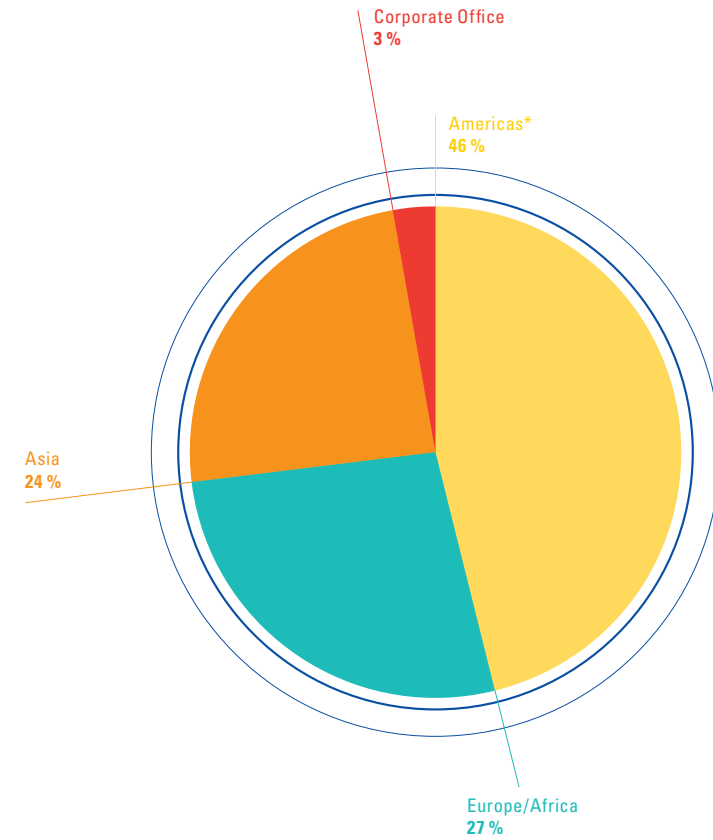


Total Workforce by Region



This figure shows the total workforce classified according to regions in which Messer operates. The Corporate Office in Germany is listed separately.

Total Workforce by Continent



* Nearly half of the workforce – 46 percent – is employed in North and South America.

From word to fixed value to measurability

Since 2020, diversity has been included in Messer's strategic sustainability process as a Key Performance Indicator (KPI). The 17 global Sustainable Development Goals of Agenda 2030 of the United Nations flank the structure of our sustainability reporting. Within the framework of diversity management, Messer supports the goal of gender equality (UN Goal 5).

What are our objectives?

Messer's goal is to increase the share of diverse management teams throughout the Group to 30 percent by raising the share of women in the first and second levels of management.

The general managers in our Corporate Office and in our national subsidiaries constitute the first level of management; the second level of management refers to people who report directly to the first level.



From theory to transparent practice

In 2020, Messer published the first Diversity Report for 2019. In the present Diversity Report 2020 we show accumulated data through December 31, 2020. The key indicators of the workforce relative to male or female gender are collected anonymously along with length of company service, age distribution and nationality.

This monitoring will help us achieve the established objectives and manage the subject. For various region-specific reasons (e.g. data privacy or contractual conditions), data concerning the employment of disabled persons and the sexual orientation of our employees are not recorded. Nor do we disclose any data concerning the religion, ideology or social origins of our employees.

As of December 31, 2020, Messer employed 11,037 people (headcount) in Europe, Asia and the Americas.

“Disruptive technologies, a rapid reordering of our economy’s foundations, dynamic entrepreneurial environments, the networking of the world and geopolitical upheavals, the global effects of the pandemic and the increasingly apparent climate crisis – we are experiencing epochal transformation on a scale not seen since the Industrial Revolution of the 19th century. As then, this entails profound societal changes. In less than the span of a single generation, our methods of communication and collaboration have undergone radical metamorphosis. Our experienced reality is becoming increasingly complex, and the pace of that is accelerating. At the same time, a universe of business opportunities is opening up. To find solutions for the 21st century’s challenges and seize its opportunities, we need so-called “21st century skills” such as critical thinking, creative problem-solving, communication and collaboration.

In the course of my professional life, I’ve found that these skills flourish best in diverse teams. Appreciating differences and encouraging different perspectives make organizations measurably more successful. Because diversity helps us handle complexity better. For large companies like Messer, multinational business activities and contacts offer special potential. Diversity in the sense of cultural and national variety, but also diversity in terms of gender, sexual orientation, social origins, educational background or professional experience and technical expertise – all of those differences belong to the people who work at Messer. One of the most important tasks of any manager is to nurture those differences and thereby leverage their business benefits when forming teams, but also when developing talent and providing advanced training.

In that respect, diversity is more than just a quality of teams: it is also an attitude of managers. While serving as a member of the Supervisory Board of Messer, this attitude has made a particularly strong impression on me. Not only in terms of the composition of the Supervisory Board or the quality of the dialog there, but rather also with regard to the people from other levels who reported to us on the Supervisory Board. On the Supervisory Board of Messer, I meet everyone the world over.

I wish all colleagues the same joy in diversity that Messer offers!”

Dr. Nathalie von Siemens

Member of the Supervisory Board of Messer

For us, diversity is more than just a word

“The cultural diversity of our employees, with whom we work to achieve our shared corporate objectives worldwide, never ceases to amaze me.

There are different ways to achieve our objectives, of course, and it is the role of our diversified management to combine these according to best practice principles. A diverse leadership team then provides the ideal conditions. That’s why it’s also my personal goal to staff our management ranks with a wider range of nationalities, broader cultural backgrounds, a higher proportion of women and more diversified professional expertise.”

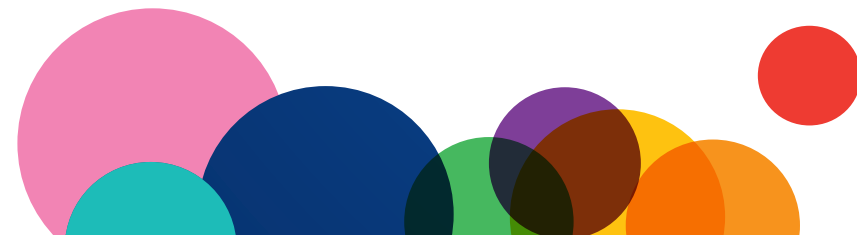
Stefan Messer,

Third-generation-shareholder and chairman

“With the Diversity Report and the systematic collection of diversity data, we are laying the foundation and creating a tool for personnel development, in order to “manage” diversity and actively steer the company toward the achievement of our established diversity goals. As a family of owners, we are particularly pleased with the positive acceptance of the topic of diversity at Messer. We’re a global company, and the more diverse the better!”

Marcel Messer,

Fourth-generation-shareholder and advisor to the Management Board



Only those who ask get answers



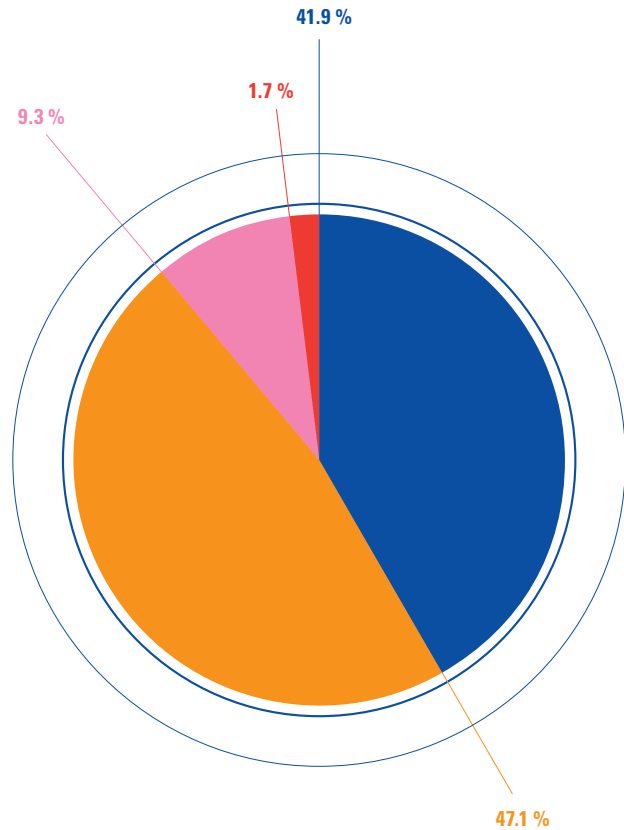
Messer conducted anonymous employee surveys in Europe and the Americas in 2020.

In Europe, 1,421 people participated in the survey; that represents 46 percent of the European workforce. The results point to an emphasis on work safety as well as a strong, committed corporate culture: 94 percent of participants indicated that they are proud to work for Messer. The average length of company service also bears that out. 89 percent of survey participants confirmed that they feel good about the direction in which Messer is moving. When asked to name three areas on which our local management is focusing greater attention, respondents identified employee development, communication and digitalization. In the context of diversity management, the employee survey was also used as an instrument to raise the employees' awareness of diversity. Participants were also asked whether they felt discriminated against due to one or more aspects of diversity, and in what way they informed the company of this.

Since 2019, Messer Americas has been conducting annual anonymous surveys to determine the needs and requirements of the workforce and to establish appropriate employee development programs. 54 percent of employees in the Americas participated in the 2020 survey. The results indicate that employees are proud to work at Messer, they agree with the mission of Messer Americas and are positive about the direction the company is heading. They believe that safety is a top priority of senior management and they know how to contribute to the business strategy in their day-to-day jobs.

How well is Messer doing with regard to diversity?

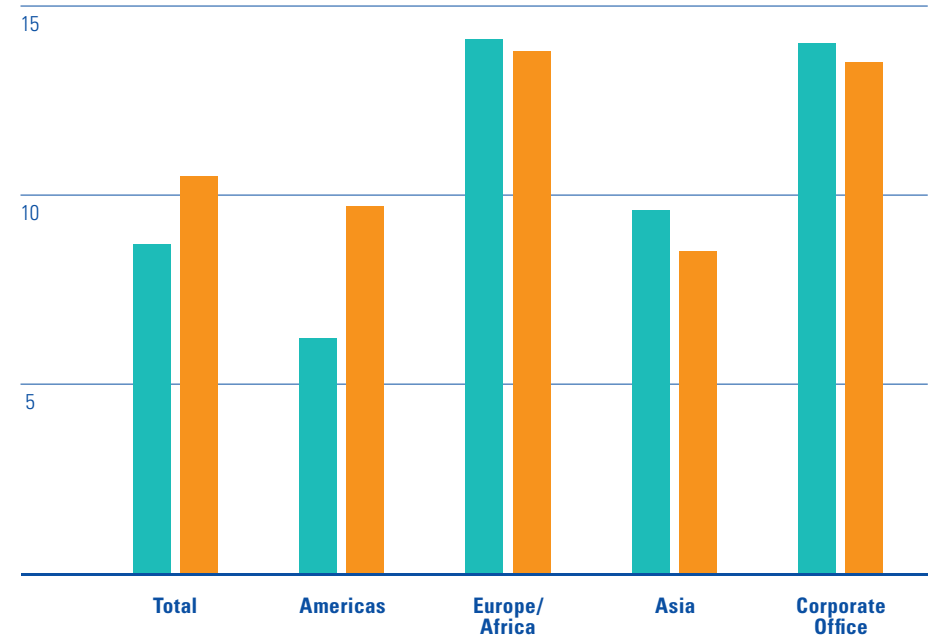
European Employee Survey



● Well positioned
 ● On the right track
 ● Somewhat weak
 ● Poorly positioned

Average Length of Service per Continent

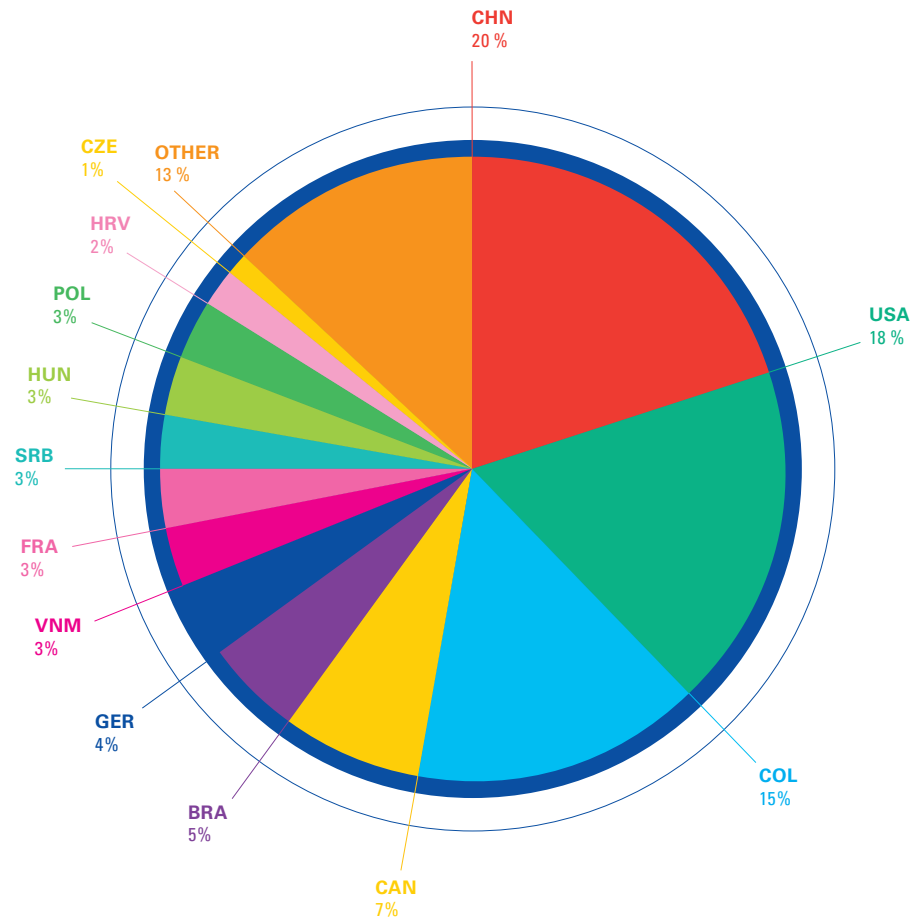
In years



This figure shows the average length of company service of the overall workforce classified by women, on average, overall (total) and by region. The Corporate Office in Germany is listed separately. Length of company service is longest here and in Europe. The high average length of service is an indicator of employee satisfaction.

● Women
 ● Average

Total Employees by Nation



Messer: Colorful and diverse like the world

People from more than 60 nations work at Messer. Cultural diversity is an intrinsic part of our corporate culture. Open dialog and in-house transmission of expertise are important to us.

That's why we promote the establishment and maintenance of cross-regional and intercultural networks. In 2020, employees participated 15,559 times – in most cases virtually – in site conferences or network meetings for strategic integration or know-how transfer. By contrast, that figure was 8,369 in 2019.

Information concerning a person's national origin, when it differs from the country where they work, is provided on a voluntary basis. For that reason, some subsidiaries do not store data relative to the national origin of individuals. Accordingly, we list the share of employees (in percent) in the countries where we operate.

Consistent participation of women around Messer worldwide

The representation of women employees at Messer was 28.4 percent in 2020 versus 29.5 percent in the previous year. That figure includes the female employees in the healthcare business of Messer Americas. The share of women in first and second level management positions was 24.1 percent versus 26.2 percent in 2019.

The decrease was partly due to a 9.1 percent reduction in the representation of women in the Corporate Office, which was attributable in part to a change in the definition of second level management: Since the start of 2020, employees in charge of teams or projects that report to first level management are now also counted as part of second level management. Previously, anyone who reported to first level management as a Senior Vice President was considered to be a manager.

Messer operates in the market environment on a decentralized basis. This means that each of our subsidiaries are responsible for their own hiring and talent management processes locally, including attracting and retaining women and minorities for managerial roles. In future, a network will promote sharing and use of best practices. Corporate is responsible, on the other hand, to audit processes and improve them through targeted consultation. The corporate diversity team will propose measures and will provide substantive information to further raise awareness for diversity.

Equity in compensation

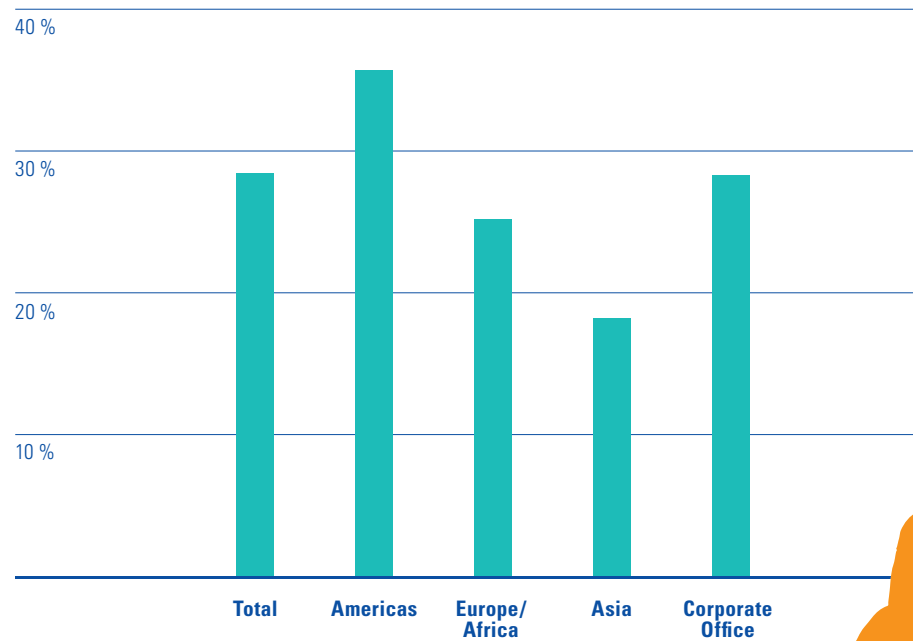
We want to increase the share of women who work at Messer – sustainably and over the long term. To that end, among other things, the question of equal pay at Messer was selectively analyzed in 2020. For example, a study was conducted to determine whether there are any inappropriate systematic inequalities in remuneration. A review of salaries paid to women and men in comparable functions revealed no gender-specific discrimination against women.

To that end, salaries were calculated on an annual basis and, where necessary, extrapolated on a full-time basis, and then grouped according to comparable responsibilities. Within those groups, results were weighted according to professional experience as expressed in years of employment.

Our salaries are based on function, market, performance, education, experience and number of years of service, as well as any collective wage agreements or comparable collective wage agreements and adjustments for inflation. It goes without saying that our remuneration policy makes no distinction among genders.

Portion of Women in the Total Workforce

In percent, by continent

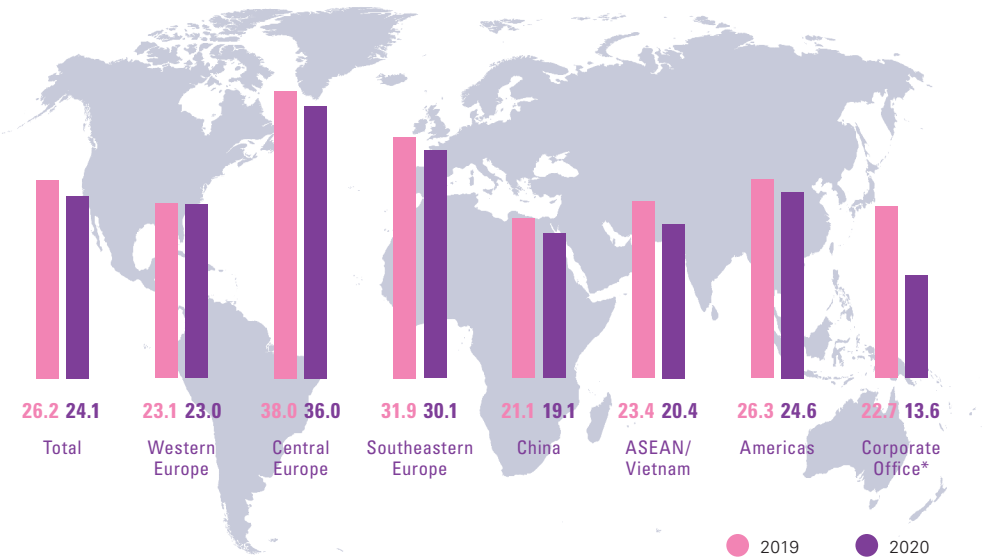


The representation of women employees at Messer was 28.4 percent in 2020 versus 29.5 percent in the previous year. This figure also includes the female employees in our healthcare division in Colombia. The Corporate Office in Germany is listed separately alongside the continents.



Trend of Representation of Women in 1st and 2nd Management Levels

In percent, by region

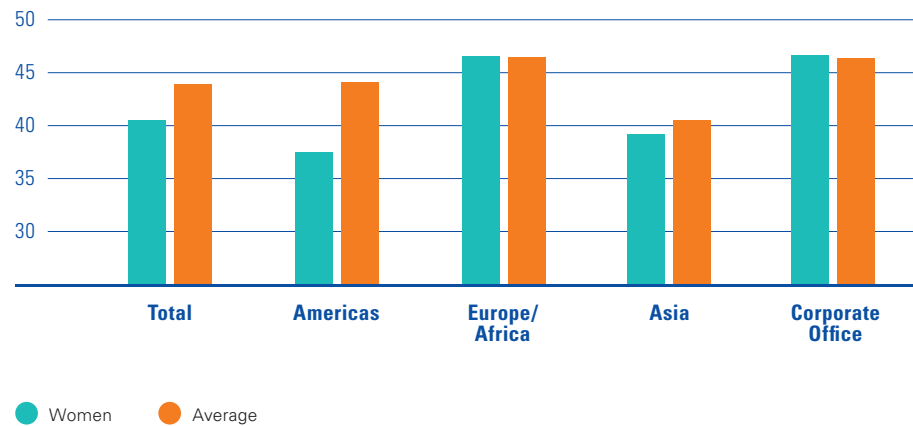


*Reduced share in 2020 due to a change in definition in the second management level.

A combination of experience and new perspectives

Average Age of Overall Workforce by Continent*

In years



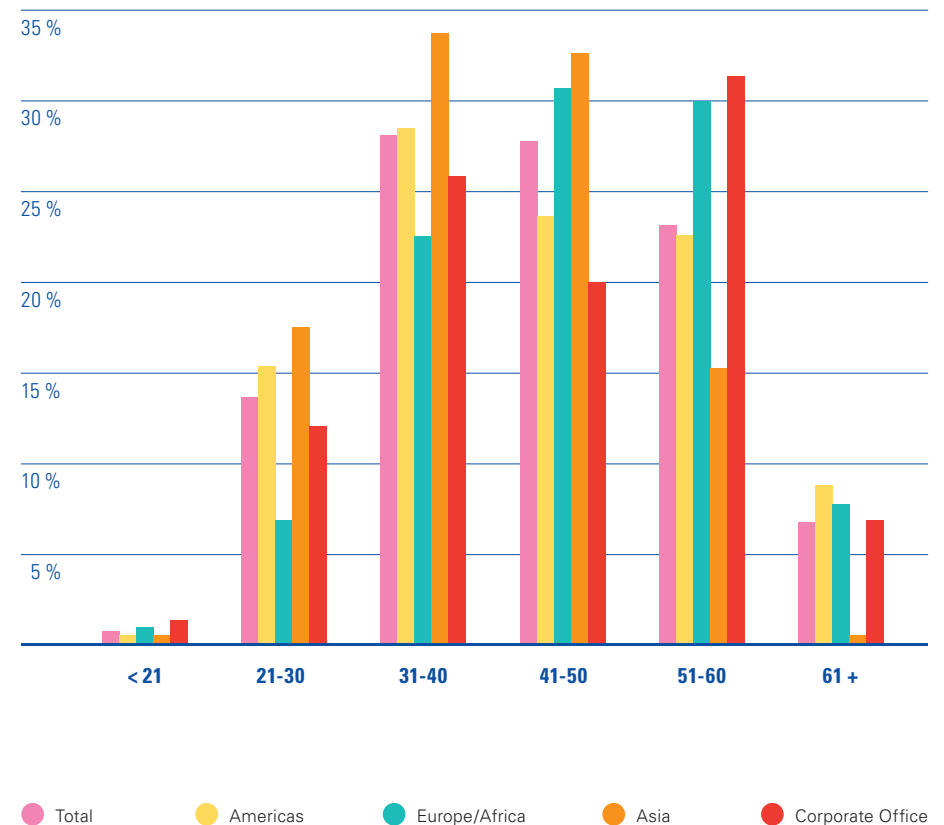
Messer is a family business with a tradition spanning more than 120 years. We welcome the many long years of loyalty and experience that our employees bring. We also benefit from the new perspectives and experience that newly hired Messer employees contribute to our company.

The share of women in the workforce is continuously increasing as the average age of employees decreases. That is an indicator of a sustainable increase in the share of women in the overall workforce in the future.

*The average age of the female employees at Messer is 40.3 years; the average is 43.9 years.

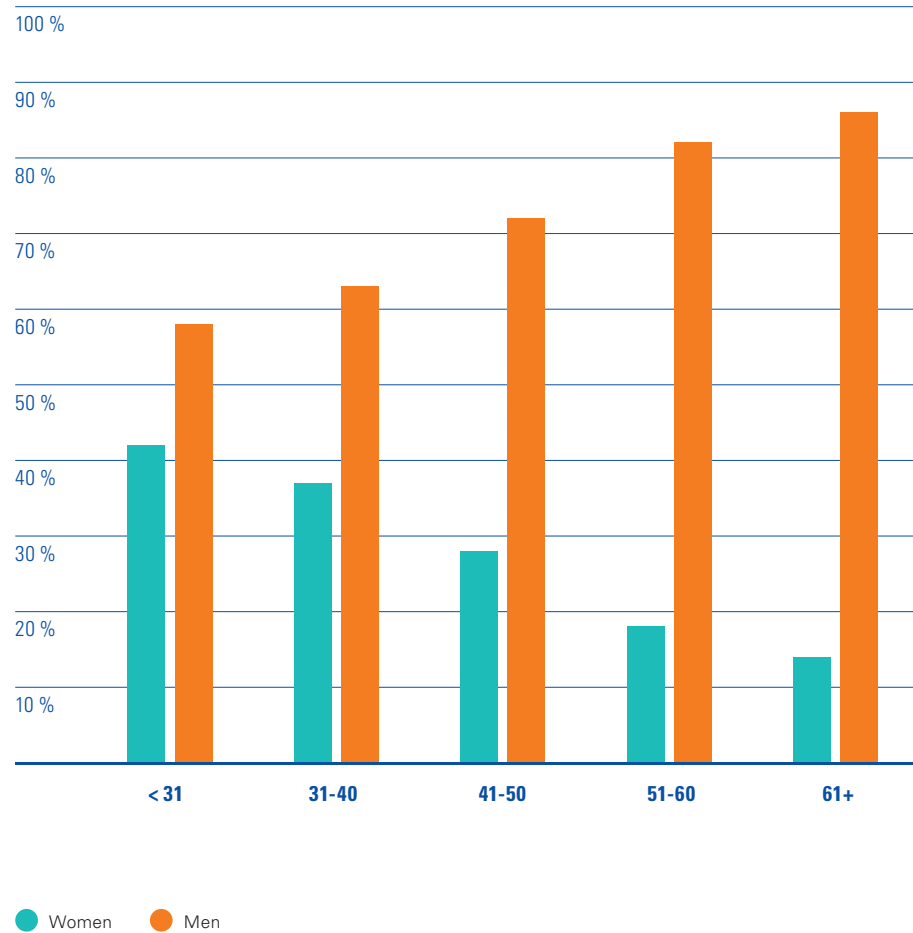
Age Distribution by Region

Percentage, in years



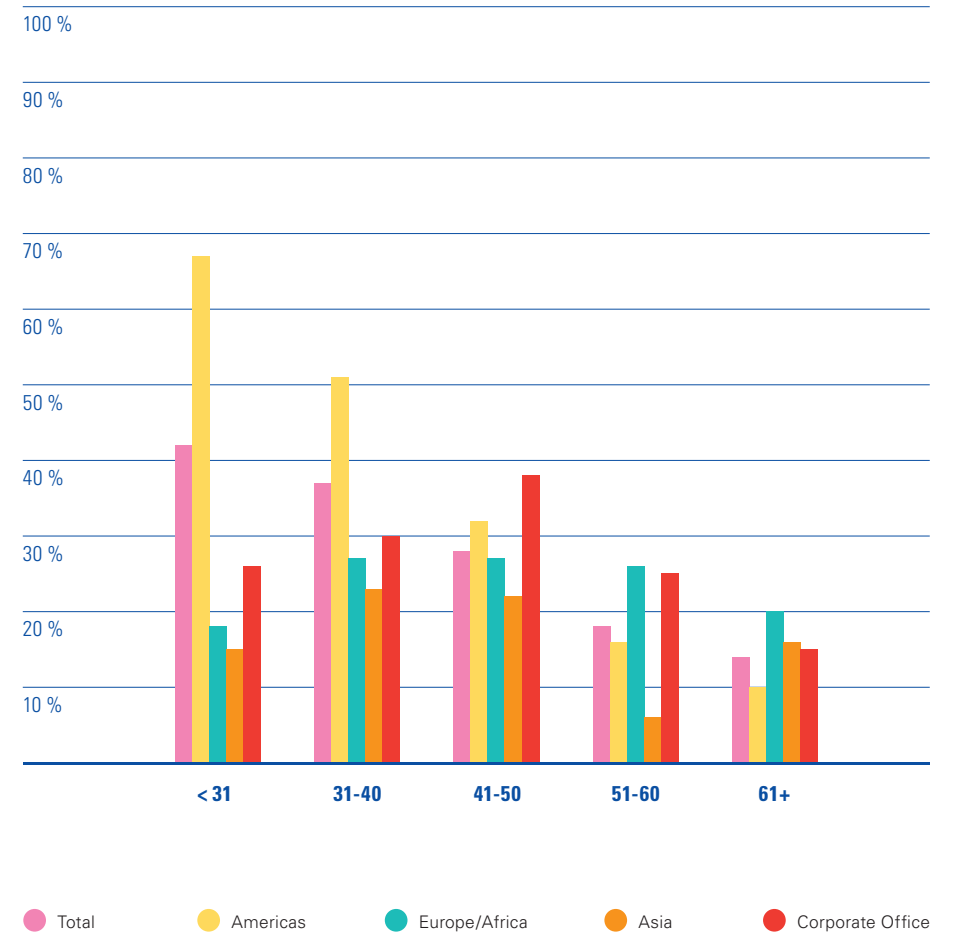
Percentage of Women and Men by Age Group

In years



Percentage of Women by Age Group in the Regions

In years

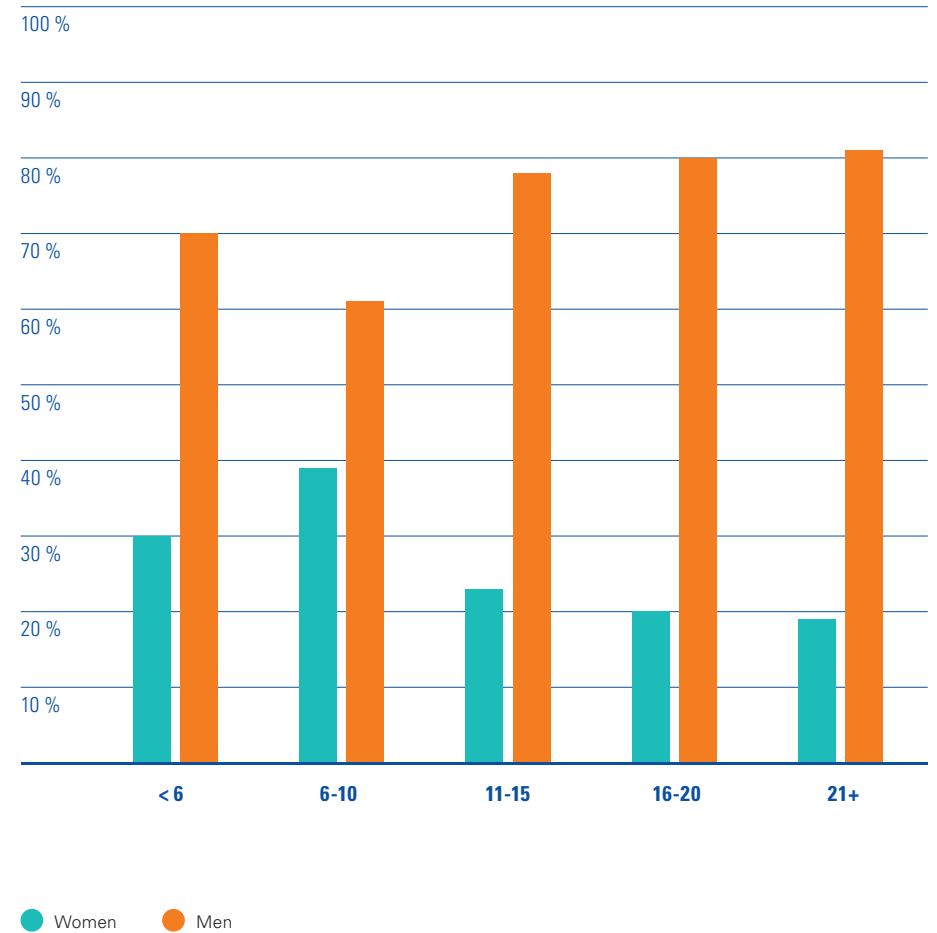


Loyalty is not a question of gender

In 2020, the representation of women among newly hired employees fell slightly. Nevertheless, the proportion of women to men classified according to length of company service shows, that the proportion of women has grown over the last 10 years.

Percentage of Women and Men per Length of Service

In years



Not just talk but living by example

Visible expressions of a truly practiced diversity culture include the activities and metrics designed to reinforce what the people at Messer have in common.

One of the first steps is a shared understanding of diversity at Messer. Our strengthened diversity communications and diversity training programs are designed not only to promote diversity, but also to demonstrate what the different people who work at Messer share in common. With that in mind, one of the programs we launched was a new communication tool. An employee app rolled out internationally for use by both the commercial and the administrative workforce makes the communication about diversity easier.

The app's social media-style posts are flanked by extensive interviews and cover stories from the company's international employee magazine.

Our training program on unconscious bias will enable employees to identify and mitigate bias relationships between the various distinguishing characteristics of diversity. Supported by both introductory and advanced presentations, the training program will first be provided to the general directors of the international companies and to the managers in the first and second management levels as well as to all employees in the German-speaking countries. Our subsidiaries are also launching specific training, such as in Americas. It is our hope that this will raise awareness for possible unconscious bias in recruiting processes and promote respectful treatment in the different management levels starting with the leadership.

We would like to attract and retain talented individuals to work for Messer. We will succeed when we make full use of the potential shaping an open and creative company culture, providing every individual an equal opportunity to thrive.

We are continuously building measures and structures that will make us into a diversity-based company. That includes equality, anti-discrimination and inclusion.





charta der vielfalt



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