



MAKE A DIFFERENCE

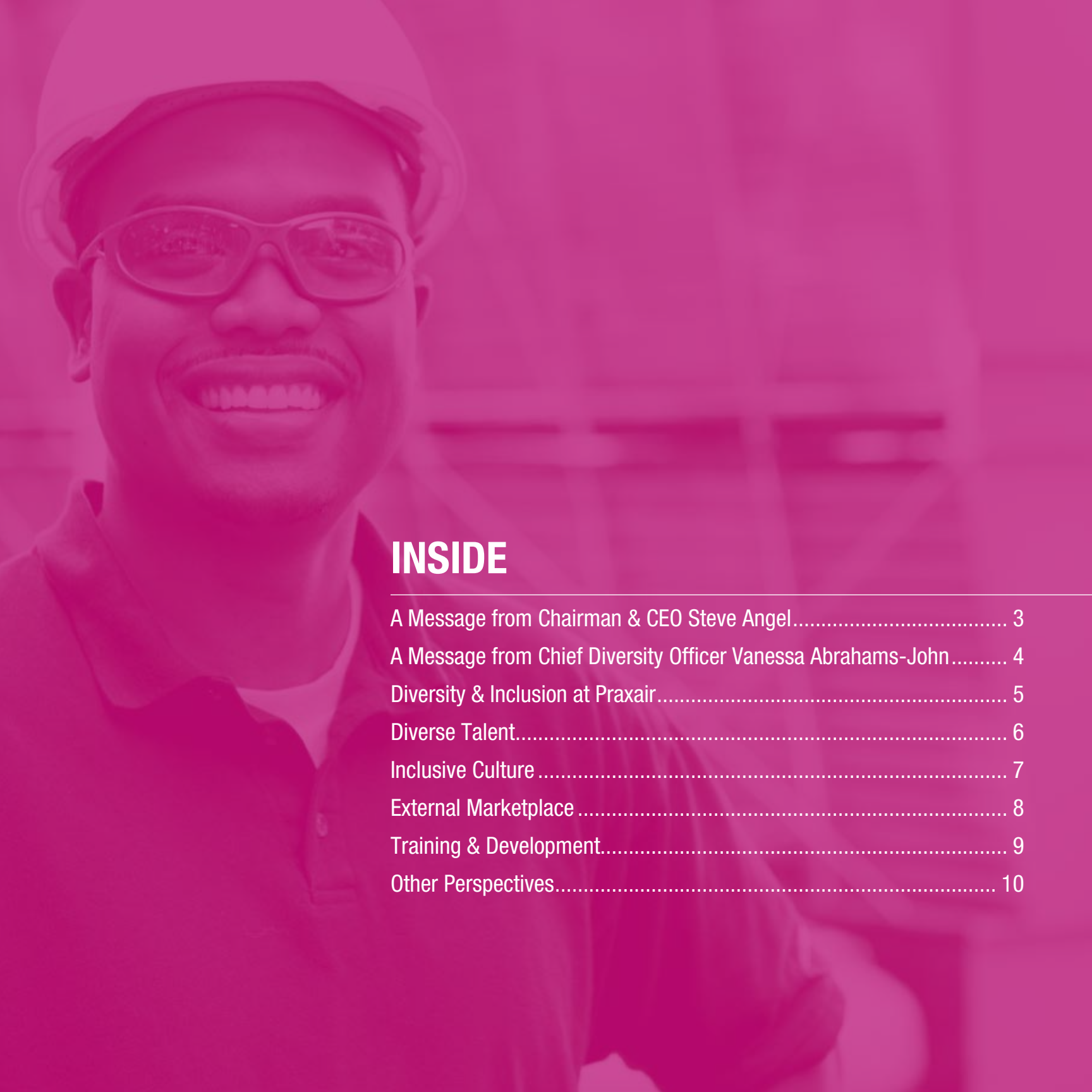
# diversity & inclusion



2014

Where your talent makes an impact

**PRAXAIR**  
*Making our planet more productive*



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# A Message from Chairman & CEO Steve Angel

To be successful in today's global economy, a genuine commitment to diversity and inclusion isn't an option, it's a necessity.



At Praxair, we believe that in order to provide the greatest value to our employees, customers, shareholders and communities, we must always be willing to look beyond ourselves and those like us. We must become comfortable with the unfamiliar and encourage, appreciate and celebrate new and diverse opinions, ideas and talents.

Attracting and developing the right people ensures that we maintain a high-performance culture – which is so critical to our continued success. We do this by providing dynamic leadership, a challenging work environment, competitive pay and benefits, and rewards and recognition for outstanding performance. We also do this by hiring and developing the best talent we can find, which means we must recruit from an all-inclusive talent pool.

At Praxair, being good is never good enough. And while we still have work to do, I am pleased with the commitment and focus that our team has on establishing our company as an employer of choice, maintaining a strong pipeline of future leaders and continuing to aspire to create a global culture of inclusion.

There is a world of knowledge, expertise and innovation at our fingertips and the more we leverage it, the stronger we become. A diverse and inclusive workforce not only provides a competitive advantage – it separates the good from the great.

Sincerely,

A handwritten signature in black ink that reads "Steve Angel". The signature is written in a cursive, flowing style.

STEVE ANGEL

Praxair Chairman & Chief Executive Officer



## A Message from Chief Diversity Officer Vanessa Abrahams-John

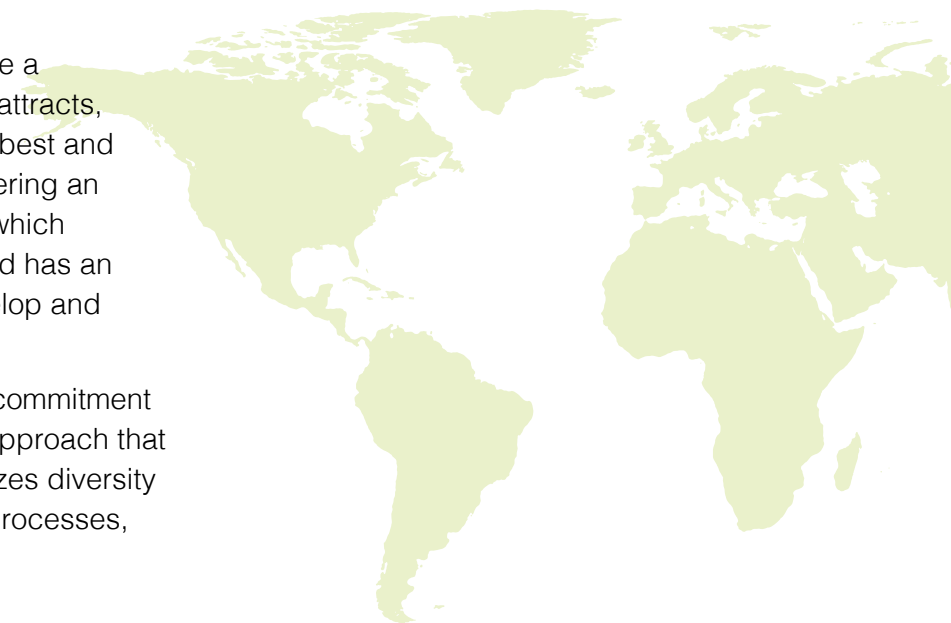
Praxair is the best performing industrial gases company because we embrace and leverage diverse talents, skill sets and experiences to fuel innovative work solutions in order to gain a competitive advantage in the global marketplace. This proactive approach toward diversity and inclusion is reflected in one of Praxair's core values – to have the “right people” in the global communities in which we operate and live. Our approach is intentional because we understand the best ideas and solutions start with harnessing diverse capabilities and skills from all employees.

Overall, we strive to create a sustainable platform that attracts, develops and retains the best and brightest talent while fostering an inclusive environment in which everyone is respected and has an equal opportunity to develop and succeed.

Praxair demonstrates its commitment through a multipronged approach that embeds and operationalizes diversity and inclusion into talent processes,

manager training and development, employee resource groups, community engagement, philanthropic giving, supplier diversity and more. Through partnerships with educational institutions and diversity-based organizations, we are strengthening our talent pipeline for diverse talent.

As our communities and our customers become increasingly globalized and diverse, Praxair is able to maintain its competitive advantage through proactive and strategic diversity and inclusion management.



# Diversity & Inclusion at Praxair

ANNUAL CELEBRATION OF

## Cultural Diversity Day



**Annual  
Chairman's  
Award  
Recognizing  
Diversity  
Leadership**



**EMPLOYEE  
RESOURCE  
GROUPS** to  
Engage  
Women &  
Millennials  
(*Connections  
and MERGE*)

**Regional Diversity  
Councils** in Asia,  
South America and Praxair  
Technology Center

**inclusion initiatives**



**International  
Women's Day  
in Praxair's  
Global Regions**



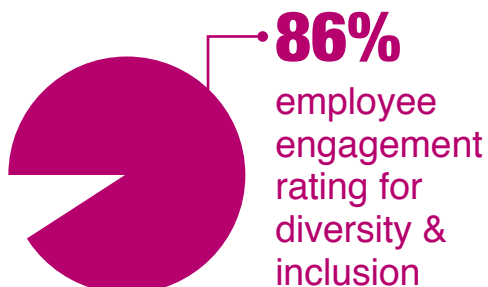
**Integrated diversity,  
inclusion and talent  
acquisition team**



**GENEROUS SUPPORT OF DIVERSITY-FOCUSED  
ORGANIZATIONS THROUGH PRAXAIR'S GLOBAL  
GIVING PROGRAM**, such as the Jackie Robinson  
Foundation, Executive Leadership Council, National Black  
MBA Association, Out & Equal, AMBYESE, Society of  
Women Engineers, Society of Asian  
Scientists & Engineers, and Ascend



**► Diversity Lunch & Learns**



**1,200 MANAGERS  
TRAINED ON MANAGING  
DIFFERENCES**

## Diverse Talent



Praxair operates in more than 50 countries worldwide and serves customers in more than 20 industries. Our customers range from individuals and small neighborhood businesses to companies that span the globe. To ensure Praxair is always positioned to help make our customers and our planet more productive, we embed diversity in our talent management practices – from recruitment and hiring to onboarding, training and development.

Strategic relationships with universities and professional associations enable Praxair to engage and inspire the next generation of engineers and business leaders. Together with our partners, we open doors to educational opportunities and build a diverse talent pipeline that will drive Praxair's success.

In the communities where we live and work, Praxair is committed to making a difference. As part of our community engagement and global giving initiatives, we support organizations dedicated to furthering opportunities for all diverse groups, including minority groups, veterans, people with disabilities and the LGBT community.

At work, we celebrate diversity and foster inclusion. All employees are welcome to forge and join employee resource groups to enhance inclusion and collaboration. At the same time, mentoring, sponsorship, training and succession planning protocols serve to develop and nurture the skills and talents of our global employees.



### AROUND THE WORLD

White Martins' robust partnerships and career fairs with Brazil's top three universities are increasing our diverse talent pipeline. In 2014, 54% of interns hired were female and 26% were afro-descendant. In addition, 33% of participants in the Youth Talent Program were female engineers.

# Inclusive Culture

Our goal is to foster an inclusive environment that welcomes people of all backgrounds and inspires them to give their best. We want all employees to feel challenged and valued so that together they can perform at their highest capacity and have the greatest possible impact on our customers, our business and our shareholders.

Praxair's strategy is both global and regional. Business leaders in South America, Asia and North America direct regional diversity councils that define, cascade and measure local diversity efforts.

For example, in our regions leaders show commitment by hosting diversity forums, facilitating think tanks on inclusion, and participating on the boards of organizations that support diverse segments of our population. Most importantly, they conduct working sessions that enable Praxair to leverage inclusion as a strategic business advantage.

At the same time, we continue to build an inclusive mindset through ongoing communications and events, such as our annual Global Diversity Day and International Women's Day celebration. We design these events to celebrate diversity and provoke discussion, and make them even more meaningful by tailoring activities in each region of the world.



## AROUND THE WORLD

Our operations in Asia foster an inclusive culture with employee engagement and career development programs and events like Toastmasters, Career Day, Diversity Forums, Women's Day events, social events and more.

## External Marketplace



Making our planet more productive is our mission. To deliver on this mission to customers worldwide, we need diverse talent and the best and broadest pool of qualified suppliers. We must also maintain our reputation as a good corporate citizen committed to making a difference in the communities where we live and work. Finding and retaining the best talent and suppliers is easier when we are actively reaching out and supporting our communities.

Through our global giving program, we support diversity-based organizations in our communities worldwide. We give our employees the same opportunity through a generous matching gifts program. For example, in the U.S., we support organizations like:

- **Jackie Robinson Foundation**, focused on the advancement of higher education among underserved populations.
- **Society of Women Engineers**, focused on building and nurturing young students' interest in pursuing an education and career in engineering.
- **Out & Equal**, dedicated to achieving workplace equality for lesbian, bisexual, gay and transgender employees.

To source the best pool of services and products from a diverse supplier pipeline, Praxair has joined the National Minority Supplier Diversity Council. More importantly, we are enhancing and formalizing supplier diversity goals and practices company-wide.



### AROUND THE WORLD

Named one of the best companies to work for in Mexico for the third consecutive year and a Socially Responsible Company for the fourth consecutive year, Praxair Mexico prides itself on community outreach focused on women, the elderly and people with disabilities.

# Training & Development

At Praxair, our training and development goal is to inspire innovation, operate safely and help all employees perform at their full potential. Praxair employees learn and develop on the job and from other people as well as through formal training. In 2014, we enhanced our commitment to developing our workforce by adding an important dimension – diversity and inclusion.

Praxair launched the first formal diversity and inclusion training module, focused on improving each manager's ability to engage a diverse workforce. To date, over 1,200 Praxair mid-level managers in Brazil, Canada and the U.S. have participated in this training. Through the program, they learn how to create a work environment that includes and values all employees and their contributions. By motivating all employees to perform at their highest level, inclusion becomes a guiding principle for developing an industry-leading workforce.

In addition to this formal training, employees worldwide have access to e-learning tools that can help strengthen their understanding of diversity and develop the skills needed to succeed in a global business environment.



## AROUND THE WORLD

In Europe, special training and development opportunities gave career development program participants insight into senior leaders' diversity and inclusion priorities. Guest speakers in Spain promoted awareness of successful women in business. And employees in Italy participated in a survey and training to raise diversity awareness.

# Other Perspectives

“DIVERSITY AND INCLUSION MEANS TO ME THAT EVERYONE HAS A SEAT AT THE TABLE AND FEELS WELCOME ENOUGH TO MAKE A CONTRIBUTION. WE WOULD NOT HAVE A SUCCESSFUL COMPANY TODAY IF WE DID NOT HAVE THE DIVERSITY OF THOUGHT THAT COMES FROM A BROAD ENGAGED TEAM.”

CINDI HOOVER  
*R&D Director*



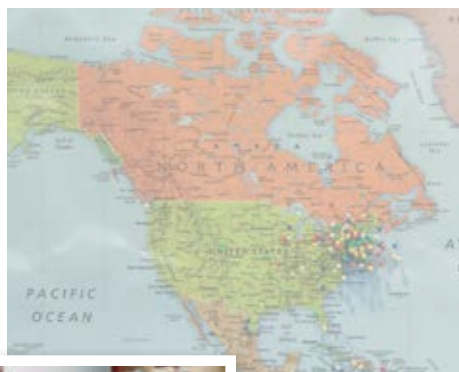
**“I’VE SEEN DIVERSITY AND INCLUSION DEMONSTRATED EVERY DAY AT PRAXAIR** through bulletins, safety tip updates, monthly safety meetings, driver forums and management involvement in the day to day operation of a worldwide company. Everyone is on board in helping the company achieve economic success, their own success and each individual plant's success.”

**Paul LeDuc**, Professional Truck Driver



THE BEST  
**FAMILY FRIENDLY  
COMPANY**  
CERTIFICATION  
IN KOREA



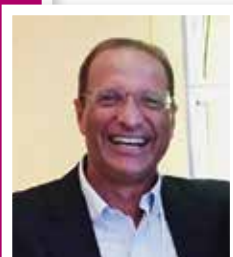


“I've enjoyed the learning opportunities that come with working for such a diverse customer base. This has provided me challenging and dynamic working assignments and I've been very fulfilled with my experience working for Praxair.”

**MERCEDE BARNES**  
Core Account Manager

Recipient of Praxair's  
Diversity Leadership  
Award:

**DOMINGOS BULUS**  
President,  
Praxair South America



**SUPER  
EMPRESAS  
EXPANSION  
2014**



**EMPRESA  
SOCIALMENTE  
RESPONSABLE**

**Movimiento  
Congruencia**  
Somos la fuerza de las empresas

**efr** certificado en  
conciliación  
empresa grande  
ES-145/01-2014 / AUDELCO





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