



# Air Liquide and its Vigilance Plan

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March 2024

 Air Liquide

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Air Liquide's Vigilance Plan is published in the [2023 Universal Registration Document](#). It is communicated in this document, for information purposes, with the addition of a presentation of the Group and its activities, as well as pictures and graphic illustrations.

# Inventing a sustainable future, is the ambition of the Air Liquide Group

Air Liquide, a world leader in gases, technologies and services for industry and health, has been building its leadership since 1902.



## **/ Climate, health, energy, mobility, sovereignty, the digital revolution...**

There are many global societal challenges that call for immediate – and collective – responses.

## **/ At Air Liquide, we are ready.**

**Ready to deploy our solutions wherever they are needed**, and ready to accelerate whenever the situation requires it. Whether it is supporting our customers on their decarbonization journey, working alongside caregivers and patients faced with an evolving healthcare sector, deploying hydrogen to make mobility more sustainable, or contributing to the growth of digital technologies, we offer concrete solutions to help society move forward.

## **/ Our quest to provide ever more useful solutions for the world is made possible**

by the ingenuity of our employees, our technological expertise, and the infinite potential of our essential small molecules. It is by putting these strengths to work for the community that our Group contributes, in its own way, to human, social, and environmental progress.

## **/ It is with this vision, and with the engagement/commitment of our teams and the confidence of our stakeholders**, that we are moving forward and taking action to create a more sustainable future today.

# Air Liquide places Sustainable Development at the heart of its strategy

*Beyond Air Liquide's commitment to ACT for a sustainable future revealed in March 2021 in its Sustainable Development Program, the Group's ambition is to contribute to a more sustainable world. Having published its new strategic plan ADVANCE for the 2022-2025 period, Air Liquide places its environmental, societal and governance (ESG) commitments at the heart of its strategy and making them a license to operate. The Group's growth model is now based on the principle of a global performance that combines economic performance and sustainable development.*

March 2021

Sustainable Development Program

## ACT



**ACTING** for a low-carbon society



**ACTING** for Health



**ACTING** as a Trusted Partner

Group's new strategic plan

March 2022

## ADVANCE // // // //



**DELIVERING** a solid financial performance

and beyond..



**DECARBONIZING** the planet



**UNLOCKING** progress via technologies



**ACTING** for all

# Description of activities



The Group classifies its activities as follows: **Gas & Services, Engineering & Construction, Global Markets & Technologies, and all serve one unique business, that of industrial gases.**

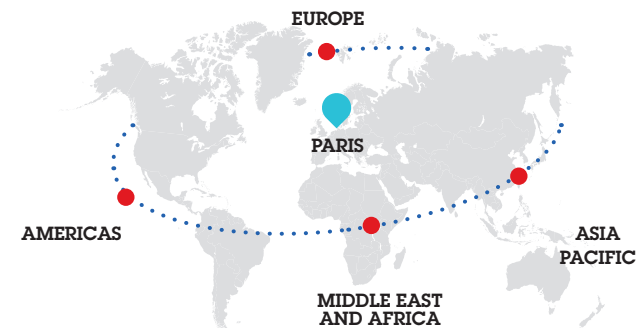
The four business lines comprising the Gas & Services activities are closely tied by a strong industrial mindset where local production is key in order to limit transport costs. Therefore, Air Liquide gas production units are located throughout the world and can supply many types of customers and industries with the relevant volumes and services required. The diagram on page 7 illustrates the sharing of production or distribution assets between the different business lines for a given geographic region.

**This efficient industrial network and its proximity with its customers allow Air Liquide to:**

- **IMPROVE** reliability
- **OPTIMIZE** energy consumption, costs and logistics flow
- **ANTICIPATE** customers' needs
- **UNDERSTAND** changes in the markets
- **and OFFER** innovative solutions

The synergies enjoyed by all of the Group's businesses are not limited to the industrial aspect, but also include scientific and technological expertise, the innovation approach, as well as Human Resources and financial management.

**AIR LIQUIDE'S STRUCTURE IS MADE UP OF A BASE, IN PARIS, AND FOUR HUBS:**



These hubs draw on the Group's expertise and presence in these geographic regions. The strong integration of the various World Business Lines thus allows the Group to create synergies, become stronger and to grow while creating long-term value.

## GAS & SERVICES



### LARGE INDUSTRIES

supplies industrial gases by operating major production units. It serves customers in the metals, chemicals, refining and energy sectors where high gas volumes call for a dedicated plant or the development of a pipeline network. Large Industries also supplies the Group's other business lines with gases which are then packaged and delivered to their respective customers.



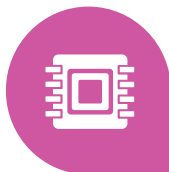
### INDUSTRIAL MERCHANT

supplies a wide range of different gases, application equipment and associated services. It serves industries and professionals that require smaller quantities than Large Industries' customers. Gas can be distributed in bulk, in liquid form, or in cylinders, in gaseous form, for smaller quantities. Finally, small production units can be installed locally for customers with larger gas needs, or in remote areas.



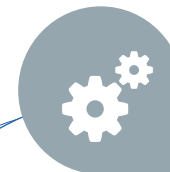
### HEALTHCARE

supplies medical gases, equipment and services to hospitals and also directly to patients in their homes. It also produces and distributes healthcare specialty ingredients for the cosmetics, pharmaceutical, vaccine and nutrition markets.



### ELECTRONICS

supplies gases, materials (complex molecules) used in manufacturing processes, as well as equipment and services mainly used for the production of semiconductors, but also flat screens and photovoltaic panels.



### ENGINEERING & CONSTRUCTION

designs and constructs gas production units enabling it to offer turnkey solutions to its customers and to engage for its own purposes in a process of continuous improvement of industrial processes, reduction in the cost of its industrial assets and of the environmental footprint.



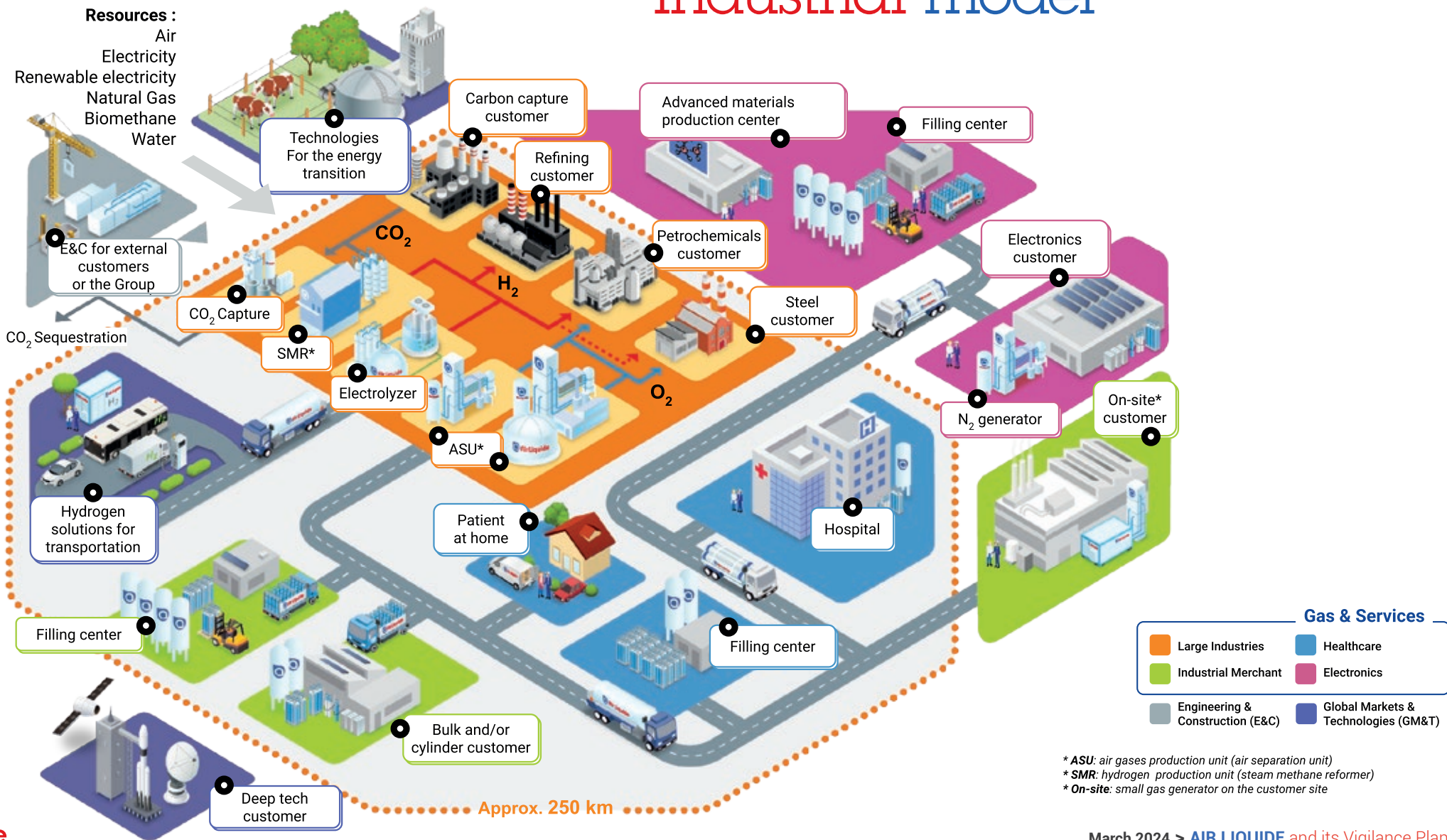
### GLOBAL MARKETS & TECHNOLOGIES

relies on proprietary disruptive technologies to open up new deep tech <sup>(1)</sup> markets and develop new business models within the fields of energy transition with a circular economy approach.

(1) Disruptive technologies based on scientific breakthroughs of such a nature as to change the modes of design and production.



# Industrial model



# Key figures



Present in **72** COUNTRIES <sup>(1)</sup>



**67,800**

EMPLOYEES



**+ 4**

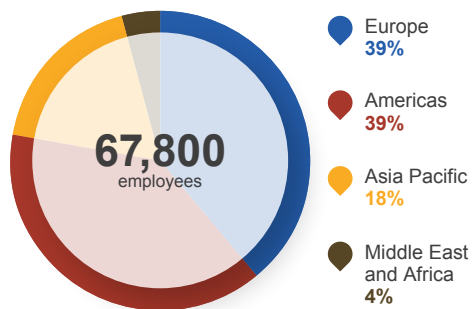
MILLION CUSTOMERS AND PATIENTS



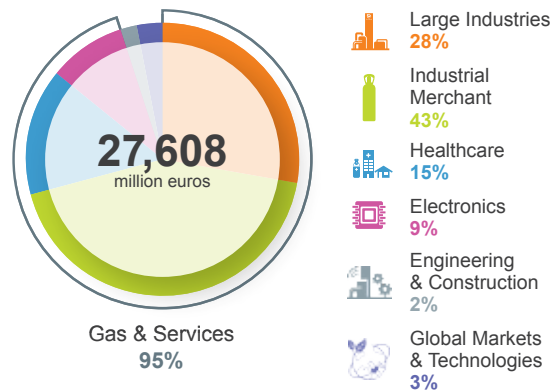
**27,608**

MILLION EUROS GROUP REVENUE

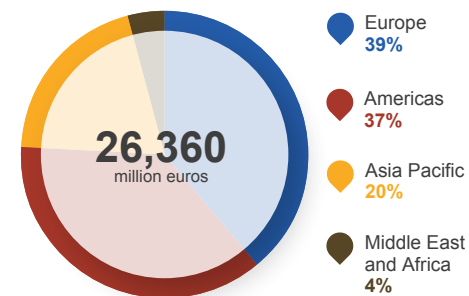
2023 GROUP EMPLOYEES by geography



2023 GROUP REVENUE by activity



2023 GAS & SERVICES REVENUE by geography



**>400**  
air separation units

**>50**  
hydrogen and/or carbon monoxide production units

**15**  
cogeneration units

**747**  
million kilometers traveled (Industrial Merchant and Healthcare business lines)

(1) Excluding Russia, where the entities are no longer consolidated following the loss of control on September 1<sup>st</sup>, 2022.



# Overview of the law

French law no. 2017-399 dated March 27, 2017, relating to the duty of vigilance of parent companies and instructing companies ("Law on the Duty of Vigilance") introduced, in article L. 225-102-4 of the French Commercial Code, the obligation for parent companies employing more than 5,000 employees in France or 10,000 employees in France and abroad, to establish and effectively implement a Vigilance Plan. This Plan must include "reasonable vigilance measures to identify the risks and prevent severe impacts on human rights and fundamental freedoms, health and safety of persons and on the environment" which may result from the activities of the Group and its subsidiaries, and those of suppliers or subcontractors with whom Air Liquide has an established commercial relationship.

This obligation is based on five measures:



Air Liquide complies with the requirements of the Law on the Duty of Vigilance by issuing a Vigilance Plan, whose content is disclosed below, and which presents the various measures implemented for each stake: human rights and fundamental freedoms (chapter 2, page 20), the health and safety of individuals (chapter 3, page 35), and the environment (chapter 4, page 49). As specific measures apply to the management of suppliers and subcontractors, the risks, procedures and measures implemented in this regard are set

out in chapter 5, page 66. Two measures, risk mapping (chapter 1, page 16) and the setup of a whistleblowing system and alerts' collection and treatment (chapter 6, page 75), apply transversally to all three stakes and are presented independently to facilitate their reading. The effective implementation report for the year 2023 is integrated into the Vigilance Plan, in particular through the overview of the year and of key indicators (page 14), operational illustrations and monitoring schemes.

**This Vigilance Plan applies to L'Air Liquide S.A. and all Group subsidiaries.**



## Governance of the steering of the duty of vigilance

The Duty of Vigilance and Societal Responsibility Department oversees the implementation of Air Liquide's vigilance approach. It is part of the Group Control and Compliance Department, which is supervised by the Group General Secretary, member of the Executive Committee. The Duty of Vigilance and Societal Responsibility Department is responsible for coordinating (i) the implementation of due diligence processes to guide the various departments involved and (ii) drafting the Vigilance Plan to better meet the expectations of the Group's stakeholders.

The Procurement, Group Control and Compliance (including Ethics, Risk Management and Digital Security), Sustainable Development, Legal, Human Resources and Safety and Industrial System Departments are involved in the rollout of actions and the drafting of this Vigilance Plan.

The departments responsible for duty of vigilance stakes (Human Resources, Digital Security, Safety and Industrial System, Sustainable Development, Procurement) have their own internal management bodies, including operational representatives. These bodies meet

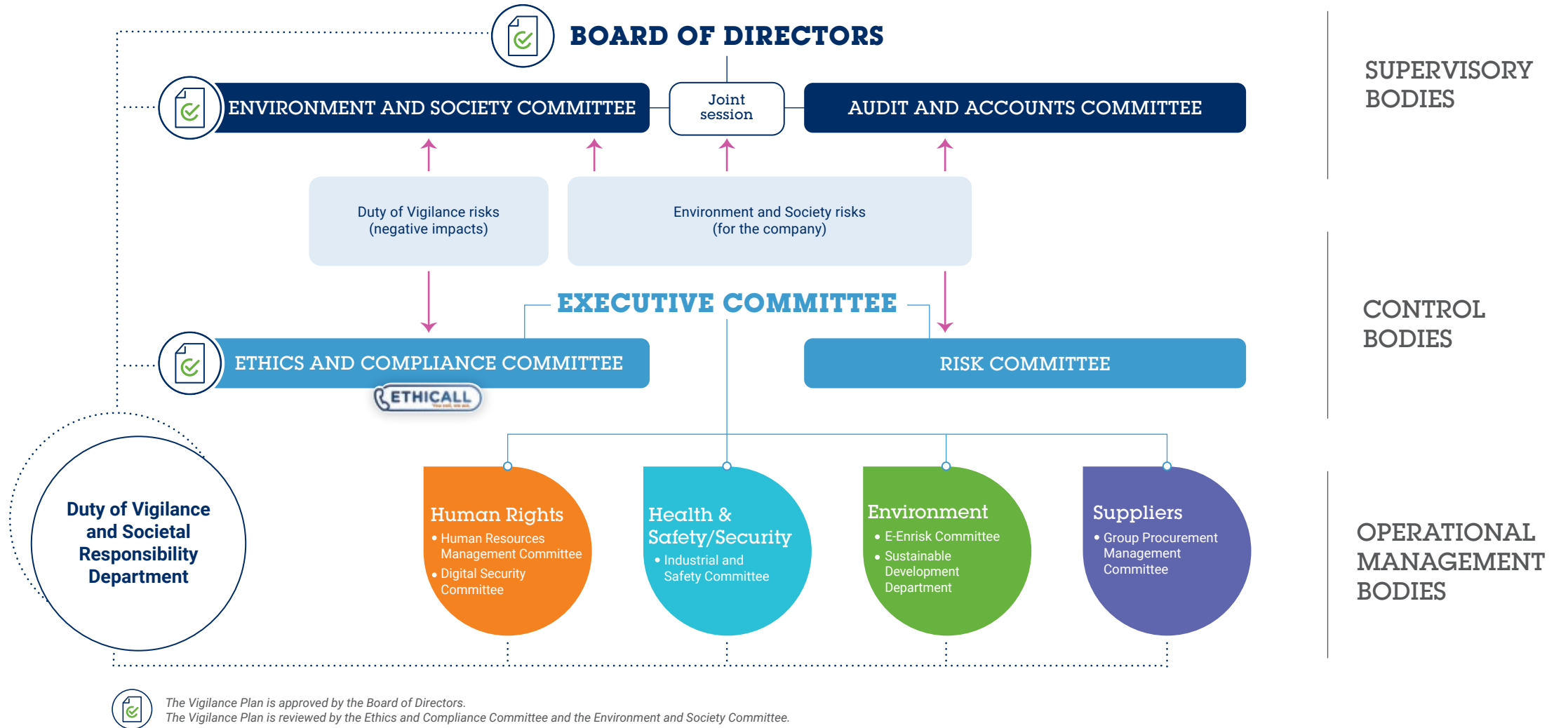
regularly to monitor the actions implemented and performance through indicators.

The Ethics and Compliance Committee is the internal control body for the duty of vigilance. It brings together the Heads of Group Control and Compliance, Sustainable Development, Legal, and two members of the Group Executive Committee: the Vice President, Group Human Resources and the Vice President, Europe Industries hub representing the operational functions. The Committee meets at least twice a year and more often if necessary. In 2023, it continued to review the progress of stakes relating to the duty of vigilance.

The Environment and Society Committee is one of the Board of Directors' specialized committees dedicated to societal and environmental responsibility issues. It includes three members and meets at least three times a year. In 2023, it continued to supervise the rollout of the Vigilance Plan.

The Vigilance Plan is reviewed by the Ethics and Compliance Committee and the Environment and Society Committee before its approval by the Board of Directors.





# Reference framework

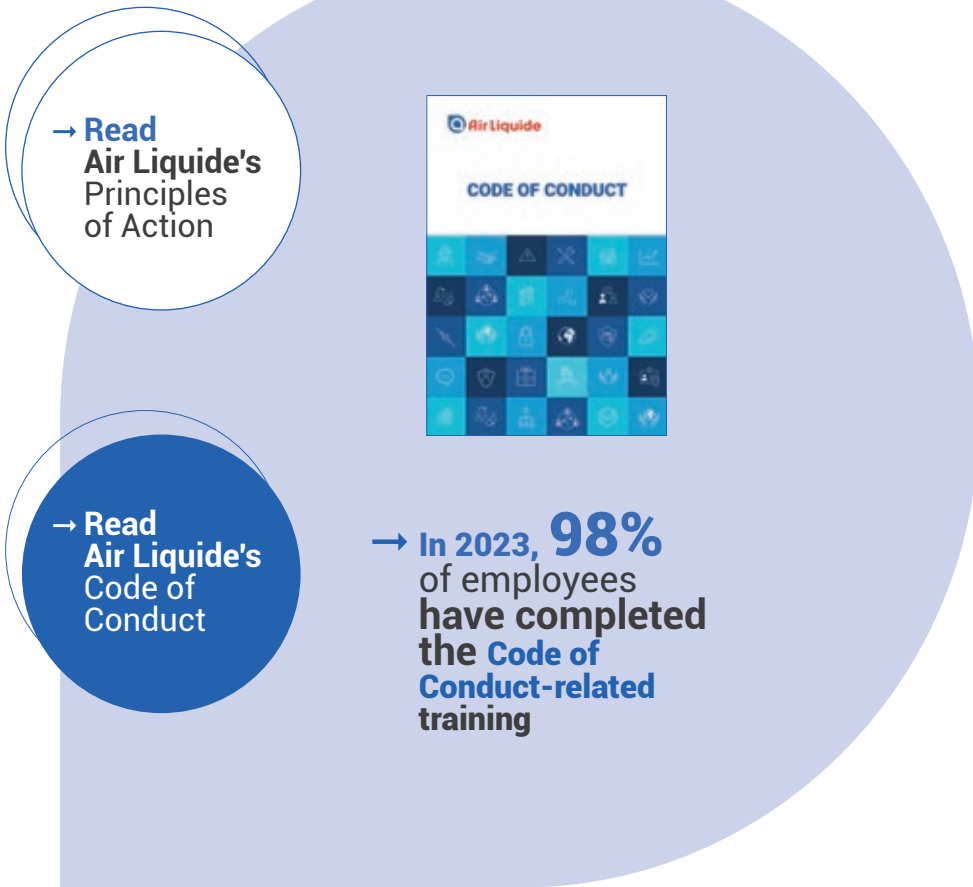
Air Liquide adheres to the highest standards in conducting its business, and is particularly committed to respecting human and labor rights and to protecting the environment. These commitments are set out in the Principles of Action shared with all employees and are available on the Group's website. Air Liquide is committed to its customers and patients, Shareholders, employees, local communities, suppliers and business partners. The Group is also committed to environmental protection and sustainable development.

To supplement these Principles of Action, the Group has also adopted a Code of Conduct. It is available on the Air Liquide website in 28 languages. The Code's main areas of focus are covered in the following three chapters:

- **"Acting with Care"**, which deals with the themes of protection of people and assets (e.g. safety and security, equality, diversity and the prevention of harassment and the protection of personal data);

- **"Acting with Integrity and Transparency"** which illustrates the expected behavior in terms of prevention of corruption, respect for fair competition rules and transparency of information communicated to the public;
- **"Acting Responsibly"** which affirms the commitments of the Group and its employees to protect the environment and human rights and about their contribution to the community.

This Code provides employees with a framework for reflection and tools to adopt the expected behaviors. Internally, the Code of Conduct is shared through various communication methods (information meetings, posters, articles, etc.). An annual e-learning dedicated to the Code of Conduct must be followed by all Group employees. Each year, the topics addressed are renewed. In 2023, the module covered topics related to the prevention of harassment and discrimination, gifts, invitations and conflicts of interest, and human rights. 98% of employees took part in this training. During the e-learning, each employee renews their adherence to the Code of Conduct and their commitment to comply with its provisions on an annual basis.



→ Read Air Liquide's Principles of Action

→ Read Air Liquide's Code of Conduct

→ In 2023, **98%** of employees have completed the **Code of Conduct-related training**



## Initiatives in favor of the duty of vigilance

The Sustainable Development program and ADVANCE contribute to the prevention and mitigation of the risks identified in the mapping (chapter 1, page 16) and are more fully described in this Vigilance Plan (in particular in paragraphs 2.2.3, 2.4.3 and 4.1.3, pages 25, 31, 54).

Air Liquide adheres to several initiatives contributing to the duty of vigilance stakes. Since 2014, the Group has been committed to the corporate responsibility initiative of the United Nations Global Compact and its Ten Principles in the areas of human rights, labour, the environment and anti-corruption. Every year, Air Liquide issues a Letter of Commitment, signed by the Chief Executive Officer, as well as a Communication on Progress with respect to the strategic and operational implementation of these Ten Principles, which is available on the [UN Global Compact website](#). Within the Global Compact France local network, Air Liquide participates in the human rights working group which allows its members, of all sizes and from all sectors, to share experiences and expertise on the management of human rights risks.

The Group is also a signatory of the Responsible Care® Global Charter, an initiative of the [International Council of Chemical Associations](#)

(ICCA) which aims to improve global performance in the chemical industry in terms of health, safety and the protection of the environment. As such, two Air Liquide employees are members of the Responsible Care Committee of France Chimie. The purpose of this committee is to engage companies in the chemical sector in concrete and operational initiatives related to sustainable development, particularly in the areas of sustainable procurement, well-being at work, energy management and product safety.

Air Liquide also takes part in several initiatives, such as associations or working groups, relating to a specific stake contributing to the duty of vigilance.

Since 2021, the Group has been a member of the multisector association [Business for Human Rights](#) (*Entreprises pour les droits de l'Homme*), which brings together 26 French companies operating internationally. This association aims to be a forum for reflection and exchange of best practices for a better understanding and integration of human rights issues in the policies and practices of companies.

With respect to the environment, and more specifically to climate change, Air Liquide is involved in several initiatives at different levels.

The Group is a member of the association [Enterprises for the Environment](#) (EpE) and is a signatory of the [French Business Climate Pledge](#). Air Liquide also contributed to the [Assessing Low Carbon Transition](#)® initiative (ACT) with the aim of developing tools to evaluate low-carbon strategies in the chemical sector. Furthermore, in 2019, the Group joined the Science Based Targets initiative (SBTi), a label created by a coalition of players committed to environmental issues. Air Liquide continues the dialog with the SBTi and other stakeholders, in order to contribute to the development of methodologies for the chemicals and industrial gases sector, and to adequately represent the value of its actions in favor of the climate, both in terms of its own emissions and the resulting environmental benefits for its customers.

The Group is a member of the [French Observatory for Sustainable Procurement](#) (ObsAR). Air Liquide has been part of the working group on climate change launched by ObsAR since 2021, and monitors its work with a view to continuous improvement.

Lastly, through its activities, its engagement and its environmental and societal actions, the Group

contributes to certain Sustainable Development Goals (SDGs) that the United Nations has set up to eradicate poverty, protect the planet and guarantee prosperity for all by 2030. To illustrate the Group's contribution, the due diligence measures implemented to mitigate the salient risks identified, described in chapter 2, 3 and 4, pages 20, 35 and 49, are associated with the corresponding SDGs.



# Overview of 2023

## Risk mapping.

No new salient risks were identified in 2023 for the Group's activities during the annual review of the risk mapping. The summary table of these risks is presented on page 19.

## Human rights and fundamental freedoms.

In terms of human rights, the commitments of Air Liquide and its employees are set out in its Code of Conduct and on its [website](#). At the end of 2023, 78% of employees of the Group are covered by the common basis of care coverage, which guarantees a life insurance, health coverage as well as a minimum of 14 weeks paid maternity leave. This year, significant progress was made by different geographies, notably Europe, Asia-Pacific and Americas, to reach the objective of 100% employee coverage by 2025. 2023 also marks the signature of an amendment to the European Works Council founding agreement after more than a year of meetings and exchanges of opinions. This amendment integrates the best practices in favor of social dialog developed within the instance. Finally, Air Liquide rolls out its HandivAirsity roadmap for the inclusion of employees with disabilities, notably in France where the Disability agreement is being implemented over the 2023-2025 period. The objective of this agreement is to increase the direct employment rate of people with disabilities to 6% by the end of 2025, compared to 4.46% in 2022.

## Health and Safety/Security.

Safety and security are fundamental values of Air Liquide. The Group's preventive measures for subcontractor's safety at work are reflected in the -16% decrease in the number of lost-time accidents for this population in 2023. This year, the behavior of Air Liquide's drivers and its subcontractors was honored in several geographies. The rollout of the road safety program continued and approximately 60% of the heavy vehicles fleet is now equipped with technology to assist or protect drivers. In terms of security, the Group launched a systemic review of incidents in 2023 to better understand the type, frequency and level of impact on its operations.

## Environment.

As part of the prevention of environmental risks, Air Liquide led in 2023 a study to assess the vulnerability of the Group's activities to climate risks related to the physical impact. This study identified the main perils relevant at the Group level, which include high temperatures, drought and fires. Mitigation plans will be drawn up, if necessary, at vulnerable sites. Air Liquide also continues the rollout of its water management objectives. In 2023, a part of the 76 water-intensive sites in areas of high water stress was audited and integrated in the water risk management processes. Moreover, the technical standard for the sustainable monitoring and control of industrial wastewater is being rolled out since September 2023.

## Suppliers and subcontractors.

In 2023, the methodology for identifying Sustainability-Critical Suppliers was reviewed to remove dependency of suppliers on Air Liquide from the criteria, because this risk is taken into account individually during supplier qualification. In addition, the Group has strengthened its expectations towards its suppliers by updating the Supplier's Code of Conduct. In particular, it includes additional articles on conflict minerals and the whistleblowing system. As part of the "Procure to Neutrality" climate roadmap, the Group Procurement Department launched a specific training module for buyers in 2023 so that they can engage suppliers on actions to measure their greenhouse gas emissions, climate objectives and the reduction of their impacts. 45% of the buyers completed this module.

## Whistleblowing system.

The ethics whistleblowing system, Ethicall, available for all of Air Liquide's stakeholders, enables a rapid and structured handling of alerts and an objective and confidential treatment. The Group Whistleblowing Policy defines the alerts treatment process and the principles for the protection of whistleblowers. Urgent situations in terms of health, safety or security, or the most serious accidents are treated through an internal reporting process in order to ensure a rapid treatment depending on the severity. For personal data, Air Liquide has deployed specific tools to collect requests for the exercise of rights and to report possible violations of personal data.



# Overview of key indicators

STAKES	SALIENT RISKS	KEY INDICATORS	OBJECTIVES	2021	2022	2023
<b>HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS</b>	> Risks related to labor relations	> Share of employees with access to a dialog structure	--	82%	86%	<b>87%</b>
	> Risks related to discrimination	> Share of women among "Managers and Professionals" <sup>(a)</sup>	35% in 2025	31%	31.5%	<b>32.0%</b>
		> Share of women in Executive positions	25% in 2025	24%	24.8%	<b>24.7%</b>
		> Internal equality index for the Group <sup>(b)</sup>	--	75 <sup>(c)</sup>	<b>77 <sup>(d)</sup></b>	-
	> Risks related to the transformation of the work environment	> Response rate for the annual My Voice survey	--	83%	77%	<b>81%</b>
	> Risks related to disparities in care coverage	> Share of employees benefiting from the common basis of care coverage <sup>(e)</sup>	100% in 2025	34%	42%	<b>78%</b>
	> Risks related to the violation of personal data protection	> Maturity assessment for personal data protection <sup>(f)</sup>	--	2.74	3.01	<b>3.20</b>
<b>HEALTH AND SAFETY OF INDIVIDUALS</b>	> Risks related to worker safety	> Lost-time accident frequency rate <sup>(g)</sup> of Air Liquide employees and temporary workers	--	1.1	0.9	<b>1.0</b>
		> Lost-time accident frequency rate <sup>(g)</sup> of subcontractors	--	1.6	1.5	<b>1.3</b>
	> Risks related to road safety	> Frequency of preventable serious accidents with injuries <sup>(h)</sup>	--	0.021	0.023	<b>0.026</b>
<b>ENVIRONMENT</b>	> Risks related to climate	> Restated Scope 1 and 2 CO <sub>2</sub> emissions <sup>(i)</sup> (in thousands of metric tonnes of CO <sub>2</sub> -eq.)	-33% in 2035 compared to 2020	40,085	39,464	<b>37,617</b>
		(change in %)		+1.3%	-0.3%	<b>-4.9%</b>
		> Carbon intensity <sup>(i)</sup> - (change in %)	-30% in 2025 compared to 2015 (7.3)	5.5	5.5	<b>4.9</b>
		> Share of the 50 most important customers committed to carbon neutrality by 2050	75% in 2025 – 100% in 2035	-	-	<b>74%</b>
	> Risks related to water management	> Annual gross water withdrawal (estimate in millions of m <sup>3</sup> )	--	950	973	<b>944</b>
	> Annual net water consumption (estimate in millions of m <sup>3</sup> )	--	82	91	<b>89</b>	
<b>SUPPLIERS AND SUBCONTRACTORS</b>		> Number of Sustainability-Critical Suppliers	--	1,007	1,177	<b>1,076</b>
		> Number of Sustainability-Critical Suppliers that have a valid score <sup>(k)</sup>		814	922	<b>769</b>
<b>WHISTLEBLOWING SYSTEM</b>		> Number of alerts reported in the whistleblowing system	--	192	287	<b>443</b>
		> Share of these alerts on discrimination and moral harassment	--	51%	45%	<b>41%</b>
		> Share of these alerts on health, safety and environment	--	9%	9%	<b>8%</b>
		> Requests for the exercise of rights or reports of violations of personal data		56	50	<b>124</b>

(a) The share of women among "Managers and Professionals" is rounded off in increments of 0.5%.

(b) Index calculated on a 100-point scale for Group entities with more than 200 employees.

(c) Results for 2021 calculated in 2022 on a scope representing 74% of the Group's workforce.

(d) Results for 2022 calculated in 2023 on a scope representing 81% of the Group's workforce.

(e) Share of employees benefiting from the three social benefits (life insurance, health coverage, maternity leave).

(f) The maturity of the responses to the self-assessment questionnaire is assessed on a four-point scale.

(g) Number of accidents with at least one day's absence per million hours worked.

(h) Per million km driven by trucks of over 3.5 metric tonnes.

(i) 2021 and following years emissions restated to include in each year's emissions figures the emissions of the assets for the full year, taking into account (upwards and downwards) changes in scope that have had a significant impact on CO<sub>2</sub> emissions, in order to provide comparable figures with the restated 2020 baseline.

(j) In kg CO<sub>2</sub>-equivalent/euro of Operating income recurring before depreciation and amortization and excluding IFRS 16 at 2015 exchange rates for Scopes 1 and 2 of greenhouse gas emissions using the "market-based" methodology.

(k) Not all suppliers are reassessed every year because their score is valid for one to five years.

# 1

## Risk mapping

Methodology for the assessment of the Group's operations

- > Duty of vigilance and risks for the Group
- > Risk mapping – Methodology for the assessment of the Group's operations
- > Summary and results for 2023



# Duty of vigilance and risks for the Group

**The risk mapping methodology for the duty of vigilance across the scope of Air Liquide's activities is based on principles advocated by international standards: the United Nations Guiding Principles on Business and Human Rights and the Organization for Economic Co-operation and Development (OECD) Due Diligence Guidance for Responsible Business Conduct.**

The risk mapping for Air Liquide's suppliers and subcontractors is subject to a specific methodology (paragraph 5.1, page 68). These two mappings are complementary to the Group's risk management approach, described in the 2023 Universal Registration Document on page 76. The procedures for identifying risks for Air Liquide and for the duty of vigilance are interconnected insofar as some of the salient risks, namely those that have the most severe negative impacts for people or the environment, may correspond to material risks for the Group. Thus, in terms of human rights,

the risks related to the discrimination of people are identified as societal risks for the Group. Industrial risks for Air Liquide may have negative impacts on people, the most salient of which are identified in the duty of vigilance mapping. The environmental risks relating to the risks of greenhouse gas emissions resulting from its activities, the physical impact of weather phenomena due to climate change, and risks related to water management are identified as having potential negative impacts on both the environment and people, as well as the Group.



# Risk mapping – Methodology for the assessment of the Group’s operations

## 1

### The first step

With regard to the salient risks falling within the scope of the duty of vigilance, the first step is to define a risk universe by identifying the potential negative impacts that Air Liquide’s activities could cause to people and the environment. The Duty of Vigilance and Societal Responsibility Department determined this risk universe, in collaboration with the functions responsible for duty of vigilance stakes:

- by referring to the **internationally recognized human rights** in the International Bill of Rights and the International Labour Organization (ILO) fundamental conventions;
- by structuring issues related to **human rights and fundamental freedoms** and the health and safety of persons around types of potentially affected individuals: Air Liquide employees, external staff present on its sites (e.g. employees of subcontractors), local and neighboring communities, customers and their employees, patients, consumers and end-users, Shareholders and lastly, other third parties such as road users; and
- by giving indications on the potential materialization of each risk identified.

### Human rights risk universe:

- **fundamental rights and principles at work:** freedom of association and the right to collective bargaining, elimination of forced or compulsory labor, abolition of child labor, elimination of discrimination in respect of employment and occupation (e.g. women representation, equal pay), a safe and healthy work environment;
- **other rights at work:** work organization, wages and benefits, well-being and quality of life at work (e.g. absence of violence and moral or sexual harassment, transformation of the work environment), respect for privacy, provision of facilities (e.g. dining areas, restrooms, housing);
- **the rights of local communities, including indigenous peoples:** access to natural resources (e.g. water), land acquisition, lease and use (e.g. property rights and free, prior and informed consent), health, safety and security of local communities.

## 2

### The second step

The second step consists of periodically analyzing and prioritizing all risks in order to determine the most salient ones, that is to say the most severe potential negative impacts that Air Liquide’s activities could cause to people and to the environment. This assessment is carried out with regard to two analytical prisms: Air Liquide’s activities and the countries in which the Group operates. Two analysis criteria determine the salient nature of the risks:

- the **severity**, by determining which impacts would be most significant in terms of scale, scope and irremediability;
- the **probability**, by assessing the likelihood of the risk materializing.

The analysis of these two criteria is supplemented by monitoring (e.g. public indicators, external stakeholder assessments) to take into account possible aggravating factors that may increase the risks in certain countries or business sectors. This assessment also considers the **most vulnerable groups of individuals**: women, children and young people, indigenous peoples, migrant workers, people with disabilities, LGBTQ+ people, ethnic, religious or cultural minorities.

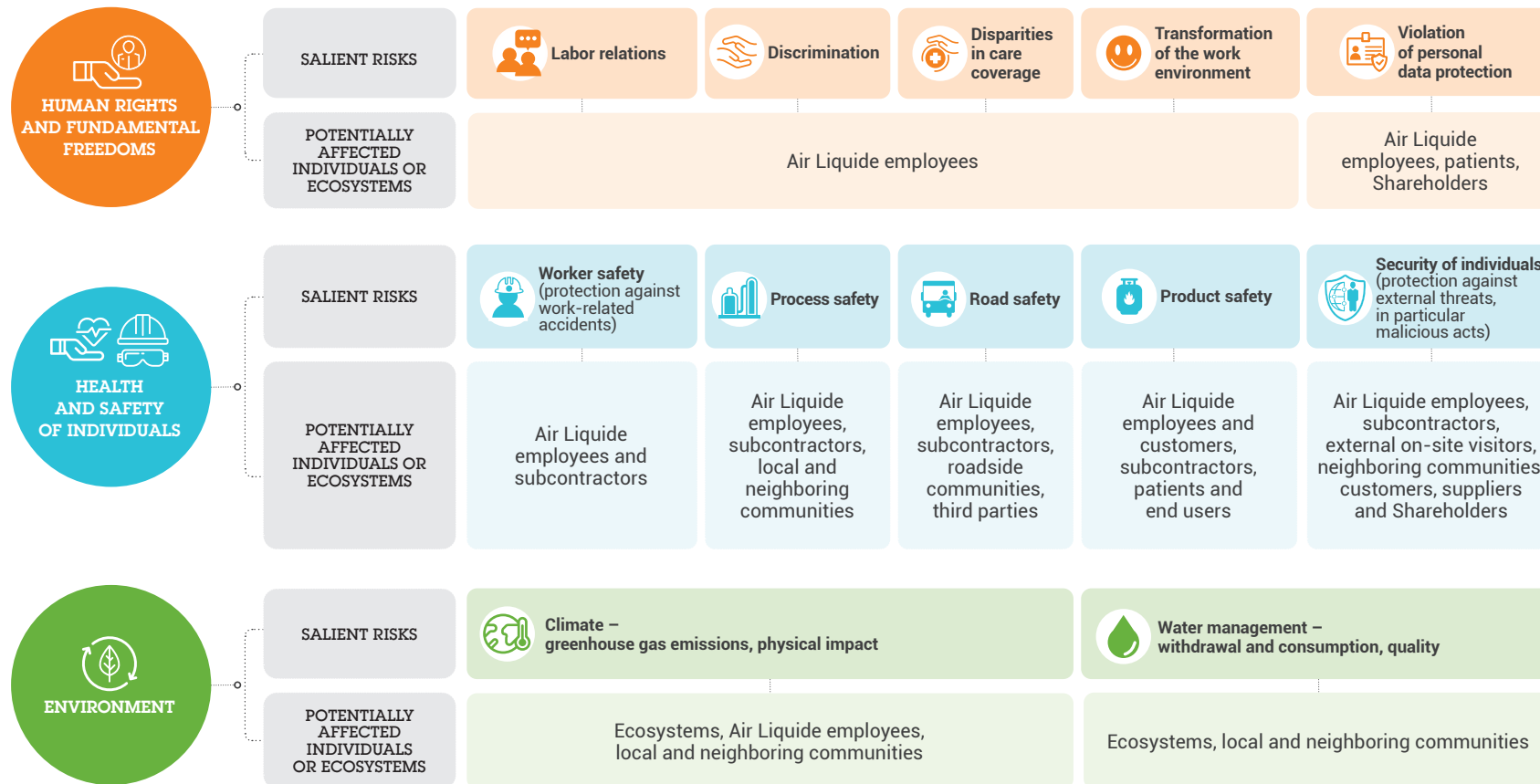


# Summary and results for 2023

The risk mapping exercise for the duty of vigilance across the scope of the Group's activities is reviewed annually and updated as necessary. This mapping relies on previously completed exercises and in particular, a collaborative approach to identifying salient risks with employee representatives of L'Air Liquide S.A., the adaptation to the German Supply Chain Act, and the identification of specific risks related to Electronics and Engineering & Construction activities and to Seppic.

In 2023, the review of the risk mapping results for the duty of vigilance did not reveal any new salient risks. Forced and child labor are taken into account during the analysis but were not identified as salient risks on the overall scope of Air Liquide's activities.

These salient risks, the assessment procedures, mitigation and prevention measures and the associated monitoring scheme are detailed in chapters 2, 3 and 4, pages 20, 35 et 49.



# 2

## Human rights and fundamental freedoms

Air Liquide is committed to respecting and promotes human rights in its operations around the world

- > 2.1. Risks related to labor relations
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**Air Liquide is committed to respecting and promoting human rights in its operations around the world. The Group strongly believes that all persons should be treated with respect and dignity and that companies should play a role in protecting these fundamental rights.**

Air Liquide shares the principles laid down in the International Bill of Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the United Nations Guiding Principles on Business and Human Rights as well as the OECD Guidelines for Multinational Enterprises. These promote an ethical and responsible approach by companies in their activities by encouraging the implementation of human rights due diligence procedures. Moreover, the commitments of Air Liquide and its employees to human rights are affirmed in its Code of Conduct and on its [website](#).

Paragraphs 2.1 to 2.4, pages 22-31, address risks for employees, which are managed by the Human Resources functions. The Group Human Resources Department, under the direct supervision of a member of the Executive

Committee, determines the strategy deployed by the operational departments. The Human Resources Management Committee, comprising the Group's largest operational departments, meets approximately six times a year to monitor measures implemented and assess their effectiveness.

Paragraph 2.5, page 32, deals with the risks related to personal data protection for employees, patients and Shareholders and details the associated governance. The Data Protection Officer and the Group's Digital Security Department rely on a network of 150 correspondents for the operational implementation of personal data protection actions. The Digital Security Committee and the Ethics and Compliance Committee oversee activities related to personal data protection.

## AIR LIQUIDE SHARES THE PRINCIPLES LAID DOWN IN



The International Bill of Human Rights



The International Labour Organization Declaration on Fundamental Principles and Rights at Work



The United Nations Guiding Principles on Business and Human Rights



The OECD Guidelines for Multinational Enterprises

## 2.1. Risks related to labor relations

### 2.1.1.

#### Description of salient risks

Air Liquide contributes to economic and social growth in the 72 countries <sup>(1)</sup> where it operates through its technical, industrial, medical and economic activities. Aware of the disparities between countries in the risks related to labor relations, the Group identifies the applicable laws and regulations locally, in particular with regard to working conditions and freedom of association.



→ The European Works Council has **29** employee representatives from 12 countries

### 2.1.2.

#### Regular assessment procedures

One of the pillars of Air Liquide's Human Resources strategy aims to create an engaging employee experience based in particular on open, continuous and constructive social dialog between employees, social partners and Management.

In light of local regulations, situation and needs, each Group entity defines, in agreement with the employee representative bodies, where they exist, the **work organization** that will promote engagement and performance. Each year, the share of employees who have access to a dialog structure with the management is reported by the entities. Formal dialog structures (e.g. employee representative bodies), equivalent informal structures, or other forms of direct dialog with the management of the entity are taken into account in this assessment.

### 2.1.3.

#### Appropriate actions to mitigate risks and prevent severe impacts

Air Liquide is committed to meaningful labor relations in all of its subsidiaries. This comes in different forms according to local regulations. Air Liquide uses in particular information, consultation and negotiation processes with employees or social partners, depending on the local context. The Group or the entities also organize information meetings open to all employees to present the results, strategy or any other matters that concern them and to answer their questions. For example, in 2023, at Group level, the Sustainable Development Day was an opportunity to inform employees about the Group's strategy and results for 2022 during various online sessions.

In Europe, the European Works Council of Air Liquide has 29 employee representatives from 12 countries. It was renewed in 2021 for a term of four years. In 2023, two plenary meetings were held under the chairmanship of a member of the Executive Committee. In addition, the Council Board, composed of five members elected in plenary session, met twice to be informed of and discuss several transnational projects and topics

of interest to employees in Europe, in accordance with the founding agreement of the European Works Council.

In the first half of 2023, the Board, enlarged to include French representatives at the European Works Council, held exceptional meetings relating to the Group project for the transformation of Human Resources processes and organization. The purpose of these meetings was to prepare the information-consultation process concerning the reorganization of Human Resources business services centers in France. Further to the consultation process on the Group project in 2022, the European Works Council, in plenary, delivered an opinion in 2023 on the project in France, while dialog continued at local level in accordance with applicable laws.



(1) Excluding Russia, where the entities are no longer consolidated following the loss of control on September 1<sup>st</sup>, 2022.



In 2023, the following topics, among others, were presented and discussed at European Works Council meetings thanks to the support and direct participation of the relevant internal stakeholders:

- the “Know Our Safety Risks” initiative;
- hydrogen mobility projects;
- the remote and operation and optimization SIO centers (Smart and Innovative Operations);
- R&D results and vision;
- Human Resources transformation project;
- monitoring of Care & Perform initiatives (paragraph 2.3.3, page 30);
- results of the My Voice engagement survey;
- learning organization;
- digital security.

Every year, the Chairwoman of the European Works Council issues a report on various topics relating to the Group’s businesses. The Group’s annual results, and more specifically those in Europe and the results related to extra-financial performance (e.g. safety, reliability, staff turnover rate, training, diversity) have been presented to the European Works Council.

In 2023, after more than a year of meetings and exchanges of opinions at the level of the European Works Council and its Board, an amendment to the Council founding agreement was voted and signed at the November plenary session. This latest amendment integrates the best practices in favor of social dialog developed within the body through the joint recognition by Management and employee representatives of the value of effective labor relations.

The progress of the 2022 Vigilance Plan was presented at the plenary meeting of the European Works Council in 2023, as well as at the employee representation bodies of the Group in France and of L’Air Liquide S.A.



**IN ARGENTINA, AIR LIQUIDE ACTS FOR SOCIAL DIALOG IN VARIOUS FORMS**

In Argentina, Air Liquide implements various social dialog actions structured by a labor relations manager for the Latin America cluster (group of countries). In addition to annual negotiations with trade unions taking place at the national level, Air Liquide Argentina deploys two initiatives to better inform employees and listen to their needs:

- communication with employees is based on several channels ensuring optimal coverage. In addition to the use of the Intranet portal for wide distribution or sending emails to a target population, Air Liquide Argentina has 26 communication ambassadors at the various sites in the country. These ambassadors are local and privileged points of contact for everyday matters. They also meet with the Human Resources Department once a month to report information and the needs of employees on the sites;
- Air Liquide Argentina has created an Employee Assistance Program, that allows its employees to consult an expert on any psychological, economic, legal or social issues. In addition, this program makes it possible to organize regular Wellness Talks on subjects relating to well-being.

**2.1.4. Monitoring of measures implemented and the assessment of their effectiveness**

The Group ensures that labor relations are encouraged and, as part of this, 87% of Group employees had access to a dialog structure in 2023.

	2021	2022	2023
Share of employees with access to a dialogue structure	82%	86%	87%

## 2.2. Risks related to discrimination

### 2.2.1.

#### Description of salient risks

Air Liquide carries out activities with high technological content in a large number of countries with different cultures. Risks related to different types of discrimination, including with regard to gender diversity (gender disparity, in particular in technical or expert occupations), disability, race, origin, religion, sexual orientation and gender identity or age could affect the Group's employees.



### 2.2.2.

#### Regular assessment procedures

One of the pillars of Air Liquide's Human Resources strategy aims to create an engaging employee experience, in particular by fostering Inclusion and Diversity. The latter, sources of strength and drivers of innovation and performance, are among the priorities of the Group's Human Resources policy. Inclusion and Diversity are fundamental elements of the organization, in terms of both businesses and employees, and drive Air Liquide's long-term performance.

To prevent risks related to discrimination, Air Liquide promotes a culture of inclusion, diversity and equal opportunities in career development and does **not tolerate any form of discrimination**.

Defined at Group level, the Inclusion and Diversity roadmap (paragraph 2.2.3, page 25) guides Air Liquide's strategy and is applied locally in its subsidiaries. At Group level, the objectives are to increase diversity within the managerial population and to improve the balance between women and men in order to ensure the availability of talents everywhere Air Liquide operates.

At entity level, the objective is to have teams who represent the country in which they operate. Each entity is responsible for assessing the situation and implementing action plans specific to their country of operations and its legal framework.

#### Gender equal pay

Each year, Air Liquide assesses the gender pay gap in France and at Group level.

In France, in accordance with the law of September 5, 2018 known as the "loi Avenir professionnel", Air Liquide calculates a Professional Equality Index for the 22 companies with 50 or more employees, based on five indicators defined by law. This index is presented to the relevant Social and Economic Committee and declared to the French administration. In 2023, the weighted average Professional Equality Index for all 22 companies was 86.7/100 and that of L'Air Liquide S.A. reached 89/100. The slight decline in the latter index is exclusively due to the circumstantial effect of the pre-retirement leave taken by two members of the governing body.

At Group level, Air Liquide assesses the gender pay gap in entities with more than 200 employees using an internal equality index adapted to its international presence. It makes it possible to identify the gaps in certain entities, to then analyze them and undertake action plans if necessary. This index is calculated on the basis of the weighting of four criteria:

- pay gap, using the median fixed and variable salary, per job grade;
- fixed and variable wage increase gap, per job grade;
- percentage of employees having received a salary increase after a maternity leave;
- gender diversity among the 10 highest remunerations.

→ **The 2022 equality index for 81% of the Group's employees WAS 77/100**



2.2.3. ....o

**Appropriate actions to mitigate risks and prevent severe impacts**

A team within the Group's Human Resources Department is responsible for determining the Inclusion and Diversity roadmap and for coordinating related projects and initiatives at the global level. This roadmap is based on three pillars, detailed below:

- tracking objectives for all entities;
- mitigating bias in talent discussions and improving Human Resources processes;
- promoting a culture of inclusion.

**Tracking objectives for all entities**

With its Sustainable Development program and its ADVANCE strategic plan for the 2022-2025 period, Air Liquide affirms its ambition to act for all and its commitment to promoting Inclusion and Diversity. The first pillar of Air Liquide's Inclusion and Diversity roadmap is thus tracking objectives for all entities. As Air Liquide's activities are based on technical and expert occupations, in which there are disparities between women and men, the Group has defined objectives for gender diversity. In this respect, local entities carried out an assessment of the current situation to define an objective at the cluster (group of countries) level and thus contribute to the overall objective.



**2025 Objectives** .....



Each hub, business and entity implements its own roadmap and action plans promoting Inclusion and Diversity, taking the local context and regulations into consideration. Thus, other diversity objectives, such as nationality, disability and ethnic origin, are monitored at local level. By way of illustration, in France, on a scope covering around 6,000 employees, Air Liquide and the trade unions have signed a sixth company agreement in favor of the employment of people with disabilities from 2023 until 2025. Its objective aims to strengthen the actions already carried out to increase the direct employment rate to 6% by the end of 2025. In 2022, this rate, calculated in April 2023, was 4.46%.



**THE INNOVATION AND DEVELOPMENT DIVISION LAUNCHES THE MIJRE INITIATIVE TO ACHIEVE ITS GENDER DIVERSITY GOALS**

Launched in April 2023, MIJRE is the new gender diversity program of the Innovation and Development Division (IDD), contributing to the Group's objective for women among "Managers and Professionals". It is based on three main actions:

- equal opportunities recruitment: every manager ensures hiring as many men as women. The application of this principle takes into account the specificities of each market and is framed in a medium to long-term perspective;
- the cooptation program: each employee is encouraged to recommend external profiles to the Group, and can benefit from a doubled cooptation bonus for hiring a female profile, in compliance with the rules in force in their entity;
- the TomorroW program: a set of initiatives dedicated to women at the beginning of their careers to support their professional development and facilitate their access to a first management position.

As part of the TomorroW program, 80 mentoring relations have been formed, and meetings organized with Group entity managers. Moreover, two webinars on the theme of personal development have been offered in 2023 to all employees on the topics of "Women in Leadership" and "Challenging inappropriate conversations at work".

## Mitigating bias and improving Human Resources processes

The Group provides guidance that helps entities achieve their Inclusion and Diversity objectives throughout the employee journey (recruitment, career management, wages and benefits, professional development, etc.). Moreover, the deployment of the new Human Resources management tool launched in 2022 ensures that talent and performance management processes are standardized and fair, thereby limiting the risks of discrimination. The Human Resources functions in each hub and business analyze processes and practices to identify potential biases and implement corrective measures (“nudges”) to limit these biases. Thus, during the regular reviews of talents with high potential, Air Liquide takes the diversity of profiles into account, with the aim of continuing to increase diversity in the Group’s key positions.

## Promoting a culture of inclusion

Promoting a culture of inclusion contributes to a sustainable approach to diversity. Numerous global and local initiatives are underway to support inclusion at Air Liquide.

Firstly, the Group promotes awareness-raising and training for its employees. The annual training on the Code of Conduct, mandatory for all employees,

regularly includes modules related to the prevention of discrimination and harassment. In addition, the Group makes training resources on Inclusion and Diversity issues available permanently, such as the “#ILoveLearning” self-service package (e.g. “Bias in decision-making”) and e-learning.

Every year, Air Liquide organizes a Diversity Awareness Month, during which Inclusion and Diversity are promoted in several awareness-raising sessions open to all employees. This event addresses the topics of cognitive biases and their mitigation and offers sessions dedicated to different forms of diversity (e.g. cultural, generational and gender diversity, disability and LGBTQ+ people). In 2023, these sessions brought together nearly 660 employees. During this Diversity Awareness Month, employees participating in the third edition of the Movement for Inclusion, a program designed to conduct experiments over several months to introduce new practices to promote inclusion in their entities, shared the results and lessons of the 30 or so projects conducted in 2023.

At local level, the entities also develop training materials adapted to their business and context. For example, the Human Resources Department of Air Liquide U.S. has created a Diversity & Inclusion toolbox (“D&I Learning On Demand Toolkit”) containing topics, in a variety of formats, classified by level of knowledge and target audience.

Secondly, Air Liquide encourages and implements initiatives that aim to share experiences and support the professional and personal development of employees in a culture of inclusion. These may be promotion actions, programs for the managerial population, mentoring or networks and communities of interest for different groups.

At Group level, the “**Inspiring Air Liquide Women**” project highlights the paths of women working within the Group from all walks of life, all geographies and all professional backgrounds to inspire other female employees, with the aim of encouraging them **to dare to achieve their ambition and objectives** both personally and professionally. “Inspiring Air Liquide Women” is a way to celebrate the many female achievements within the Group. These stories of 120 women from 43 different nationalities were published on a dedicated [website](#) to celebrate Air Liquide’s 120<sup>th</sup> anniversary.

## Human rights and fundamental freedoms

# 2

### IN ASIA PACIFIC, AIR LIQUIDE SUPPORTS MANAGERS TO PROMOTE GENDER DIVERSITY



In 2023, the “I Advance Women Managers & Professionals” initiative was launched in Asia Pacific to support managers towards the achievement of gender diversity objectives by 2025. Men and women employees committed to diversity led interactive workshops to work directly with 600 managers on barriers and obstacles to gender diversity. At the end of the sessions, they made individual commitments and set up an action plan to remove these barriers. In addition to awareness-raising, this initiative aims to generate individual responsibility in creating an inclusive environment where everyone thrives. Furthermore, the hub Asia Pacific has created and made available to the operational entities a catalog of resources and actions in favor of Inclusion and Diversity, based on previous experience.



# HandivAirsity

OUR DIFFERENCES MAKE OUR PERFORMANCE

At European level, the HandivAirsity initiative aims to encourage diversity by integrating people with disabilities in teams. The slogan “Our differences make our performance” carries a strong conviction which is fully in line with the Inclusion and Diversity roadmap of Air Liquide. The Group is committed to researching and implementing solutions allowing for the successful inclusion of people with disabilities throughout their professional career.

Air Liquide makes organizational and material adjustments, reviewed in case of change, to adapt the working situation to the disability, such as:

- schedule adjustments, additional remote working and workload adjustment;
- ergonomic studies and specific equipment and tools;
- adaptations to facilitate access to work premises;
- specific training and individual support services;
- transportation and moving assistance.

Furthermore, the Group raises awareness of its employees about the inclusion of disabilities in order to facilitate the recruitment, welcoming and professional integration of workers with disabilities in the company.

In France, the deployment of HandivAirsity rests on a network of key players: the National Disability Mission, in charge of coordinating the implementation of the Disability policy and supporting entities, and referents who notably coordinate a network of ambassadors. Each French subsidiary organizes an annual activity plan to inform its employees and fight against prejudice, in particular during the European Disability Employment Week (EDEW) or the DuoDay <sup>(1)</sup>. In addition, managers in France attended a specific training in 2023 for a successful inclusion of people with disabilities within teams, to remove barriers to recruitment and to support them in their questions. Now ambassadors to their peers, they contribute through their testimonials to mobilizing everyone around inclusion.



## IN FRANCE, AIR LIQUIDE ORGANIZES A ONE-DAY SEMINAR TO UNITE KEY PLAYERS AROUND THE 2023 HANDIVAIRSITY ROADMAP

In order to implement the Group's commitments and objectives in France in terms of inclusion of employees with disabilities, a one-day seminar was held in June 2023, with the following objectives:

- uniting all stakeholders around this corporate project of inclusion, by giving vision and visibility to the roadmap for France;
- reconstituting and boosting an inter-entity team that shares lessons, experiences and best practices;
- working together to develop efficient interactions within the organization.

70 participants, all responsible for the rollout of the Disability roadmap within their entities (Human Resources Directors, Referents, Ambassadors, Recruitment Managers, Communication Managers, etc.) thus took part in workshops, attended inspirational testimonials and plenary presentations.

## Human rights and fundamental freedoms

Locally, the entities implement initiatives to promote a culture of inclusion. This is particularly the case in the United States, where communities in networks known as “Business Resource Groups” (BRGs) have been created for women, veterans, African-Americans, LGBTQ+ people, Hispanic and Asian Americans.



## IN THE UNITED STATES, AIR LIQUIDE IS RECOGNIZED FOR THE INCLUSION OF LGBTQ+ PEOPLE

In 2023, Air Liquide United States received for the fourth consecutive year the “Best Places to Work for LGBTQ Equality” distinction awarded by the Human Rights Campaign Foundation, which rewards companies that implement policies and procedures that promote equality of LGBTQ+ people at work. The Group is committed to ensuring the well-being of all its employees and will therefore continue, like employees in the United States, to promote a culture of Inclusion and Diversity.



(1) The DuoDay is a day during which an entity welcomes a person with a disability, who is paired with a volunteer employee.

2.2.4.

Monitoring of measures implemented and the assessment of their effectiveness

In terms of gender equality, Air Liquide has created its own procedure to define its reporting methods for Human Resources indicators. This procedure includes all of the definitions, measurement procedures and collection methods for this information. Each month, the subsidiaries update the indicators in the Group's reporting tool.

Gender equality

	2025 objectives	2021	2022	2023
Share of women among "Managers and Professionals" (a)	35%	31%	31.5%	32.0%
Share of women in Executive positions	25%	24%	24.8%	24.7%

(a) The share of women among "Managers and Professionals" is rounded off in increments of 0.5%.

Gender equal pay

	2021	2022	2023
Professional Equality Index in France (a)	86.5	90.5	86.7
Internal equality index for the Group (b)	75 (c)	77 (d)	—

(a) Index calculated on a 100-point scale for Group companies in France with more than 50 employees.

(b) Index calculated on a 100-point scale for Group entities with more than 200 employees.

(c) Results for 2021 calculated in 2022 on a scope representing 74% of the Group's workforce.

(d) Results for 2022 calculated in 2023 on a scope representing 81% of the Group's workforce.

The result of the 2022 internal equality index for the Group, calculated in 2023, was 77/100 for a coverage of 81% of the Group's workforce, whereas the result of the 2021 index was 75/100 for a scope covering 74% of the workforce. An improvement actions are rolled out on a yearly basis:

- part of the "Merit Increase" budget was allocated to filling wages gaps;
- awareness workshops on the index criteria were organized for the Human Resources functions and the managers.



## 2.3. Risks related to the transformation of the work environment

### 2.3.1.

#### Description of salient risks

The work environment is characterized by the accelerated evolution of society and the economy with digitization, rapid technological development and new business models. An intense workload can create psychosocial risks such as stress, work-life imbalance and thus affect the well-being, health and level of engagement of Group employees.



### 2.3.2.

#### Regular assessment procedures

Employee engagement is one of Human Resources' priorities. Air Liquide is conducting a program to **measure engagement**, My Voice, which aims to improve the experience and well-being of employees. It is based on a simple concept: listen, understand and act. Each year, the Group sends a questionnaire to all employees, asking about their experience at Air Liquide in order to better understand their expectations, identify and implement appropriate actions and thus significantly improve their engagement.

The questionnaire addresses around 20 topics and allows comments to be made. The questions relate to several dimensions of the employee experience, both at the personal level (e.g. work-

life balance, inclusion, respect, empowerment, career and development opportunities) and the functioning of the organization (e.g. safety, continuous improvement, procedures, decision-making and team collaboration). The responses are anonymized to ensure that employees are free to express their thoughts. Results are collected in real time, aggregated and analyzed by means of a shared system for the entire Group. Once the survey is completed, each manager has access to their team's results – if the thresholds guaranteeing the confidentiality of the responses are reached – to help them in their mission and enable them to share the results with their team.



2.3.3.

**Appropriate actions to mitigate risks and prevent severe impacts**

One of the pillars of Air Liquide’s Human Resources strategy aims to create an engaging employee experience. The Group thus strives to pursue the transformation, in particular through continuous feedback (My Voice), to foster greater mental health at work and to adapt to new ways of working whilst maintaining a sense of belonging.

With the My Voice program, Air Liquide strives to offer all employees a successful professional experience, that promotes listening and dialog, at every stage of their career with the Group. Paying close attention to the employee experience is a key factor in attracting, retaining and developing employees.

Each year, following the collection of feedback and precise analysis of the results, targeted actions are launched at different levels in the organization: with managers and their employees to improve team dynamics, at the level of the entities by management teams and at the Group level. In 2023, the survey period took place in September, instead of April in previous years. At the end of

2023, the process of identifying and deploying actions based on the results of the survey was therefore still ongoing, both at the level of team managers and at higher levels within the Group.

In 2019, the Group partnered with the European Works Council to develop the “Care and Perform” initiative, whose purpose is to prevent psychosocial risks. This initiative led to the drawing up of a charter based on principles co-constructed with the European social partners of action relating to improvement of organization, workload and the work-life balance of employees. The content of this charter facilitated the signing of company agreements with social partners in order to offer new services to employees. In several European countries, agreements have been concluded to meet specific needs and support the transition toward new working conditions, in particular on the right to disconnect and remote working.

More generally, within the context of changes to organizational models and ways of working, the Group launched a global project in 2020 called

“Next Normal” to support this shift in working methods. With this project, the entities can provide their employees with:

- a working framework including team management;
- a structured remote working policy;
- reorganization of workspaces;
- a framework for rethinking customer and patient interactions;
- a new framework for a responsible travel policy at Air Liquide.

To facilitate the rollout of the project, Air Liquide developed a reference guide in 2021. First shared with managers, the guide helps the entities to set up new working methods based on the initial global experiments. Working groups were then organized with employees in the entities to validate the commitments. As part of the “Next Normal” project, the European Works Council drafted a reference document in 2022 sharing in particular guidelines for social dialog in European entities and New Design of Offices attention points.

2.3.4.

**Monitoring of measures implemented and the assessment of their effectiveness**

	2021	2022	2023
Response rate for the annual My Voice survey	83%	77%	81%

Since its launch, the My Voice program has confirmed Air Liquide’s strengths which contribute to employee engagement and identified opportunities, particularly in a demanding and dynamic international and economic context, in order to provide appropriate responses as quickly as possible (paragraph 2.3.3, page 30).

## 2.4. Risks related to disparities in care coverage

### 2.4.1. Description of salient risks

While all Air Liquide employees have care coverage in accordance with local regulations, disparities between countries could create inequitable situations within the Group. Furthermore, local standards may not, in some cases, be sufficient to provide adequate and fair social protection for employees.



### 2.4.2. Regular assessment procedures

The risks are linked to Air Liquide's presence in 72 countries <sup>(1)</sup> with a **variety of social protection systems**.

In 2020, a project was launched within the Human Resources Department to organize a survey among its correspondents in all the entities. The form containing about 10 questions was designed to better understand the level of care coverage existing in the entities.

In 2021, an in-depth assessment was performed in addition to the survey to:

- map the existing social benefits;
- identify the contrasting situations between countries;
- assess the deviations from market standards and thus define a common basis of care coverage to best meet the concerns of employees.

Following this assessment, Air Liquide decided to offer a common basis of care coverage to employees.

### 2.4.3. Appropriate actions to mitigate risks and prevent severe impacts

#### 2025 Objective

With its Sustainable Development program and its ADVANCE strategic plan for the 2022-2025 period, Air Liquide affirms its ambition to act for all by committing to offer a common basis of **care coverage for 100% of employees by 2025**. This care coverage guarantees:

- a **life insurance policy** with an indemnity equivalent to one year's salary;
- **health coverage** that includes inpatient and outpatient care;
- a minimum of 14 weeks paid **maternity leave**.

From May to September 2021, entities were grouped by country so that gaps in their current coverage could be assessed and a plan could be devised to phase in upgrades by 2025.

A special team was set up within the Human Resources Department to oversee the plan's rollout and measure progress within the Group on an annual basis. In addition, in 2022, each hub has drawn up a 2023-2025 roadmap to achieve the objective.

### 2.4.4. Monitoring of measures implemented and the assessment of their effectiveness

Since the announcement of its commitment in 2021, the Group has defined a new indicator to monitor the annual progress in its implementation.

	2025 objectives	2021	2022	2023
Share of employees benefiting from the common basis of care coverage <sup>(a)</sup>	100%	34%	42%	78%

(a) Share of employees benefiting from the three social benefits (life insurance, health coverage, maternity leave).

In 2023, the proportion of employees benefiting from the common basis of care coverage program was 78%, thanks to the progress made in particular with regards to:

- the life insurance coverage in the Asia Pacific and Europe hubs;
- maternity leave in the Americas hub; and
- health coverage in the Europe hub.

(1) Excluding Russia, where the entities are no longer consolidated following the loss of control on September 1<sup>st</sup>, 2022.

## 2.5. Risks related to the violation of personal data protection

### 2.5.1.

#### Description of salient risks

Personal data can be used dishonestly in order to violate the privacy, rights and property of individuals, or for purposes of discrimination. The people most likely to be exposed to these risks in the context of Air Liquide's activities are the 2 million home healthcare patients treated by Air Liquide, the 800,000 individual Shareholders and the 67,800 Group employees.

### 2.5.2.

#### Regular assessment procedures

The level of risk of **violation of the privacy of individuals** varies according to the nature, sensitivity and scope of personal data entrusted to and necessary to Air Liquide in the course of its activities.

Operating entities describe the personal data they own or use and the appropriate protection measures. The assessment of this risk and the corresponding security measures are validated during the creation of or implementation of major changes to the processing of personal data (in particular when revising the operational processes or IT tools supporting them).

The points assessed include in particular:

- the nature of the personal data (e.g. patient health data, asset and financial data of Shareholders, family or financial data of employees);
- the purposes of personal data processing activities;
- the functions that process personal data within Air Liquide;
- third parties to whom personal data may be entrusted or transferred outside the Group;
- the possible transfer of personal data outside the European Union.

This information as well as the protective measures are grouped together in the record of personal data processing activities.





## 2.5.3.

### Appropriate actions to mitigate risks and prevent severe impacts

In May 2018, Air Liquide adopted and had the European data protection authorities approve Binding Corporate Rules (BCR) which embody the Group's commitment to the protection of personal data. Considering European regulations to be among the most protective in the world, Air Liquide, through the BCR, provides the same level of protection in all of its operating entities.

The BCR provide for:

- the adoption of a personal data protection policy accessible to all on the Group's website;
- the appointment of a Data Protection Officer (DPO) who relies on a network of more than 150 regional or local Information Protection Coordinators (IPC) spread throughout the Group (by hub, cluster – group of countries – business or operating entity) to steer and coordinate actions to protect personal data;
- the signing of contracts between L'Air Liquide S.A. and its subsidiaries which formalize the commitment of the subsidiaries to the BCR;

- and the rollout of tools such as:
  - records of personal data processing activities,
  - initial employee training accompanied every two years by a reminder during training sessions on the Code of Conduct,
  - taking into account the protection of personal data by default and from the design stage of the processing,
  - risk analyses regarding the protection of personal data,
  - various means available to contact the DPO and IPC to allow internal or external natural persons to make a request to exercise their rights as specified in the Group's personal data protection policy (Rule n° 6) or to report any personal data protection violations (paragraph 6.2.2, page 79).

Personal data processing identified as having the greatest impact on people (for example, processing of patients' personal data) are reviewed annually by internal experts.

→ **Read**  
**Air Liquide's**  
**Group Privacy Policy**



2.5.4.

Monitoring of measures implemented and the assessment of their effectiveness

Since May 2018, regular processes have been measuring the volume of requests to exercise rights and of possible personal data violations and the contractual adherence of Group entities to the Binding Corporate Rules (BCR).

In order to measure the level of maturity of the Group's entities with regard to the protection of personal data, a self-assessment questionnaire is completed by each Group entity employing more than four people. This questionnaire covers:

- the existence of a BCR adherence contract;
- the presence of a local representative of the Data Protection Officer – DPO – (the local Information Protection Coordinator – IPC – or another person in case of a specific obligation deriving from a country's legislation);
- the existence of the records of personal data processing activities;

- employee training;
- protection analyses by design and by default and risk analyses;
- the process for exercising rights and reporting possible data violations;
- contractual clauses with third parties (in particular with subcontractors to which Air Liquide entrusts the processing of personal data on its behalf);
- requests for access to personal data by State authorities or security services.

The questionnaires are reviewed and checked by the regional IPC and the DPO. The level of maturity of entities is assessed on a four-point scale and aggregated at Group level.

Activities related to the protection of personal data as well as the results of these various measures are presented internally to the Digital Security

Committee, and the Ethics and Compliance Committee, as well as to the Audit and Accounts Committee of the Board of Directors.

Lastly, the Group's Internal Audit Department includes the protection of personal data in the planned audits of entities or conducts audits specific to the protection of personal data as part of the internal audit plan or at the request of the DPO.

	2021	2022	2023
Exercise of rights and alleged violations of personal data	56	50	124 <sup>(a)</sup>
Number of subsidiaries adhering to the BCR <sup>(b)</sup>	341 sur 375	342 sur 379	380 <sup>(c)</sup> sur 385
Maturity assessment <sup>(d)</sup>	2.74	3.01	3.20
Number of audits carried out	2	7	3 <sup>(e)</sup>

(a) The number of people exercising their rights has increased significantly in the Americas with the growing awareness of their rights by people in the Americas.

(b) The number of subsidiaries adhering to the Binding Corporate Rules (BCR) is measured in relation to the number of subsidiaries concerned, that is to say the subsidiaries with employees. Their number varies each year depending on changes in the Group's scope.

(c) The number of subsidiaries adhering to the BCR in 2023 represents 98% of the Group's employees.

(d) The maturity of the responses to the self-assessment questionnaire is assessed on a four-point scale.

(e) Three audits specific to personal data protection.

# 3

## Health and Safety / Security

Safety is our license to operate

- > 3.1. A framework for safe and reliable operations
- > 3.2. Risks related to worker safety
- > 3.3. Risks related to process safety
- > 3.4. Risks related to road safety
- > 3.5. Risks related to product safety
- > 3.6. Risks related to the security of individuals

# Health and Safety/Security

**Safety and security are fundamental values for the Group, and the “zero accidents, on every site, in every region, in every entity” ambition remains a key priority. The Group, as a responsible industry player, is therefore committed to efficiently and under all circumstances reducing the exposure of its employees, subcontractors, customers, patients, suppliers and local communities to professional, industrial and health risks.**



Safety and security refer to the measures and practices implemented to preserve the life, health and physical integrity of individuals. Safety is achieved by controlling industrial process, road, occupational and product risks. Security is achieved

by protecting sites and operations, notably against malicious acts, and by controlling business travel. The safety results for the past 30-plus years illustrate the long-term effectiveness of the Group's actions in this area.



## 3.1. A framework for safe and reliable operations

**Industrial risks are linked to the various products, industrial processes and distribution methods implemented by the Group. They are distributed over a large number of local production sites.**

# IMS

To assess and manage these risks, the Group has an Industrial Management System (IMS), which is applicable in all Air Liquide subsidiaries. The IMS is based on:

- the accountability of the departments of the various Group subsidiaries for the implementation of this system;
- issuance of key organizational and management procedures relating respectively to:
  - compliance with standards and regulations,
  - competence management (training, qualifications if necessary, and more),
  - process risk management,
  - occupational health, safety and environmental management,
  - road safety management,
  - industrial emergency management,
  - management of change,
  - management of maintenance,
  - control of products and services from providers,
  - management of installation projects,
  - management of product development,
  - management of production and service provision,

- incident reporting and investigation,
- management of industrial audits,
- integration of shared technical standards within the Group subsidiaries.

The IMS is fueled by years of experience and designed with a constant concern for the safety of the Group's employees, subcontractors, customers, patients, suppliers and the communities in which Air Liquide operates. The IMS document library aims to document the Group's knowledge and requirements to ensure the safe and reliable operation of its industrial processes. It is continuously updated and enriched.

As the Group's businesses grow, the level of requirements of its customers increases and Air Liquide's commitment to societal responsibility is strengthened, new challenges and opportunities arise. Thus, building on the experience acquired, a project was carried out to adapt the IMS. While maintaining the strong fundamentals established since 2005, the procedure was simplified, roles and responsibilities made clearer and governance strengthened, making the IMS easier to apply to daily operations and therefore even more effective.

The Safety and Industrial System Department and the Industrial Departments of the World Business Lines, under the supervision of a member of the Executive Committee, supervise and control the implementation of the IMS, by notably relying on:

- various dashboards designed to monitor performance in terms of safety;
- process audits to verify the implementation conditions and compliance of operations with IMS requirements;
- thorough safety reviews prior to the start-up of any new production unit to prevent any accidents due to a construction defect;
- technical audits to ensure the compliance of operations with Group rules.

A regular assessment of industrial risks that may affect individuals covers all Group activities in all geographies. The frequency of these assessments is adapted to each subject: for example, monthly safety performance reviews or an annual review of technical audits. Other topics require assessments at an *ad hoc* pace.

The Industrial Management System, IMS, institutionalizes the methodical “Plan – Do – Check – Act” approach which is essential for process safety. The efforts made to carry out risk assessments are bearing fruit and the lessons learned from incidents are being used to strengthen the safety barriers of the installations, thus preventing the recurrence of incidents.

The IMS defines the industrial audit process, its governance and its implementation. This audit process makes it possible to periodically analyze and assess the compliance of the activities of each subsidiary with its own industrial management system, the effectiveness of this system and its compliance with the Group’s Industrial Management System. Following an industrial audit, action plans are implemented based on the opportunities for improvement identified, and best practices are shared.

Subsidiaries regularly report all safety and security events in the Group’s reporting tool. Each month, every event reported is reviewed by a team of experts. The most serious events are analyzed in detail, the corrective action plan is reviewed and approved at the appropriate management level, and lessons learned are shared with Group entities potentially affected by similar situations.

The Industrial and Safety Committee is composed of the heads of the five Industrial Departments of the World Business Lines, the Group Head of Safety, as well as a representative of the Engineering & Construction and Global Markets & Technologies World Business Units. Its purpose is to examine industrial risks and safety performance, as well as monitor the progress of the main improvement measures, in particular those relating to the greatest risks and/or cross-divisional measures. The Committee meets six to eight times a year and is chaired by a member of the Group’s Executive Committee.

The evolution of the safety performance of operations and their level of compliance with IMS requirements are regularly monitored by the Executive Committee as well as by the Environment and Society Committee.



## 3.2. Risks related to worker safety

### 3.2.1.

#### Description of salient risks

Beyond the usual risks inherent in all industrial activities, Air Liquide's businesses entail more specific risks that may affect individuals.

Industrial processes notably expose employees and subcontractors to the corresponding risks (paragraph 3.3, page 42). Road transport, a major activity for transporting products to customers, results in the exposure of drivers (employees or subcontractors) and third parties to the risk of road accidents (paragraph 3.4, page 44).

In addition, industrial sites use numerous motorized lifting gear which present specific risks in connection with handling (collision, falling packages, etc.). Training and qualification are thus required to operate them.

### 3.2.2.

#### Regular assessment procedures

A Job Hazard Analysis ensures a safe workplace for all, with the implementation of prevention measures adapted to the configuration of the work environment and the needs of employees. Thus, each job was subject to risk analysis in accordance with the following steps:

- identification of risks related to the tasks to be performed;
- assessment of their severity and the probability of occurrence;
- identification of critical points; and finally,
- identification and implementation of prevention measures.

Work habits, poor postures, access routes, etc., are also taken into account in these analyses.

In the course of its activities, Air Liquide may use subcontractors. In this event, the Group ensures that the level of safety requirements and rigor applicable to subcontractors is equivalent to that expected of the Group's employees. To this end, the Group includes a description of its security requirements in the contracts it signs with subcontractors. New suppliers are subject to a technical assessment covering, in particular, safety and reliability issues.

### 3.2.3.

#### Appropriate actions to mitigate risks and prevent severe impacts

Air Liquide relies on continuous actions to raise the awareness of its teams through specific training related to the knowledge and the mitigation of industrial risks that may affect individuals. Each employee working on an industrial site receives training and qualification courses specific to their job and is equipped with personal protective equipment allowing them to perform their tasks in the best conditions. Collective protective equipment is also installed in the various workshops, if necessary.

Safety is a collective commitment and everyone's responsibility. Since their creation in 2013, Air Liquide is committed to ensuring that its **Life-Saving Rules** are complied with at each site and at all times. Everyone working for Air Liquide, whether an employee or subcontractor, must know these rules, follow them and always intervene if there is a risk of unsafe behavior or conditions. The interpretation and meaning of each rule is widely shared within the Group and with subcontractors. The Life-Saving Rules are in force in all countries and translated into at least ten languages. The Safety and Industrial System Department provides entities with various communication, awareness-raising and training materials.



#### IN EUROPE, AIR LIQUIDE ORGANIZES THE SAFETY AWARDS

The 13<sup>th</sup> European Safety Awards ceremony was held in November 2023. Previous editions made it possible to take a major step forward in improving the Group's safety culture. This 2023 edition of the "European Safety Awards" was an opportunity to focus on knowledge and understanding of safety risks, a necessary prerequisite in Air Liquide's safety culture. The "Safer together" theme enabled further work on raising awareness of security risks, as part of a proactive prevention approach, and highlighted certain initiatives deployed by European entities on the knowledge and management of safety risks among customers and patients, subcontractors and employees.



**LIFE-SAVING RULES**

- I do not work under the influence of drugs and/or alcohol.
- I do not smoke outside designated smoking areas.
- I wear the Personal Protective Equipment required for the job.
- I wear an ambient gas detector when required.

- I never enter a confined space without authorization.
- I work with a valid Safe Work Permit.
- I apply isolation procedures before working on potentially energized systems.
- I do not disable an Element Important for Safety (EIS) without authorization and compensatory measures.

- I wear fall-prevention equipment when working at heights.
- I do not walk under suspended loads.
- I secure the load on vehicles.
- I always wear a seat belt when I am in a moving vehicle.

When Air Liquide uses subcontractors as part of its activities, the contracts include safety clauses and the Group communicates to the subcontractors the safety values, standards and regulations in force that must be respected. Safety instructions are widely shared, understandable and detailed in the organization of work with subcontractors, who are supervised during the execution of services. Finally, Air Liquide assesses the safety performance of subcontractors once the task has been completed and encourages sharing in the form of feedback.

**PRIVILEGED MOMENTS TO MEET SUBCONTRACTORS IN POLAND**

Each year, Air Liquide Poland organizes a Safety Week in September. This is an additional opportunity to meet the subcontractors, carriers and the main customers with whom the Group works on a daily basis. This makes it possible to instill a different dynamic on the subject of safety, which is part of the regular training programs. This week was punctuated by numerous activities, including the simulation of a fall from

height and the extinguishing of a simulated fire, a simulation of working at height, another one using virtual reality glasses to simulate driving under the influence of alcohol and drugs, and consultations with a physiotherapist. This approach ensures that safety, a fundamental value of Air Liquide, is shared with its business partners, because only together can this safety culture benefit everyone.

**Failure to comply with the Life-Saving Rules by any person working at an Air Liquide site is a serious act that may result in appropriate disciplinary measures, up to and including exclusion**



3.2.4.

### Monitoring of measures implemented and the assessment of their effectiveness

The lost-time accident frequency rate is one of the safety performance review indicators. As illustrated in the chart opposite, this frequency rate has steadily improved over the years for Air Liquide employees and subcontractors.

The lost-time accident frequency rate of Air Liquide employees and temporary workers slightly increased by +4% and tends towards 1.0 at the end of 2023, compared to 0.9 at the end of 2022.

The Group has made and will continue to make every effort to analyze the accidents that have occurred in order to learn from them and thus prevent them from happening again. To achieve a significant and lasting reduction in lost-time accidents, Air Liquide must remain vigilant at all times, continue to raise awareness and take all preventive actions to reinforce the safety culture within its teams.

With regard to subcontractors, over the long term, the lost-time accident frequency rate has improved. In 2023, the number of lost-time accidents of subcontractors decreased by -16% significantly reducing the corresponding frequency rate. However, efforts still need to be

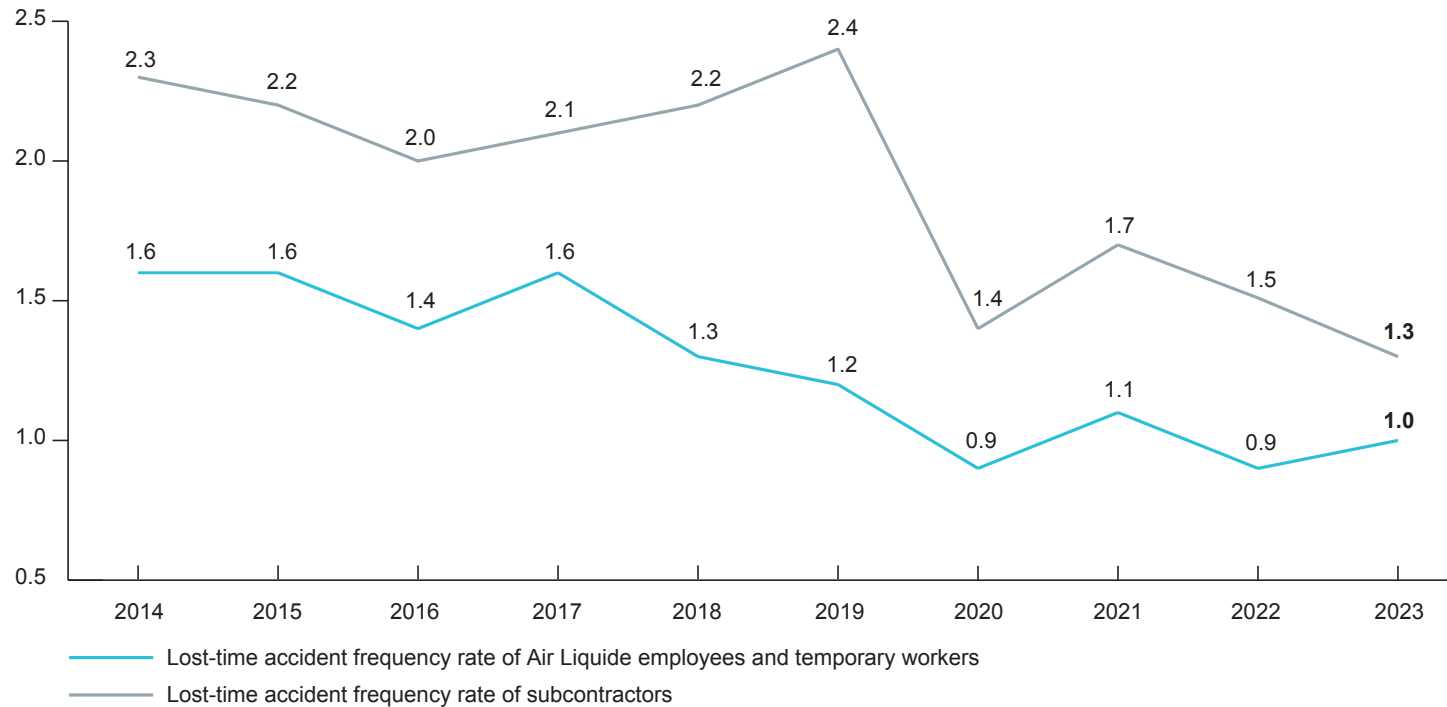
made to further reduce the number of accidents for subcontracted operators and drivers and thus achieve a level of safety performance similar to the one of the Group employees.

Air Liquide is aware that managing risks for subcontractors is a challenge: the subcontractor

management process includes several phases involving different stakeholders and their "market profile" may create unfavorable conditions (e.g. a high driver turnover rate, a limited choice of subcontractors, a weak local safety culture). In order to improve the safety performance of its

subcontractors, the Group identified the main areas of work in 2020 (types of contracts, business lines, geographies, etc.) and best practices (internally and thanks to external benchmarks), and improvement actions are gradually being implemented (paragraph 3.2.3, page 39).

Lost-time accident frequency rate <sup>(a)</sup> of Air Liquide employees and subcontractors



(a) Number of accidents with at least one day's absence per million hours worked.

## 3.3. Risks related to process safety

### 3.3.1.

#### Description of salient risks

Industrial risks must be factored in at the design phase of future installations. During the construction phase, the lack of a strict accident prevention framework would affect the coordination among the various stakeholders and expose teams to risks of accidents.

Based on the risk prevention work carried out by Air Liquide for many years, the salient risks related to industrial processes are:

- exposure to hazardous energy sources, fluids and emissions, such as electricity, pressure, steam, hot water, high or very low temperatures;
- fires resulting, in particular, from flammable products and materials or electrical installations; and
- exposure of people to dust and hazardous chemicals through inhalation, ingestion or skin contact.

### 3.3.2.

#### Regular assessment procedures

Like all production (primary production and packaging), distribution and research activities, the Group and its subcontractors are exposed to risks related to process safety.

Risks related to process safety are analyzed using various methods, in particular the HAZOP (HAZard and OPerability analysis) methodology. A multidisciplinary team contributes to the comprehensiveness of the identification of credible scenarios that could lead to a critical situation, taking into account the unwanted events identified through the analyses of process and HSE (Health Safety Environment) risks. On this basis, each Group subsidiary is required to implement measures to prevent the risks identified at each of its industrial sites.

In addition to generic risks, each subsidiary, under the supervision of its Managing Director, regularly identifies specific risks related to its production and packaging activities. The objective is to identify the hazards globally and for each facility, in order to assess the risks and implement the necessary preventive measures.

### 3.3.3.

#### Appropriate actions to mitigate risks and prevent severe impacts

Process safety is a complex issue as, although rare, incidents can lead to very serious consequences with multiple fatalities. In order to ensure that operations efficiently take this risk into account, Air Liquide has introduced specific action plans, the purpose of which is to control the most severe risks relating to industrial processes. They have been assigned the necessary resources (expertise and budgets) and follow a roadmap.



## Management of industrial emergencies

In the event of an emergency, the primary responsibility of the entity's Managing Director is to analyze its nature, assess both the severity of the situation and the potential impacts on the basis of the risks previously identified, and take all necessary measures to ensure the safety of people. A 24/7 on-call system receives emergency calls and contacts the people responsible for setting up an appropriate response at local level.

A business continuity plan adapted to each entity describes the previously defined sequence of actions that will allow the continuation or restoration of operational functions, IT resources, networks and facilities in the event of an unexpected disruption to the service. The aim of this plan is to protect people and property and to limit the impact of the disruption on the entity's activities.

Exercises are regularly carried out on a variety of scenarios, and the results and lessons learned are documented, thus informing the business continuity plan.



### AN INTERNAL OPERATION PLAN RETHOUGHT AT CASTRES' SITE (FRANCE) THANKS TO NEW TECHNOLOGIES

Being well prepared for emergencies is essential in order to react appropriately and limit the impacts. An Internal Operation Plan (IOP) that is regularly updated is key in anticipating such incidents. In Seppic Castres, a upper-tier Seveso site, this IOP is tested at least once a year during an exercise carried out jointly with firefighters. Each month, Seppic's second response team, which supports firefighters, undergoes on-site training, thus putting into practice one of the scenarios provided for in the IOP. In 2023, the site rethought its IOP to make it even more operational by taking advantage of the availability of new tools and technologies (e.g. semi-automatic staff counting solution before the assembly point, mobile weather station, communication screens, skills matrix for training the Seppic response team).

### 3.3.4.

## Monitoring of measures implemented and the assessment of their effectiveness

As with the safety of employees and subcontractors, the subsidiaries regularly report all events related to process safety in the Group's reporting tool. Each month, every event reported is reviewed by a team of industrial processes experts. The most serious events are analyzed in detail, presented to the Industrial and Safety Committee (paragraph 3.1, page 37), and lessons learned are shared with Group entities that could be potentially affected by similar situations.

The progress of specific action plans aimed at bringing the most serious risks related to industrial processes under control is regularly monitored by the Group's General Management.

The industrial process risk management process is subject to regular audits by the Group's Industrial Audit Department.



## 3.4. Risks related to road safety

### 3.4.1. Description of salient risks

Air Liquide delivers products to its customers and patients by road in 72 countries <sup>(1)</sup>. Each year, delivery vehicles, sales staff and technicians travel hundreds of millions of kilometers. Non-compliance with traffic regulations or the lack of regular maintenance of vehicles would expose drivers and third parties to increased risks of accidents.



### 3.4.2. Regular assessment procedures

Air Liquide relies on a structured program to mitigate risks on the road. This program was strengthened in 2020 by the update of the internal requirements procedure. Operations are assessed and audited regularly to ensure compliance with this procedure.

### 3.4.3. Appropriate actions to mitigate risks and prevent severe impacts

The road safety program is based on several mitigation and prevention actions, the main ones being:

- equipping vehicles with technologies to assist drivers, to warn them in the event of danger or to protect them in the event of an accident. This is a rapidly changing field and Air Liquide is committed to providing the best technologies possible to its own fleet of vehicles, as well as those of transport professionals working on its behalf. Around 60% of the vehicles are already equipped, and the aim is to reach 80% in the coming years;
- regularly raising awareness among professional and occasional drivers on safe behavior on the road;
- developing the role of master drivers (in driving and loading/unloading operations) who mentor new drivers and serve as role models within their organization. Identified on the basis of technical criteria, these master drivers actively contribute to forging the driver's safety mindset and participate in improving training and qualification processes.



#### AIR LIQUIDE INDONESIA RELIES ON TECHNOLOGY TO REDUCE CASES OF FATIGUE WHILE DRIVING

Fatigue and distraction are the main factors in road accidents. The system deployed in the South-East Asia cluster (group of countries) makes it possible to collect, visualize and analyze the behavior of each driver. Close collaboration between drivers, master drivers and managers is the key to success. The combination of these technological elements with the sharing of best practices between the entities in the road-related risk prevention program has enabled Air Liquide Indonesia to significantly improve road safety. In addition to technology, root cause analysis and driver well-being are key elements of this progress.

(1) Excluding Russia, where the entities are no longer consolidated following the loss of control on September 1<sup>st</sup>, 2022.

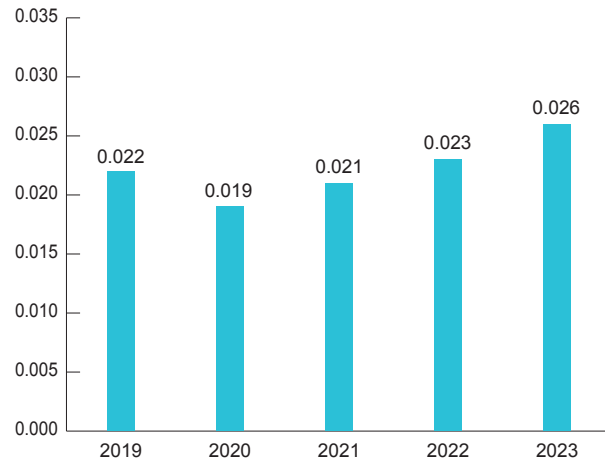
3.4.4.

### Monitoring of measures implemented and the assessment of their effectiveness

With regard to risks related to road safety, the year 2023 shows a slight decline in performance compared to the previous year. It was marked by the death of a truck employee driver in a road accident. In addition, several accidents involving an Air Liquide vehicle, unfortunately resulted in the death of third parties.

The analysis of road accidents in recent years has highlighted certain recurring causes, such as fatigue or distraction while driving. Air Liquide's 2021-2025 program seeking to implement digital driving assistance and fatigue prevention technologies is being pursued as well as its support for changes in driving behavior in all the geographies where the Group operates. These initiatives are gradually improving transport safety on the road.

Road safety: frequency of preventable serious accidents with injuries <sup>(a)</sup>



(a) Per million km driven by trucks of over 3.5 metric tonnes.



#### IN AMERICA, AIR LIQUIDE HONORS ITS DRIVERS AND PROMOTES ROAD SAFETY

In the United States, Airgas organizes the National Driver Recognition Week each year. This campaign encourages management and teams to show their recognition of the work done by Airgas drivers by honoring them locally. It promotes the continuous efforts of drivers to deliver products to customers safely and on time and their overall contribution to the safety of roads and highways. Drivers are committed to giving prevention advice and reminding everyone of their responsibilities on the road. These behaviors reinforce the message of the Air Liquide Group program: "Together, make the roads safer because we care."

In 2023, Air Liquide Argentina organized its road safety week with the support of its management, Procurement and Logistics Departments, commercial activities, master drivers and managers from all its carriers. Throughout the week, the webinars and activities organized involved employees, subcontractors and drivers. The week ended with a moment of recognition for the best drivers of the transport partners, with their families present. The best suggestions for improvement raised during this week will be taken up and implemented in all Latin American countries from 2024.



## 3.5. Risks related to product safety

### 3.5.1. Description of salient risks

The intrinsic properties of industrial and medical gases manufactured, transformed or packaged by the Group classify them in the hazardous materials category. Their use is safe, provided that good practices and recommendations are complied with.

Beyond the risks inherent to the intrinsic properties of gases, other risks must also be considered, such as:

- the risk of faults in the systems supplying gas to customers and patients, which could lead to a disruption to supply, in terms of quality or volumes, which could notably have an impact on a patient's health;
- the risk of possible failure to comply with specific standards and regulations, in particular in Healthcare, with the risk of non-compliance of products and services provided to patients.

### 3.5.2. Regular assessment procedures

The regulatory watch process integrated in the Industrial Management System (IMS) in place in each Air Liquide subsidiary (paragraph 3.1, page 37) ensures product compliance with any regulatory changes applicable to them.

Likewise, the IMS procedure on the management of product development includes the analysis of associated risks, from the moment the products are designed, including the need for them to be used safely.

### 3.5.3. Appropriate actions to mitigate risks and prevent severe impacts

In compliance with regulations in force, each gas storage device is equipped with a label showing, among other things, the name of the product and the associated risks.

In the particular case of gas cylinders, the color of the shoulder is different depending on the main risk of the gas it contains. The safety data sheets present the risks of each of these gases. The cylinders are fitted with a cap protecting the valve which must be operated by hand and whose connections differ depending on the gas in order to avoid any incorrect connection. Their storage is regulated and must be done in a dedicated place.

### 3.5.4. Monitoring of measures implemented and the assessment of their effectiveness

Air Liquide customers are invited to report to the Group Customer Service any incidents related to the use of Air Liquide's products.

In the context of Healthcare activities, specific processes such as pharmacovigilance (for products with drug status) and materiovigilance (for products with Medical Device status) are defined to ensure the reporting of incidents concerning these products from healthcare professionals or patients:

- the purpose of pharmacovigilance is to monitor, assess, prevent and manage the risk of adverse effects resulting from the use of drugs. The system set up within Air Liquide Santé International has global coverage and thus makes it possible to constantly monitor and assess the benefit/risk ratio of medical gases. As pharmacovigilance is a science that is highly regulated by the health authorities, Air Liquide Santé International also conducts a regulatory watch. This activity aims to identify and analyze the applicable texts (laws, best practices, etc.) in order to ensure these operations are conducted in compliance with the defined standards;
- the purpose of materiovigilance is to avoid the (re)occurrence of incidents and risks of serious incidents involving medical devices, by taking appropriate preventive and/or corrective measures. Air Liquide has specialized teams in its subsidiaries to analyze and deal with any event or risk of incident occurring during the use of medical devices or reported by manufacturers or health authorities. These specialists assess the risk and systematically inform the supplier and health authorities when necessary, while remaining in contact with the various stakeholders until the closure of the alert.

## 3.6. Risks related to the security of individuals

**The security of individuals is one of the Group's priorities. It embodies the Group's fundamental principle of responsibility. The security teams have a duty to relay this principle. This is an alignment with the Group's values that promote the overall integration of employees and external stakeholders such as customers, suppliers and subcontractors, visitors, as well as neighboring communities or Shareholders.**

### 3.6.1.

#### Description of salient risks

**In addition to endogenous risks, i.e. those generated by its own activity (occupational accidents, industrial accidents, etc.), the Group may also be faced with widespread exogenous risks (not generated by its own activity and which come from outside).**

The exposure of employees and the external stakeholders mentioned above to these threats may take the form of verbal or physical assault, theft, or even minor or major crises (e.g. the military conflict between Russia and Ukraine, the indirect consequences of the Israeli-Palestinian

armed conflict). Therefore, it is essential for Air Liquide to properly identify these risks and threats, to analyze and understand them and to put in place security systems that protect employees, whether they are at their usual workplace or they are traveling to a high-risk country.

The generic mapping of risks related to the security of individuals is based on three types:

- political and security risk;
- risk related to terrorism;
- risk related to criminality.

### 3.6.2.

#### Regular assessment procedures

The Group is attentive to the geopolitical environment of the countries in which it operates. This is an important criterion in investment decisions. A good understanding of the environments in which the Group operates enables it to adopt a security posture in accordance with its requirements and its duty to protect.

The Group Security Department establishes a classification of security risks for the countries in which its employees work and travel. It is based in particular on the official rating of five countries (France, the United Kingdom, Canada, the United States and Australia), coupled with an assessment by the global security service provider for the Group. On a scale of four risk levels, it enables the Group to determine and implement the appropriate level of security measures corresponding to the level of threat identified. The occurrence of serious or repetitive events results in the review of a country's risk level. The country manager must approve the level of security risk determined for the country.

In 2023, for the countries in which Air Liquide is present, four are classified as very high risk (Burkina Faso, Mali, Nigeria and Ukraine) and ten are high risk. The others are split between moderate and low risk.

In parallel with this classification, Air Liquide sets up a threat monitoring. The ability to collect, sort and analyze information makes it possible to understand the specific environments in which employees work by identifying threats and anticipating possible incidents, crises or changes in the structural or economic environment of the countries in which the Group operates. Where necessary, Air Liquide updates the security and travel rules to limit the exposure of its employees and adopts conservative security postures to protect those most exposed.

In certain unavoidable circumstances, employees may face illegal or criminal acts. It is important to detect, analyze and understand these in order to better protect employees and reduce the risk of occurrence. In 2023, the Group launched a systemic review of incidents in order to better understand the type, frequency and level of impact on its operations.

In all its subsidiaries, the Group has security officers who are regularly trained to adopt the appropriate security posture and implement the security measures that protect employees.

## 3.6.3.

### Appropriate actions to mitigate risks and prevent severe impacts

Based on the risk assessment, the Group Security Department defines and coordinates the implementation of appropriate measures to limit employee exposure to potential negative impacts during a crisis or incident. It has a range of measures that can be deployed, depending on the level of risk identified, in all subsidiaries to protect employees and the external stakeholders listed above:

- active and passive security systems across all sites. The fundamentals of our site protection policy include secure fencing, a controlled access process, an adapted security and surveillance system, and finally, the means to intervene and respond in the event of an intrusion;
- security reviews systematically carried out by the Security Officers to ensure the proper level of protection of employees and sites;
- crisis management and business continuity processes to deal with crisis environments and limit the impact on both employees and organizations;
- an analysis of the most serious incidents carried out by the Group Security Department

in collaboration with the local entities to adapt the security rules. Surveillance camera systems are set up to record the most critical points of a site and the recordings are viewed after the event in order to understand the origin of potential intrusions;

- a series of measures intended to protect travelers, throughout their travel:
  - security awareness training for employees traveling to the most risky countries in order to inform them of potential threats and the measures to be applied,
  - all travel reservations to very high-risk or high-risk country are subject to a validation process by an employee's manager, then by the Security Officer of the geography in question, who may even prohibit the trip,
  - sending of alerts to travelers to make them aware of the most important incidents when they are away,
  - a dedicated application available to travelers for them to inform them of imminent threats and thus be rescued as quickly as possible;

- e-learning training in collaboration with Human Resources to familiarize employees with new environments. Socio-cultural differences are important elements of integration that must be understood and assimilated and which allow for better multicultural integration.

In very high-risk countries, these security measures are strengthened.

More generally and as part of a responsible approach, the Group interacts with some of the most disadvantaged surrounding communities by implementing actions to benefit them. In some townships, such as in Brazil or South Africa, local jobs are offered to integrate these communities and reduce the risk of malicious acts, while promoting their integration.

The security function at Air Liquide is fundamentally part of a logic of goodwill through its positioning of anticipation, prevention and protection. The Group Security Department acts as a player aware of the duty of vigilance and respect for the Group's values in its day-to-day work.

## 3.6.4.

### Monitoring of measures implemented and the assessment of their effectiveness

The Group has an incident reporting system which, depending on the level of severity, triggers a review process for these incidents. In a singular way, this system makes it possible to understand the origin of malicious acts and to act locally on the security rules in place to protect employees and third parties.

A security review system enables assessment of the level of protection of a subsidiary in terms of security according to the level of threat in a country and its sensitivity level. This classification makes it possible to assess whether the security systems are properly deployed in the subsidiaries in order to guarantee the appropriate level of protection for employees and subcontractors.

These systems are monitored by the Regional Security Officers and the Group Security Director. They make it possible to adapt the security posture according to specific events or crises.



# 4

## Environment

Taking actions in our company,  
with our partners, for the planet

- > 4.1. Risks related to climate
- > 4.2. Risks related to water management

# Environment

**The Group Sustainable Development Department, under the direct supervision of a member of the Executive Committee, defines the Group's strategy on environmental issues. It ensures the rollout of the latter and the definition and monitoring of the associated key performance indicators. It is also responsible for internal and external sustainable development communication in order to highlight the Group's achievements, as well as regulatory communication for extra-financial information.**

In addition to the Group's global Sustainable Development approach, employees have volunteered to implement local initiatives within their entities. Known as the "Sustainability Ambassadors", more than 600 members present in the Group's various geographies contribute to raising employee awareness, finding solutions to protect the environment and sharing best practices.



## SUSTAINABILITY AMBASSADORS ACT FOR SUSTAINABLE DEVELOPMENT

Throughout the year and around the world, initiatives were organized by the voluntary network of Sustainability Ambassadors to promote sustainable development, raise awareness and encourage action on these environmental issues. For example:

- promoting sustainable development: competition for the best sustainable development initiatives in Latin America, calculation of the carbon footprint, participation

in workshops to reduce one's daily environmental footprint in Europe;

- raising awareness: participation in external and internal conferences, such as the "Sustainability Talk" on Taiwan island;
- taking action: waste collection in France and Asia, tree planting activities in Canada, organization of a "Sustainable Development Week" in several geographies and initiatives to recycle waste in Singapore.



## 4.1. Risks related to climate



### 4.1.1.

#### Description of salient risks

As a responsible company, Air Liquide recognizes the importance and urgency of addressing climate issues. The Group intends to contribute to carbon neutrality by addressing the entire value chain, covering direct greenhouse gas emissions (Scope 1), indirect emissions linked to the supply of electricity and steam (Scope 2) as well as emissions of Scope 3, where other indirect emissions are reported.

In order to address climate change, Air Liquide takes into account the recommendations of the Intergovernmental Panel on Climate Change (IPCC), as expressed in assessment reports, of which the sixth was published in 2021, and special reports. The Group intends to play an active role in achieving the targets set out in the Paris Agreement, which defines a global framework to avoid dangerous climate change by limiting global warming to well below 2°C compared with pre-industrial levels, and by continuing efforts to limit it to 1.5 °C. The IPCC Special Report “Global Warming of 1.5 °C” published in 2018 indicates that achieving the Paris Agreement’s objective of keeping the average temperature rise below 1.5 °C requires reaching carbon neutrality, on a global scale, by 2050.

The greenhouse gas emissions associated with its activities and exceptional weather-related phenomena due to climate change can impact the environment and people.

#### Climate risks related to Greenhouse Gas (GHG) emissions

These risks can have the following consequences on people and the environment:

- the massive development of renewable energies used to reduce GHG emissions may have an impact on local communities;
- due to their consequences on global warming, GHG emissions may have an impact on the environment, in particular on water resources or crop yields.

The transition towards a carbon-neutral economy encourages the Group to introduce new technologies and develop new markets. These changes, which mainly involve the creation of new jobs or the upgrading of existing ones, mean that employees’ skills need to be upgraded in order to maintain their employability.

#### Climate risks related to the physical impact

Air Liquide operates in certain regions of the world exposed to changes (in severity and/or frequency) in exceptional meteorological phenomena due to climate change. These phenomena can have a negative impact on people, which can be broken down into:

- acute risks triggered by events such as natural disasters (storms, hurricanes, floods, etc.), whose frequency and severity are increasing, and which could endanger employees or neighboring communities when sites are damaged, particularly those located near the coast or in areas that may be affected by hurricanes (the Gulf Coast, North America, South Asia, etc.);
- chronic risks related to longer-term changes in climate models and rising temperatures that could lead to a deterioration in the working conditions of employees in certain geographies (chronic heat waves in certain regions, changes in rainfall patterns and increase in their variability, unavailability of certain resources, etc.).

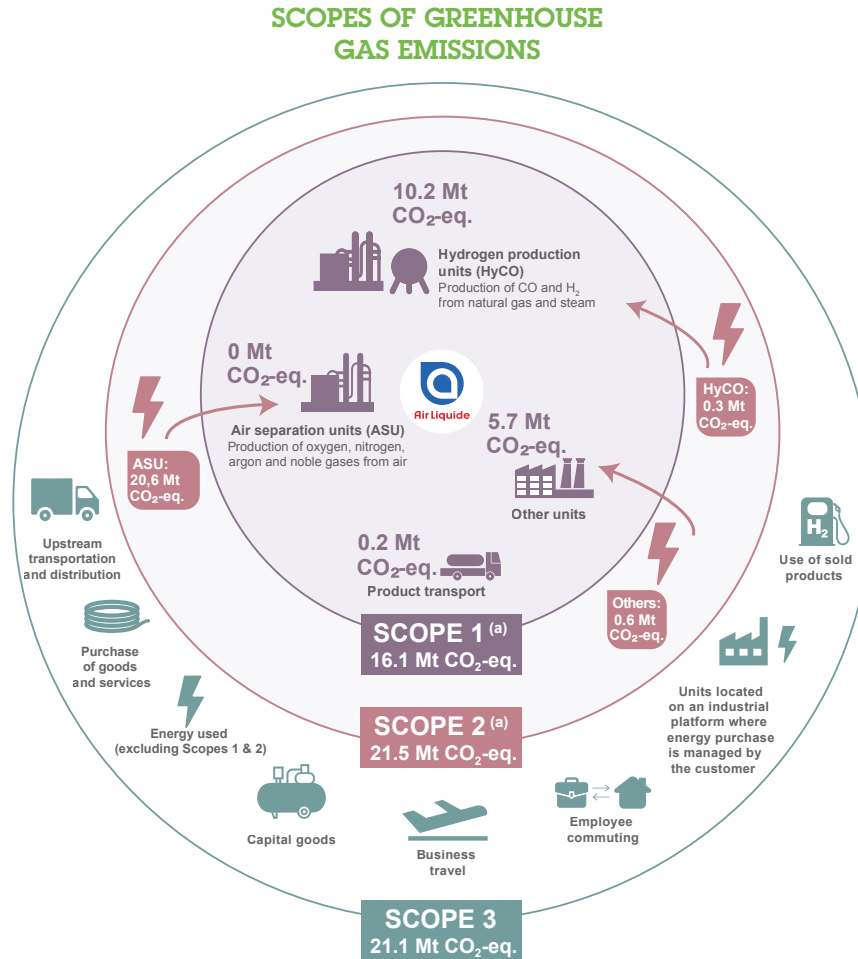
4.1.2. Regular assessment procedures

Climate risks related to Greenhouse Gas (GHG) emissions

The data relating to GHG emissions reported by the entities are consolidated using a centralization tool at Group level to determine Air Liquide's quarterly and annual carbon footprint.

The Greenhouse Gas (GHG) emissions that constitute a company's carbon footprint are categorised according to three perimeters, called "scopes", depending on the origin of the emissions. Air Liquide follows this classification for the management of its carbon footprint.

Air Liquide's GHG emissions balance sheet takes into account the 6 greenhouse gases highlighted by the Kyoto Protocol and is carried out in accordance with the GHG Protocol's carbon accounting method proposed by the World Resource Institute and the World Business Council for Sustainable Development.



The data presented have been rounded up to the tenth.

(a) Reported emissions in millions of tonnes of CO<sub>2</sub>-equivalent using the "market-based" methodology. Reporting takes into account a minimum of 95% of the Group's Scope 1 and 2 emissions. Reporting is subject to a continuous improvement process.

**SCOPE 1**  
Air Liquide's direct greenhouse gas (GHG) emissions result mainly from hydrogen production by methane reforming and co-generation of steam and electricity. These activities account for nearly 15% of the Group's large production units and use combustion processes emitting CO<sub>2</sub>. Scope 1 emissions correspond to the difference in carbon content between the natural gas consumed by these units and the carbon content of their products. Air Liquide also records direct emissions from the combustion of fuel in its truck fleet, as well as gas losses in its CO<sub>2</sub> and nitrous oxide production units.

**SCOPE 2**  
Almost 85% of Air Liquide's large production units are Air Separation Units, which use air as the sole raw material and do not use any combustion processes. Therefore, they do not emit greenhouse gases directly. The energy needed to run them, almost exclusively electricity, generates GHG at electricity suppliers' level. Scope 2 totals the indirect GHG emissions generated by the production of electricity and steam purchased outside the Group. Air Liquide adopts a "market-based" reporting for its Scope 2, directly related to supply contracts, recommended by the GHG Protocol<sup>(1)</sup>. Hence, Air Liquide's initiatives in terms of electricity procurement, in particular the voluntary procurement of renewable electricity, are directly reflected in the reported Scope 2 emissions figures.

**SCOPE 3**  
The Group reports other indirect GHG emissions under Scope 3 (categories 1, 2, 3, 4, 6, 7, 10, 11 and 13 of the GHG Protocol<sup>(2)</sup>) which concern the Gas & Services businesses. The categories not reported represent emissions that are not applicable in Air Liquide's business model (8 and 14) or negligible (5, 9, 12 and 15).

(1) The Greenhouse Gas Protocol (the organization responsible for developing international standards for calculating carbon footprint, also known as the GHG Protocol) is the most widely used international accounting framework for understanding, quantifying and managing greenhouse gas emissions.  
(2) The definition of the different Scope 3 categories by the Greenhouse Gas Protocol is available [here](#).

### Assessing employee competencies to maintain employability

As part of the development by Air Liquide of key solutions for energy transition, two branches of activities are the most exposed to the emerging need for employees to have additional competencies to maintain their employability: Engineering & Construction (E&C), where new technologies must be mastered (electrolysis, CO<sub>2</sub> capture and liquefaction) and Large Industries, where these technologies will be deployed and operated.

E&C periodically carries out an assessment of technical competencies, putting into perspective the business skills of employees in the technical fields with the needs identified to support E&C's projected activity. The World Business Unit then determines action plans per area of expertise and per operation center to meet the development needs of key competencies.

Within Large Industries, three professions are particularly exposed to a substantial change in their competences:

- production and maintenance teams on sites, impacted by the digitalization and automation of industrial processes and by the setting up of Smart and Innovative Operations (SIO) centers in charge of remote control of production sites, which enable in particular energy consumption and purchasing to be optimized;

- sales teams impacted by the development of the Group's offerings in particular of key solutions for energy transition;
- teams in charge of energy management in a context of increased purchases of renewable energy.

### Climate risks related to the physical impact

Climate risks related to the physical impact are assessed during the review of investment requests, in the same way as financial criteria, to ensure that the associated risk management measures are adapted, for example, in the design of equipment.

These risks are already taken into account, especially in (i) the water management policy (paragraph 4.2.3, page 64), which addresses, among other things, water-related risks for production units for which this risk is proven, and (ii) Business Continuity Plans that ensure the resilience of operations in the event of disruption, including extreme climatic events.

In 2021 and 2022, Air Liquide experts conducted a preliminary assessment based on the scientific literature. In 2023, the Group conducted a study with a consulting firm to assess the vulnerability of the Group's activities to climate risks related to physical impact.

More specifically, this study made it possible to:

- select two climate scenarios developed by the IPCC: SSP2-4.5, used as "business as usual" leading to +2.7 °C by 2100, and the SSP5-8.5 scenario, used as the "worst case scenario" leading to +4.4 °C by 2100. The time horizon of 2040 was used because it corresponds to the lifetime of the majority of assets invested and operated by Air Liquide;
- define the universe of climate risks related to the physical impact. To this end, a series of interviews with Air Liquide's Industrial Departments was carried out to identify the most significant risks in the short, medium and long term;

- analyze the exposure of the Group's sites according to their location on the basis of the two scenarios and thus identify those likely to be exposed to the risks identified by 2040;
- analyze the vulnerability of exposed sites by determining the main operational impacts for each of these sites.

Based on this study, the main perils identified as relevant at Group level include high temperatures, drought and fires. Mitigation plans will be drawn up, if necessary, at vulnerable sites. In 2024, this study will serve as the basis to deploy the corresponding risk management process.



4.1.3.

Appropriate actions to mitigate risks and prevent severe impacts

Climate policy and procedures

The Climate Policy, available in the BlueBook<sup>(1)</sup>, consolidates the principles governing the Group's climate risk management, covering the entire value chain.

The monitoring and achievement of the Group's climate objectives rely on:

- the internal greenhouse gas emission monitoring procedure, which sets out the monitoring of regulatory obligations in force in this area with which the Group must comply, the standardized methodologies for calculating Scopes 1 and 2 emissions, as well as the reporting scope and frequency;
- integration of the monitoring of the CO<sub>2</sub> trajectory in the Group's management process, in particular the budget process, which now includes the allocation of a carbon budget to the various geographies, as well as quarterly monitoring per geography and per business line at the Executive Committee level;
- the Energy & Emissions risk management Group Committee "E-Enrisk" reviews the energy sourcing strategies of entities, examines the most significant commitments submitted to it and ensures that the commitments made are coherent with the Group's climate strategy (both upstream of investments decisions and for existing assets). Each month, it brings together the member of the Executive

Committee overseeing the Large Industries World Business Line and the Group's Strategy function, the Large Industries Vice President, the Large Industries Director of Markets and Energy Transition, the Director of Energy, the Group Finance and Treasury Director, the Director of Accounting Organization and Methods, the Director of Sustainable Development, the Director of Group Investments and the Director of Energy Transition Strategy for the Hydrogen Energy World Business Line.

- the review of investment decisions, taking into account climate aspects, in particular a CO<sub>2</sub> price, as well as an analysis of the opportunities and risks related to the climate transition. For all its projects, for all geographies, even those without a current official price for CO<sub>2</sub>, Air Liquide also integrates a CO<sub>2</sub> price sensitivity study into its investment decision process. The Group's investment policy, as described in the BlueBook, requires that this sensitivity study be carried out using a price of 50 euros per metric tonne of CO<sub>2</sub>, the current local price, as well as a high value of at least 100 euros per metric tonne depending on the geography and the context;
- the rollout of the Climate Champions network and the annual review of the clusters' (groups of countries) decarbonization plans. The Climate Champions, contact points of the Sustainable

Development Department, are responsible for managing the Group's CO<sub>2</sub> emissions reduction objectives in the various clusters (groups of countries). They coordinate the development of a roadmap that defines all the operational measures required to achieve the objectives below. They are responsible for monitoring the indicators, the rollout of projects and reporting on progress. Decarbonization plans define the projects to be implemented to contribute to the Group's climate objectives, such as the purchase of renewable energy, carbon capture at hydrogen production units using methane reforming, and energy efficiency or vehicle fleet conversion programs;

- the assumption of the implementation, in the geographies in which the Group operates, of public policies aimed at stepping up the transition toward a low-carbon economy that are in line with a "well below 2°C" trajectory.

The potential impact on local communities due to the massive development of renewable energies (paragraph 4.1.1, page 51) is reviewed on a case by case and *ad hoc* bases, depending on sources and contractual structures of renewable energy sourcing. As Air Liquide scales up its sourcing of renewable energy, the process will be further embedded in the relevant sourcing guidelines, in particular when sourcing from new built assets.

Group's Climate objectives

With its Sustainable Development program and its ADVANCE strategic plan for the 2022-2025 period, Air Liquide affirms its ambition to decarbonize the planet. This approach integrates the Group's activities through three complementary axes.

TAKING ACTION ON ASSETS  
by committing to reduce the carbon impact of production, distribution and service activities

TAKING ACTION WITH CUSTOMERS  
by innovating for a cleaner industry

TAKING ACTION FOR ECOSYSTEMS  
by contributing to the emergence of a low-carbon society



**ASSETS**

**REDUCING THE CARBON IMPACT OF ITS PRODUCTION, DISTRIBUTION AND SERVICE ACTIVITIES**

**Climate objectives**

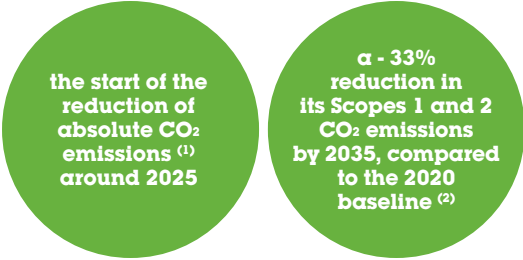
**Scopes 1 and 2 emissions**

**Carbon neutrality by 2050**

with two major intermediate milestones:

The Science Based Targets initiative (SBTi) validated Air Liquide's target to reduce its Scope 1 & 2 emissions by 2035 in May 2022 as compliant with a well below 2°C trajectory <sup>(3)</sup>. The Group was the first in its industry to obtain validation from the SBTi.

To date, there is no 1.5°C sector trajectory for the chemicals sector in general or for industrial gases in particular. Nevertheless, Air Liquide has developed its climate objectives on the basis of various studies, including those of the IPCC, in particular the 1.5°C report and those of the International Energy Agency, including the Net Zero roadmap, published in May 2021, which



presents levers and a trajectory for the industrial sector similar to that of the Group strategy.

Furthermore, the Group also maintains its existing objective, announced in 2018, to reduce its carbon intensity <sup>(4)</sup> by -30% by 2025, on the basis of 2015 emissions.

The three levers identified by the Group in order to reduce the carbon footprint of its assets are based on Air Liquide's technological and operational expertise. They also rely on the implementation of public policies and regulatory frameworks allowing, in particular, the rapid and massive development of decarbonized energies, which determine the speed at which these levers can be mobilized.

**LEVER 1**

**SOURCING LOW-CARBON ENERGY**

Air Liquide's ambition to achieving carbon neutrality associated with its assets is usually supported by the sourcing of low-carbon electricity to power the Air Separation Units. Hydrogen production units using methane reforming can be adapted to operate on renewable natural gas.

To reduce its indirect emissions related to energy purchases (Scope 2 emissions), Air Liquide adopts a proactive approach to purchase renewable and low-carbon electricity using several approaches depending on local conditions allowing access to renewable energy. The main one is the conclusion of long-term Power Purchase Agreements (PPA).

However, the Group may purchase certificates such as Guarantees of Origin that may or may not be bundled with power delivery especially when integration of a PPA into the sourcing portfolio is uneasy or, in areas supplied by regulated utilities, through "green tariffs".



**2023 ILLUSTRATIONS**

In 2023, Air Liquide notably signed the following contracts:

- two new Power Purchase Agreements (PPA) with TotalEnergies and its partner Mulilo for the long-term supply of a total capacity of 260 MW of renewable power to Sasol's Secunda site, in South Africa. This is the second set of PPAs signed by Air Liquide and Sasol, after the PPAs announced with Enel Green Power;
- a new PPA with Vattenfall in Benelux for 115 MW of renewable installed power capacity. Contracted over a 15-year period beginning in 2026, the PPA will bring overall renewable power capacity available to Air Liquide to around 270 MW. This capacity will provide energy representing more than 70% of the Group's existing electricity consumption in Benelux. In all, the PPAs signed in the region will enable Air Liquide to reduce emissions related to power production of up to 8.5 million tonnes of CO<sub>2</sub> over the duration of the contracts, which is comparable to the emissions generated by over 350,000 Dutch households.

(1) CO<sub>2</sub> emissions should be understood as greenhouse gas emissions converted in CO<sub>2</sub>-equivalent.  
 (2) In metric tonnes of CO<sub>2</sub>-equivalent for Scopes 1 and 2, using the "market-based" methodology, restated, from 2020 and each subsequent year, to include the emissions of the assets for the full year, taking into account (upwards and downwards) changes in scope having a significant impact on CO<sub>2</sub> emissions.  
 (3) Air Liquide announced its greenhouse gas emission reduction targets for Scopes 1 and 2 in March 2021 on a 2020 baseline. Following the acquisition of the Sasol Air Separation Units in South Africa on June 24, 2021, Air Liquide submitted to SBTi a -35% target by 2035 on a 2021 baseline in order to integrate this significant change in scope and the full rollout of "market-based" reporting.  
 (4) In kg CO<sub>2</sub>-equivalent/euro of Operating income recurring before depreciation and amortization and excluding IFRS 16 at 2015 exchange rates for Scopes 1 and 2 of greenhouse gas emissions using the "market-based" methodology.

**LEVER 2**

**IMPROVING THE EFFICIENCY OF ASSETS**

Air Liquide constantly improves the design of its production units and modernizes them thanks to the innovation efforts of Research & Development and Engineering & Construction teams, in order to improve their energy efficiency and reduce their energy consumption. The Group continues to roll out the Smart and Innovative Operations (SIO) program which optimizes energy consumption and procurement through centralized operation centers.

Air Liquide uses a large fleet of trucks for the supply of industrial gases to its customers. These vehicles contribute, to a lesser extent, to the Group's greenhouse gas emissions. Air Liquide therefore takes targeted actions to reduce logistics-related emissions by leveraging digital resources to optimize deliveries, and by progressively converting its fleet to alternate fuels.



**ILLUSTRATION 2023**

Air Liquide will invest around 60 million euros to revamp two Air Separation Units (ASUs) the Group operates in the Tianjin industrial basin, in China. As part of this modernization plan, Air Liquide will adapt these ASUs so they can run on electrical power instead of steam. This project will avoid the emission of 370,000 tonnes of CO<sub>2</sub> per year. This is comparable to the equivalent electricity-related emissions of more than one million Chinese households.

**LEVER 3**

**ROLLING-OUT INNOVATIVE TECHNOLOGIES**

Air Liquide has developed a portfolio of proprietary technologies such as Cryocap™, which allow CO<sub>2</sub> to be captured and reused or stored on hydrogen production units using methane reforming units for the production of hydrogen. Capture for CO<sub>2</sub> valorization and storage is thus set to play a major role in reducing direct emissions from hydrogen production.

Air Liquide is committed to producing low-carbon hydrogen on an industrial scale and in a sustainable manner. The electrolysis of water is one of the key solutions to produce hydrogen with a minimal carbon footprint, when powered by low-carbon electricity. The rollout of electrolyzer units therefore plays a critical role to enable the production of low-carbon hydrogen on a large scale for industry and mobility.



**2023 ILLUSTRATIONS**

Air Liquide will invest over 400 million euros for the construction of its Normand'Hy electrolyzer, with a capacity of 200 MW, located in Port-Jérôme in Normandy. As part of a Memorandum of Understanding with TotalEnergies, this electrolyzer will deliver to the refinery in Gonfreville, from the second half of 2026, renewable and low-carbon hydrogen equivalent to an electrolysis capacity of 100 MW. TotalEnergies will generate renewable electricity to power the electrolyzer, volume corresponding to the hydrogen delivered. The remaining 100 MW will be dedicated to customers in the Normandy industrial basin, as well as for the development of low-carbon mobility. Air Liquide Normand'Hy will avoid up to 250,000 tons of CO<sub>2</sub> emissions per year.

Air Liquide has announced the construction of an industrial scale ammonia (NH<sub>3</sub>) cracking pilot plant in the port of Antwerp, Belgium. Thus, Air Liquide will further contribute to the development of hydrogen, since ammonia – a molecule composed by hydrogen and nitrogen – can be transported over long distances before being locally reconverted into hydrogen. The innovative pilot plan, which combines a novel efficient process with

Air Liquide's proprietary technologies, is planned to be operational in 2024.



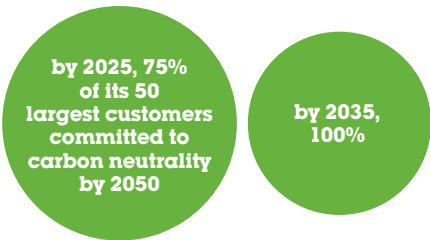


**CUSTOMERS**  
**INNOVATING WITH CUSTOMERS FOR A CLEANER INDUSTRY**

Air Liquide also continues to provide its customers with low-carbon solutions to help them reduce their carbon footprint. Drawing on its technological expertise and its capacity for innovation, the Group offers them cleaner and more sustainable solutions to reduce their CO<sub>2</sub> emissions.

Aware of the importance of contributing to the achievement of carbon neutrality throughout its value chain, in 2022, Air Liquide worked on developing its Scope 3 greenhouse gas emissions reduction strategy.

Scope 3 commitment



To achieve this ambition, three levers have been identified.



**LEVER 1**

**REDUCING AIR LIQUIDE PRODUCTS' CARBON FOOTPRINT**

Air Liquide relies on its expertise to offer its customers innovative solutions to support them by outsourcing their needs to pool production assets and thus aim for greater energy efficiency. Air Liquide proposes to install units directly on its customers' sites in order to save on transportation or to provide a new generation of lighter cylinders, and thus reduce transport-related CO<sub>2</sub> emissions.

**2023 ILLUSTRATION**

One of the leading companies for Autothermal Reforming (ATR), Air Liquide's technology has been selected for Japan's first demonstration project integrating the production of low-carbon hydrogen and ammonia with carbon capture. It will be owned and operated by INPEX CORPORATION, a Japanese oil & gas exploration and production company. ATR is one of the latest technologies utilized enabling the production of large-scale low-carbon hydrogen. When ATR is combined with carbon capture technology, customers can achieve higher energy efficiency and a simplified single train production process to facilitate carbon capture of up to 99%.

**LEVER 2**

**CO-DEVELOPING INNOVATIVE PROCESSES WITH CUSTOMERS**

Air Liquide supports its customers in the fundamental and essential transformation of their industrial processes, in particular in industrial sectors such as metallurgy and chemicals. The Group provides technical innovations to reduce the CO<sub>2</sub> emissions associated with the conventional processes used in these sectors by employing new production processes, such as oxy-combustion for cement coupled with CO<sub>2</sub> capture, direct reduced iron (DRI unit) combined with submerged arc furnace for steel production, or new uses of materials such as hydrogen.

**2023 ILLUSTRATION**

Air Liquide will build and operate for Verallia, the European leader and the world's third largest producer of glass packaging for beverages and food products, a new generation onsite oxygen production unit in Pescia, Italy. The oxygen produced by this unit will replace the air usually injected into the furnace, thereby allowing to melt the glass by oxy-combustion and to improve the efficiency of the process. In addition, the Group will supply its HeatOx™ proprietary technology to recover the heat emitted by the glass furnace in order to further reduce the amount of energy needed to produce glass. The global solution provided by Air Liquide will contribute to the reduction by -18% of the CO<sub>2</sub> emissions (Scope 1 and 2) that Verallia targets for its glass furnace in Pescia.

## LEVER 3

## DEVELOPING INNOVATIVE CARBON CAPTURE TECHNOLOGIES

Air Liquide's presence in major industrial basins, combined with its expertise in carbon capture and liquefaction technologies allows the Group to contribute to major global initiatives aimed at aggregating large streams of CO<sub>2</sub> in order to capture them for valorization or storage.



## 2023 ILLUSTRATION

Air Liquide and Holcim have signed a Memorandum of Understanding to pursue a project to decarbonize Holcim's new cement production plant under development in Belgium. Air Liquide intends to build and operate a unit of its innovative and proprietary Cryocap™ Oxy technology to capture and purify up to 95% of the CO<sub>2</sub> generated from Holcim's production unit in Obourg. Thanks to Air Liquide's unique carbon capture innovative technology, Holcim will be able to reduce emissions by more than one million tons per year of CO<sub>2</sub>. The captured CO<sub>2</sub> will then be handled through *Antwerp@C* CO<sub>2</sub> Export Hub where it will be transported, liquefied and loaded onto CO<sub>2</sub> ships for onward permanent and safe offshore storage.





**ECOSYSTEMS**

**CONTRIBUTING TO THE EMERGENCE OF A LOW-CARBON SOCIETY**

Air Liquide contributes to the development of a low-carbon society. To this end, the Group develops hydrogen and biomethane for industrial and mobility applications. These developments are expected to play a key role in the fight against climate change. The Group has therefore identified three levers.

**LEVER 1**

**PROMOTING HYDROGEN (H<sub>2</sub>) FOR ENERGY TRANSITION**

Hydrogen is an essential solution for the energy transition. A competitive and low-carbon solution, it represents tremendous development potential thanks to its many applications in industry, energy and mobility. Deeply convinced that hydrogen will play a major role in the energy transition, the Group intends to be a key player in the emergence of a hydrogen society thanks to its assets, its technologies and its expertise. Air Liquide is in particular one of the founding members of the Hydrogen Council, a unique global initiative that brings together nearly 150 companies in 2023 and aims to define a common ambition for hydrogen as an accelerator for the energy transition. Around 8 billion euros will be invested by the Group in the low-carbon hydrogen value chain by 2035. Hydrogen sales are expected to triple to 6 billion euros by 2035.



**2023 ILLUSTRATION**

In the context of the U.S. government's announcement to support seven regional Clean Hydrogen Hubs to accelerate low-carbon hydrogen development, Air Liquide is a partner in a record six out of the seven Hubs. Air Liquide will bring its expertise along the entire hydrogen value chain and apply its expertise in production, liquefaction, distribution, storage and end-use technologies to meet the specific needs of each region.

**LEVER 2**

**CONTRIBUTING TO THE DEVELOPMENT OF CLEAN MOBILITY**

Air Liquide is investing in the production of low-carbon hydrogen from the electrolysis of water, as well as in hydrogen mobility distribution networks. The Group is also developing the biomethane chain from production to filling stations.



**2023 ILLUSTRATIONS**

Air Liquide and Groupe ADP have announced the creation of Hydrogen Airport, the first engineering and consulting joint venture specializing in helping airports integrate hydrogen projects within their infrastructures. The range of services provided covers all the challenges of integrating hydrogen energy. In the framework of this joint venture, Air Liquide brings its expertise in hydrogen, which ranges from the production of renewable or low-carbon hydrogen, to liquefaction, storage, and the distribution of hydrogen for aircraft.

Air Liquide and TotalEnergies have announced their decision to create an equally owned joint venture to develop a network of hydrogen stations, geared towards heavy duty vehicles on major European road corridors. This initiative will help facilitate access to hydrogen, enabling the development of its use for goods transportation and further strengthening the hydrogen sector. The partners aim to deploy more than 100 hydrogen stations on major European roads – in France, Benelux and Germany – in the coming years. Air Liquide will contribute with its expertise in technologies and its mastery of the entire hydrogen value chain.

**LEVER 3**

**CONTRIBUTING TO THE CIRCULAR ECONOMY THROUGH THE DEVELOPMENT AND DIVERSIFICATION OF BIOMETHANE**

Air Liquide is a committed stakeholder across the entire biomethane value chain for sustainable transportation and for the development of the circular economy, from biogas supply and purification for the production of biomethane (which can be directly injected into the gas network) to distribution to the final customers. In 2023, Air Liquide has 26 biomethane production units worldwide.

## Employee skills and training

Air Liquide has created various training modules open to all employees on the themes of climate change, energy transition and on the Group's Sustainable Development program and decarbonization strategy. Specific training courses were introduced for operational teams to inform employees of the operational rollout of the Group's Sustainable Development program.



### AIR LIQUIDE CONTINUES THE TRAINING PROGRAM ON CLIMATE AND ENERGY TRANSITION

In 2023, Air Liquide University continued to organize the "Climate & Energy Transition" online training. The objective of these sessions is to share the Group's vision and provide knowledge and behaviors that will ensure resilience and safeguard growth opportunities associated with climate and energy transition. Topics addressed cover climate, customers and technology. The sessions are open to all employees and remain available after the event. In 2023, 40 sessions were organized on 17 different topics related to climate and energy transition, with a total of 4,000 connections and around 1,900 participants.

The shift towards a sustainable and carbon neutral economy implies a transformation of skills, in particular marginally in the Engineering & Construction (E&C) branch and in the Large Industries (LI) one (paragraph 4.1.2, page 53). In the Group, cross-functional mobility remains the preferred way to develop rich career paths and strengthen the skillfulness and employability of teams. Hence, following an assessment of E&C technical skills, an Electrolysis product line integrating the entire value chain, from solution definition to project execution, was created in 2021 and integrated employees from other organizations within E&C. In Large Industries, the support of the most exposed professions is mainly based on offering trainings tailored to their needs and the implementation of individuals development plans. For example, a training curriculum is offered to facilitate the digitalization of industrial processes and "Energy Managers" had access to a training on six key skills areas.

## Climate risks related to the physical impact

The Group's operations regularly exposed to the acute risks (paragraph 4.1.1, page 51) have risk management systems aimed at adopting appropriate preventive operational measures and managing these crises by, first, protecting

individuals and the production facilities in close cooperation with customers. These systems are regularly updated and improved.

Chronic risks are taken into account, particularly in the design of production units, in the same way, and to the same extent as their energy efficiency and carbon footprint.



4.1.4

**Monitoring of measures implemented and the assessment of their effectiveness**

The results of risk mitigation actions are regularly monitored by the Sustainable Development Department.

With its Sustainable Development Program announced in 2021, Air Liquide set itself the

ambition to reaching carbon neutrality by 2050, and, in the medium term, to reducing its greenhouse gas emissions (Scopes 1 and 2) <sup>(1)</sup> in absolute value by 2035 by -33% compared to the 2020 baseline, with an inflexion point

in around 2025. The Group also maintains its previously announced objective of -30% reduction in carbon intensity by 2025 compared to 2015.

	2020 baseline	2021	2022	2023
Reported CO <sub>2</sub> emissions (in thousands of metric tonnes of CO <sub>2</sub> -eq.) <sup>(a)</sup>	32,529	36,364	39,306	37,617
<b>Objective 1</b> : rreduce Scopes 1 and 2 CO <sub>2</sub> emissions by -33% by 2035 compared to 2020				
Restated CO <sub>2</sub> emissions (in thousands of metric tonnes of CO <sub>2</sub> -eq.) <sup>(b)</sup>	39,564	40,085	39,464	37,617
Change in restated CO <sub>2</sub> emissions compared to 2020 (in %)	—	+1.3%	-0.3%	-4.9%

(a) CO<sub>2</sub> emissions are reported using the "market-based" methodology and taking into account significant perimeter changes (upwards and downwards) as of their effective date.  
 (b) 2021 and following years emissions restated to include in each year's emissions figures the emissions of the assets for the full year, taking into account (upwards and downwards) changes in scope that have had a significant impact on CO<sub>2</sub> emissions, in order to provide comparable figures with the restated 2020 baseline.

Air Liquide's Scope 1 and 2 CO<sub>2</sub> emissions decreased in 2023 compared to the restated 2020 baseline <sup>(2)</sup>, despite growth in the Group's activities and the start-up of production units, particularly in China and the United States.

This improvement is the result of the acceleration of renewable electricity purchasing and to a lesser extent, of energy efficiency projects. It is further amplified by lower volumes demanded by certain customers in 2023.

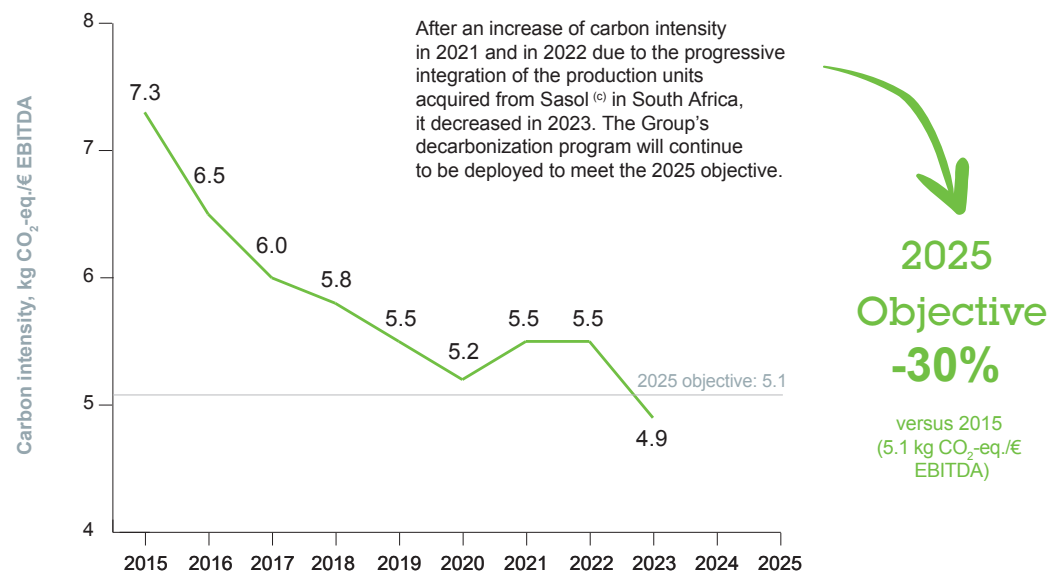
(1) In metric tonnes of CO<sub>2</sub>-equivalent for Scopes 1 and 2, using the "market-based" methodology, restated, from 2020 and each subsequent year, to include the emissions of the assets for the full year, taking into account (upwards and downwards) changes in scope having a significant impact on CO<sub>2</sub> emissions.  
 (2) CO<sub>2</sub> emissions are restated, from 2020 and each subsequent year, to include the emissions of the assets for the full year, taking into account (upwards and downwards) changes in scope having a significant impact on CO<sub>2</sub> emissions.



→ **-4,9% of Scopes 1 and 2 CO<sub>2</sub> emissions** compared to **2020**

		2015 baseline	2021	2022	2023
<b>Objective 2 : reduce carbon intensity <sup>(a)</sup> by -30% by 2025 compared to 2015</b>	Carbon intensity <sup>(a)</sup>	7.3	5.5	5.5	4.9 <sup>(b)</sup>
	Change in carbon intensity <sup>(a)</sup> compared to 2015 (en%)	—	-24%	-25%	<b>-33%</b>

**Reduce the carbon intensity <sup>(a)</sup> by -30% by 2025, vs. 2015**



(a) In kg CO<sub>2</sub>-equivalent/euro of Operating income recurring before depreciation and amortization and excluding IFRS 16 at 2015 exchange rates for Scopes 1 and 2 of greenhouse gas emissions using the "market-based" methodology.

(b) Carbon intensity calculated on the basis of reported CO<sub>2</sub> emissions for the reporting year, taking into account significant perimeter changes (upwards and downwards) as of their effective date.

(c) Following the takeover of the Sasol Oxygen Units in South Africa on June 24, 2021, the carbon Intensity of the Group increases in 2021 (half year impact, as from the acquisition date) and continues in 2022 (full year impact) compared to 2020.

<b>Scope 3 Commitment</b>	2025 Objective	2025 Objective	2023
Share of the 50 most important customers committed to carbon neutrality by 2050	75%	100%	74%

In order to complete the measurement of progress towards the CO<sub>2</sub> emissions reduction objectives, the Group has identified the following key indicators. They track the progress resulting from the actions implemented and described in paragraph 4.1.3, page 54.

<b>Indicators</b>	2021	2022	2023	
Share of renewable electricity on the total of consumed electricity	16.8%	17.5%	18.1%	
Energy efficiency of production units <sup>(a)</sup>	ASU <sup>(b)</sup>	99.9	100.3	95.6
	HyCO <sup>(c)</sup>	98.0	95.6	96.0
Operated or decided electrolyzer capacity (in MW) <sup>(d)</sup>	65	83	265	
Carbon footprint of air gases (N <sub>2</sub> , O <sub>2</sub> and Ar) delivered in bulk, cylinders or on-site products by Industrial Merchant business line (in kg CO <sub>2</sub> -eq./ metric tonnes)	269	276	279	
Avoided CO <sub>2</sub> emissions by Air Liquide or its customers (in millions of metric tonnes of CO <sub>2</sub> -eq.) <sup>(e)</sup>	15.1	13.3	12.2	

(a) These indicators are calculated on the reference year 2015 (base 100). Efficiency can be affected by reliability, maintenance, number of turnarounds, startups and ramps-ups.

(b) ASU: Air Separation Units. The efficiency of ASU is measured by the volume of air gases produced per unit of energy consumed. Produced gases (oxygen, nitrogen, argon) are accounted in m<sup>3</sup> of gaseous oxygen equivalent.

(c) HyCO: production units for hydrogen and carbon monoxide. Efficiency corresponds to the volume of hydrogen produced per unit of energy consumed.

(d) After the revision of the reporting process for small units, the 2021 figure was revised downward in 2022 due to changes in scope and exclusion of units that were previously double counted as well as units that were found to no longer be in operation.

(e) These avoided emissions cover only the avoided emissions directly attributable to the optimization of Air Liquide's assets and to the use of Air Liquide's solutions by its direct customers. They do not include avoided emissions induced at the level of end-use.

## 4.2. Risks related to water management



### 4.2.1.

#### Description of salient risks

Air Liquide respects the human right to water and sanitation. Water management in its activities can have two main types of impact on people, related to the withdrawal and consumption of water on the sites where the Group operates or related to the quality of water returned to ecosystems after usage.

##### Risks related to the withdrawal and use of water

Impacts associated with water withdrawal may vary depending on the location. Areas where it is difficult to meet human and environmental needs for water due to poor availability, quality or accessibility are called water stress areas. In these areas, conflicts for water between different usages and users may arise.

##### Risks related to the quality of water returned to ecosystems

The quality and specifications of the water returned to ecosystems are important in assessing the impact of the Group's operations, either because of the presence of pollutants, contaminants content or the temperature, which can induce direct or indirect pollution and damages to ecosystems.

### 4.2.2.

#### Regular assessment procedures

##### Risks related to the withdrawal and use of water

Water consumption is measured by subtracting water discharge from water withdrawal by the Group in the course of its business. The difference is due to:

- the loss of water through evaporation in the cooling process of rotating machines, particularly for the production of air gases; and
- its use as a raw material for the manufacture of products such as hydrogen.

With regard to Air Separation Units (ASU), there are several types of cooling systems:

- 61% of these units have semi-open water circuits, where some of the water evaporates during cooling;
- 32% of these units have open circuits. Water runs through the plant for cooling purposes and all water withdrawn is returned.

Both types of units require continuous water top-ups for cooling;

- finally, the other units have closed systems, which do not withdraw water from their surrounding environment. The latter no longer consume water after the initial filling.

Air Liquide assesses the risks related to the water consumption of its sites by taking into account their specific data according to their location in relation to a hydrological basin, groundwater or an administrative border. The Group also refers to the "Aqueduct 3.0 Water Risk Atlas", a map produced by the World Resources Institute (WRI) <sup>(1)</sup> and the "business as usual" climate scenario (IPCC SSP2-4.5). Each site is thus identified as belonging to an area of water stress or not (area defined according to the intensity of water conflict). This mapping also includes new units.

In 2022, the results of this assessment have shown that there were 76 <sup>(2)</sup> water-intensive sites (facilities with water withdrawal greater than 50,000 m<sup>3</sup> per year) located in areas of high water stress.

##### Risks related to the quality of water returned to ecosystems

Measurements and analyses of discharged water, to assess its quality, are carried out at a frequency consistent with and according to the requirements laid down in local regulations.

(1) In August 2023, the WRI published a more recent map "Aqueduct 4.0". This update will be used from 2024.

(2) Excluding Russia, where the entities are no longer consolidated following the loss of control on September 1<sup>st</sup>, 2022.

4.2.3.

**Appropriate actions to mitigate risks and prevent serious impacts**

**Water management policy**

The water management policy, available in the BlueBook, identifies the impacts of Air Liquide's activities on water availability and quality and defines the principles of risk management based on a precise assessment of the situation of the sites. Finally, it describes the actions required to ensure appropriate water management. Air Liquide's commitment to responsible water management and the summary of its policy are available on its [website](#) since 2023.

**Water management objectives**

Air Liquide is rolling out this policy focusing on the following objectives, defined for the Group in 2021:

- **implementing a documented water management plan by 2025** aimed at reducing risks related to water withdrawal and use for 100% of water-intensive sites in areas of high water stress;
- **defining and implementing a Group-wide standard** for all operations that goes beyond existing local processes and procedures and guarantees that the quality of discharged water will meet or exceed applicable local criteria.

The action plans to achieve these objectives progressed in 2023, and in particular:

- a part of the 76 <sup>(1)</sup> water-intensive sites in areas of high water stress was audited, and was integrated in the water risk management process;
- in September 2023, the technical standard for the regular monitoring and control of industrial wastewater, drafted by Air Liquide experts, was published; its rollout is underway. The standardization of the industrial wastewater discharge quality monitoring is thus reinforced across all of the Group's activities. No body of water or associated habitat were significantly affected by water discharge or water runoff from the Group's units in 2023.

**Water treatment solutions**

Air Liquide provides its customers with efficient and easy-to-implement solutions for water treatment to face environmental challenges especially in the fight against water stress and scarcity.

Air Liquide's "Essential Small Molecules" (mainly O<sub>2</sub>, O<sub>3</sub> and CO<sub>2</sub>) play a fundamental role in drinking water and wastewater treatment processes.

These gases are key to balance mineral levels in desalination of water plants or to eliminate pollutants from surface drinking water. For industrial players seeking technologies to treat and recycle water, these molecules help boost the removal of organic pollution from wastewater and to avoid corrosion or clogging in cooling systems



(1) Excluding Russia, where the entities are no longer consolidated following the loss of control on September 1<sup>st</sup>, 2022.



4.2.4. ....o

### Monitoring of measures implemented and the assessment of their effectiveness

In 2023, Air Liquide withdrew 944 million m<sup>3</sup> of water from various sources. 88% was provided by customers, 4% came from freshwater sources such as rivers or lakes, 2% from municipal sources and the remaining 6% from various different sources. En 2023, the Group returned 855 million m<sup>3</sup> of this water. Air Liquide thus consumed 89 million m<sup>3</sup>, a -2% decrease compared to 2022, mostly related to the rollout of good water management practices.

In 2023, more than 87% of the water discharged from the Air Liquide facilities has been reused by third parties (typically customers) for their own usage, after treatment if necessary. This usage allowed third parties not to withdraw the corresponding amount of water from the natural environment.

	2021	2022	2023
Annual water withdrawal (estimate in millions of m <sup>3</sup> ) <sup>(a)</sup>	950	973	944
Annual water consumption (estimate in millions of m <sup>3</sup> ) <sup>(b)</sup>	82	91	89

(a) Gross withdrawal.

(b) Net water consumption, calculated as the difference between the water withdrawn and the water returned to the source.

→ In 2023, more than **87%** of the water discharged from the Air Liquide facilities has been reused by third parties (typically customers)



# 5

## Suppliers and subcontractors

Sustainable procurement:  
accompanying our suppliers  
towards better performance

- > 5.1. Risk mapping
- > 5.2. Regular assessment procedures
- > 5.3. Appropriate actions to mitigate risks and prevent severe impacts
- > 5.4. Monitoring of measures implemented and the assessment of their effectiveness

# Suppliers and subcontractors

Air Liquide has more than 80,000 tier-1 suppliers and subcontractors (hereinafter “suppliers”). The Group’s largest procurement categories are energy, technical services, gas products, and hardgoods and safety equipment

Two levels of the organization are involved in procurement activities for Air Liquide. The Group Procurement Department and the corresponding functions in the hubs and World Business Units are responsible for the main procurement categories, with the exception of energy purchases. The latter are managed by departments specialized in energy management. The Procurement Department defines the Sustainable Procurement strategy and procedure, revised in 2023. The Sustainable Procurement function coordinates its rollout through the network of Sustainable Procurement correspondents in each hub and World Business Unit.



# 5.1. Risk mapping

## 5.1.1.

### Methodology

The duty of vigilance risk mapping methodology for suppliers is based on identifying the suppliers most exposed to sustainability risks (Sustainability-Critical Suppliers). In 2023, Air Liquide changed its methodology, retaining only three criteria:

- annual spend;
- the risk relating to the nature of the supplier's activity; and
- the risk relating to the supplier's country of operation.

From 2023, the dependency of suppliers on Air Liquide has been removed from the methodology for identifying Sustainability-Critical Suppliers. This criterion constitutes a risk individually taken into account in the analysis of supplier risks during their qualification and throughout the commercial relationship, in accordance with the internal supplier relationship and risk management procedure.

**The amount of annual spend** is used to prioritize the suppliers and systematically include in the identification of Sustainability-Critical Suppliers those on whom the Group spends more than 200,000 euros per year.

**The nature of a supplier's activity** depends on its allocation to one of 17 procurement categories, which are subdivided into more than 400 procurement sub-categories. For a more precise methodology, each procurement sub-category is allocated a global sustainability risk level, which includes in particular the environment, human rights and working conditions, on a three-level scale (severe, high, low).

**The risk relating to the supplier's country of operation** is assessed based on a weighting of recognized public indicators on the environment (e.g. Environmental Performance Index, EPI), the health and social situation (e.g. Human Development Index, HDI) and human rights (e.g. Global Slavery Index, ITUC Global Rights Index), on a three-level scale (severe, high, low).

Suppliers are analyzed on the basis of these three criteria. If a supplier, beyond 200,000 euros of annual spend, presents a combination of risks as indicated in the table below, it is then identified as Sustainability-Critical Supplier and requires the implementation of additional assessment measures or action plans.

In addition to the criteria set out above, the local Procurement functions are free to determine more stringent criteria, in particular due to specific risks identified, so that other suppliers are selected as Sustainability-Critical Suppliers.

	Risk relating to the country of operation		
	Low	High	Severe
Risk relating to the nature of the activity	Low		
	High		
	Severe		

■ Sustainability-Critical Supplier.

## 5.1.2.

### Results in 2023

The mapping of supplier-related risks is updated on an annual basis by a working group composed of the Sustainable Procurement Department at Group level and buyers who are specialized by category.

In 2023, based on the methodology described above, 1,076 suppliers were identified as Sustainability-Critical Suppliers. These suppliers represented 2.6 billion euros in expenses in 2023.

The three Procurement categories most exposed in terms of number of suppliers concerned are transportation services, gas products, and energy. The 1,076 Sustainability-Critical Suppliers are spread across all the geographies where the Group operates, as indicated in the table below.

Geographies	Sustainability-Critical Suppliers		Spend (in millions of euros)
	Number	%	
Asia Pacific	599	56%	1,024.5
Europe	171	16%	853.2
Middle East and Africa	142	13%	329.9
Americas	164	15%	403.4
<b>Total</b>	<b>1,076</b>	<b>100%</b>	<b>2,611.0</b>

## 5.2. Regular assessment procedures

### 5.2.1. Supplier qualification

In addition to the Sustainable Procurement procedure, the supplier relationship and risk management procedure, which applies to all Group entities, aims to maximize the value and minimize the risks of interactions with suppliers, while optimizing the use of the Group's resources. It defines the supplier qualification process, which ensures that the supplier is able to meet Air Liquide's requirements.

In terms of compliance with applicable laws and regulations and integrity (fight against fraud and corruption, respect for human rights and international sanctions, etc.), this procedure requires that a new supplier be subject to preliminary checks before its qualification. These checks are based on the use of Dow Jones databases including in particular international sanction lists and any existing adverse media articles on a supplier. In 2021, Air Liquide specified its method for analyzing the results of these checks in order to make a decision on the qualification of a supplier. In 2023, almost 100% of the new suppliers created in the information system were subject to these preliminary checks.

### 5.2.2. Assessment methodology

The Sustainable Procurement procedure determines the assessment method for Sustainability-Critical Suppliers, which is mainly based on two types of questionnaire:

- from an **external platform** (EcoVadis) specialized in the assessment of CSR (Corporate Social Responsibility) performance which deploys an online questionnaire based on the ISO 26000 standard to assess the CSR commitment of suppliers. The questionnaire assesses suppliers about four main themes: the environment, human rights and working conditions, ethics and the sustainable procurement procedures implemented by suppliers. Suppliers are assessed on the following sustainability criteria:
  - environment: energy consumption and greenhouse gas emissions, water, biodiversity, air pollution, raw materials, chemicals and waste, product use and end-of-life, consumer health and safety, promotion and environmental services,
  - human rights and working conditions: employee health and safety, working conditions, labor relations, career management and training, child labor, forced labor and human trafficking, diversity, equality and inclusion, human rights of external stakeholders,
  - ethics: corruption, anti-competitive practices, responsible information management,
  - sustainable procurement: environmental and social practices of suppliers;
- from **Air Liquide**, which has created an internal questionnaire, as an alternative to the solution offered by the external platform. This questionnaire is sent to Sustainability-Critical Suppliers selected for the assessment campaign who refused to reply to the questionnaire sent by the external platform. It includes 10 questions on the four themes used by the EcoVadis platform.



5.2.3.

Assessment results

Answers provided in the questionnaires and supporting documentation produced by the suppliers are assessed by the experts from the EcoVadis external platform or by Air Liquide buyers, on a scale of 100 points. The score obtained reflects the supplier's CSR performance.

According to the results of the assessment, suppliers can be considered as a:

- **Responsible supplier:** if the global score is equal to or greater than 45/100 and no theme is rated less than or equal to 20/100, the supplier meets Air Liquide Sustainable Procurement procedure requirements.

Validity of the score: five years or upon renewal of its contract (whichever comes first).

- **Supplier needing improvement:** global score between 25/100 and 44/100 or when the global

score is equal to or greater than 45/100 but one theme is rated less than or equal to 20/100.

Validity of the score: three years, during which the supplier will implement a corrective action plan.

- **Non-compliant supplier:** overall score less than or equal to 24/100 or refusal by the supplier to complete the assessment.

Validity of the score: one year. A corrective action plan is required in the month following its rating and must be implemented before the supplier's reassessment 12 months after its rating.

For non-compliant suppliers and suppliers needing improvement, an on-site environmental/social audit may be decided to help define the action plan.

Assessment of a Sustainability-Critical Supplier (score out of 100)	Overall supplier score			
	Supplier score for each of the 4 themes <sup>(a)</sup> assessed	≥ 45	between 25 and 44	≤ 24
If all themes obtain a score >20				
If one theme obtains a score ≤20				

(a) The environment, ethics, human rights and working conditions, and the sustainable procurement procedures implemented by suppliers

- Responsible supplier.
- Supplier needing improvement.
- Non-compliant supplier.



## 5.3. Appropriate actions to mitigate risks and prevent severe impacts

### 5.3.1.

#### Procedures

In order to mitigate risks or prevent severe impacts relating to the duty of vigilance, Air Liquide rolls out all elements of the Sustainable Procurement procedure, including in particular the following prevention measures:

- application of the **Procurement Code of Conduct**, which is available in 11 languages, is expected from all Group employees engaged in Procurement activities;
- the **Supplier's Code of Conduct**, updated in 2023, aims to promote and ensure that all suppliers respect notably human rights,

ethics, environmental protection and safety. It is based on the Group's Code of Conduct. The adherence of suppliers to the principles inscribed in the Supplier's Code of Conduct is a prerequisite to all commercial relation for the supply of Air Liquide. The revision aims to align it with new regulatory expectations and changes in practices. In particular, it includes additional articles on conflict minerals and the whistleblowing system. This Code of Conduct is available on the Air Liquide website. Translations are done according to local needs and made available gradually;

- a **sustainability contractual clause** (covering compliance with the Supplier's Code of Conduct, safety, and the environment) is included in the contract templates with suppliers, including those for framework agreements.

Depending on the size of the company or the type of actions to be rolled out, these plans can be established in different ways, for example:

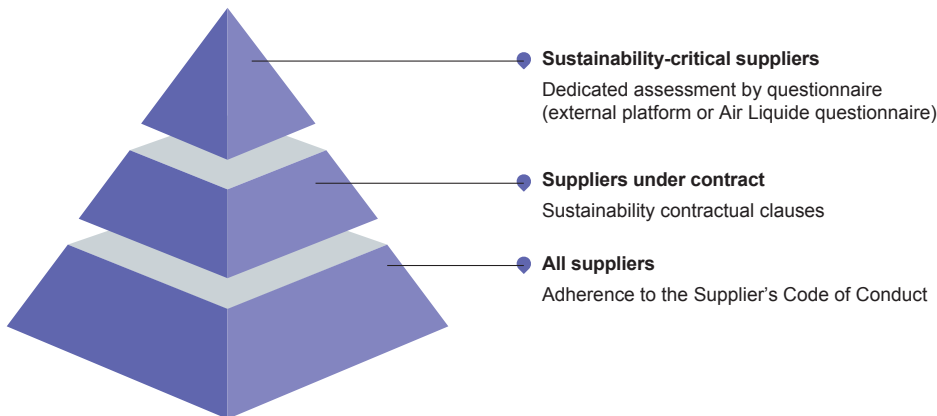
- on the basis of the improvement areas identified during the assessment on the external platform or in the internal questionnaire;
- through participation of the suppliers in training sessions organized by the Sustainable Procurement correspondents on sustainability-related topics.

In some cases, despite all the efforts made by the Procurement teams with the suppliers concerned, the corrective action plans requested are not carried out. When constraints specific to the Group's business so require (e.g. public energy suppliers), the Procurement teams develop *ad hoc* due diligence measures. Subsequently, the decision to continue with the suppliers concerned is made by local management. These decisions are formalized and monitored.

### 5.3.2.

#### Corrective action plans

The Sustainable Procurement function and the network of Sustainable Procurement correspondents coordinate the implementation of corrective action plans. In accordance with the assessment procedure for Sustainability-Critical Suppliers (paragraph 5.2.2, page 69), suppliers needing improvement and non-compliant suppliers must establish a corrective action plan.



→ **Read**  
 Air Liquide  
**Supplier's Code of Conduct**

5.3.3.

**Training**

In 2023, Air Liquide organized training sessions to raise awareness among buyers of the Group's Sustainable Procurement approach and of the Procurement climate roadmap (paragraph 5.3.5, page 73). Training courses are organized by subject and by geography.

By educating buyers on the importance of sustainability and of its integration into purchasing decisions, Air Liquide can exert influence on supplier behavior. Empowered buyers can effectively communicate expectations and requirements to suppliers, fostering a culture of sustainability. This strategy also promotes long-term partnerships with suppliers committed to ethical and environmentally responsible practices. Ultimately, investing in buyer training yields a more robust and enduring framework for climate strategy in sustainable procurement.

→ **827** buyers trained in 2023 on the Sustainable Procurement approach and on the Procurement climate roadmap

5.3.4.

**Inclusive procurement**

In the process of promoting a culture of inclusion, Air Liquide has developed relationships with **disability-inclusive companies**. Through the purchase of goods and services from these specialized companies, Air Liquide contributes to the so-called "indirect" employment of people with disabilities. These suppliers include organizations for the social and professional integration of people with disabilities (ESAT), self-employed workers with disabilities (TIH) as well as adapted enterprises (EA).

In France, Air Liquide declared in 2023 1.9 million euros spent with disability-inclusive companies for the year 2022. The social footprint of these purchases represented 90 jobs created or maintained in 2022 <sup>(1)</sup>.

Each year, in France, Air Liquide organizes a "Forum des Achats Inclusifs" (Inclusive Procurement Forum), bringing together Air Liquide's key players and companies in the disability sector to promote procurement from them. In 2023, this event, co-hosted with the Handeco association, was conducted in a digital and face-to-face format through a round table and testimonials. More than 200 Air Liquide employees took part in this event.

(1) The social footprint is calculated by dividing Air Liquide's purchases from disability-inclusive companies for the reference year by the full-time equivalent of a worker with disabilities (2,000 times the French hourly minimum wage).



**AIR LIQUIDE PROMOTES INCLUSIVE PROCUREMENT PLAYERS**

During the 2023 Inclusive Procurement Forum, the round table "Air Liquide's social footprint: the men and women behind our contracts with disability-inclusive suppliers" made it possible to demonstrate the benefits of inclusive procurement with companies in the adapted sector for Air Liquide, its suppliers and their employees. This exchange of views illustrated the pride of each of the stakeholders in participating in partnerships that also meet high standards in terms of performance, quality, innovation and agility.

Two testimonials from the Procurement Europe organization and Campus Technologies Grenoble confirmed this growing maturity of inclusive procurement.

In addition, the Air Liquide Inclusive Procurement European Forum was organized for the third time in 2023. Nearly 200 participants – from operations and procurement, as well as suppliers – attended the meeting and round table with the Group Chief Procurement Officer & Transformation and the Europe Chief Procurement Officer. Testimonials from Germany with HPZ (Heilpädagogisches Zentrum) and the United Kingdom with Royal British Legion Industries were shared to raise awareness and promote relationships with companies supporting the inclusion of people with disabilities and workshops in the protected sector in Europe.





## 5.3.5

### “Procure to Neutrality”, the Procurement climate roadmap

In its strategic plan ADVANCE for the 2022-2025 period, announced in March 2022, Air Liquide reaffirmed its ambition to achieving carbon neutrality by 2050. Procurement has a key role to play in supporting this objective throughout the supply chain of the Group's businesses, in particular:

- by supporting its suppliers in the decarbonization of the goods and services that the Group purchases;
- by helping to reduce the Group's emissions; and
- by contributing to the development of low-carbon solutions offered to its customers.

In 2021, the Group Procurement Department initiated a climate roadmap, “Procure to Neutrality” based on four pillars:

- **measure:** improve the greenhouse gas emission calculation methodology (Scope 3), where relevant and feasible;
- **engage** buyers, with the training of the procurement community; engage suppliers of the Group identified on the basis of a mapping as the most significant in terms of emissions;
- **leverage** Procurement's contributions to reducing Air Liquide's Scopes 1, 2 and 3 emissions;
- **reduce:** define an objective, with the aim of aligning with the Group's carbon neutrality ambition.

Internally, around 78% of the Procurement community has taken part in training sessions since 2022 on key concepts for understanding climate issues, carbon accounting methodologies and greenhouse gas emission reduction objectives. In addition, a specific training module for buyers was launched in 2023 to enable them to engage suppliers in measures to assess greenhouse gas emissions, climate objectives and actions to reduce the carbon footprint of products and services purchased. In 2023, 45% of buyers took this new module.

In 2022, Air Liquide launched an action with those of its suppliers most exposed to risks of greenhouse gas emissions. 75 of them had responded to a questionnaire. Actions continued in 2023 with 34 dedicated meetings organized with suppliers to engage them to undertake actions on the measurement of emissions, climate objectives and the reduction of their impacts.

In addition, in 2023, Air Liquide contributed to the training module on Sustainable Procurement developed by Axa Climate School by sharing a business case study on its TCO<sub>2</sub> tool. This tool allows the climate maturity of suppliers and CO<sub>2</sub> emissions related to the manufacture, transport and use of equipment to be integrated. This module is integrated into the selection criteria for suppliers of strategic equipment.



## 5.4. Monitoring of measures implemented and the assessment of their effectiveness

In 2023, of the **1,076** Sustainability-Critical Suppliers:

The implementation of the Sustainable Procurement procedure, and in particular the results of the Sustainability-Critical Suppliers' assessments, is monitored by the Procurement Department.

**461**

Suppliers were invited to answer a questionnaire <sup>(1)</sup>. 361 of them (78%) were assessed (43% by the external platform and 57% by Air Liquide using the internal questionnaire).

**57**

Suppliers needing improvement were invited to set up corrective action plans. 56 of them have prepared action plans.

**42**

Non-compliant suppliers were invited to set up corrective action plans. All of them prepared and completed action plans.

At the end of the 2023 assessment campaign, 769 of Sustainability-Critical Suppliers had a valid score (paragraph 5.2.3, page 70). Other suppliers are being monitored.

The results of the assessment by the external platform show that the average of the current score is 51/100 for Sustainability-Critical Suppliers. The two themes with the highest scores are human rights and working conditions and the environment, with an average of 54/100. The lowest rating concerns the sustainable procurement procedures implemented by suppliers with an average of 45/100.

Key indicators	2023 Objectives	2023 Results
Share of Sustainability-Critical Suppliers addressed by the annual assessment campaign who responded	72%	78%
Share of suppliers needing improvement who prepared a corrective action plan (annual assessment campaign)	86%	98%
Share of non-compliant suppliers who prepared and implemented a corrective action plan	100%	100%

Following the assessment results and a review of corrective action plans, Air Liquide suspended its sales relationship with two suppliers in 2023.

These performance indicators and their progress report are regularly presented to the Group Procurement Management Committee, which brings together the Hubs and the World Business Units Procurement Directors.

(1) Not all suppliers are reassessed every year because their score is valid for one to five years.

# 6

## Whistleblowing system

You call, we act!

- > 6.1. Ethics whistleblowing system
- > 6.2. Additional whistleblowing mechanisms

## 6.1. Ethics whistleblowing system

### 6.1.1.

#### Collection and treatment of alerts

**Air Liquide's Whistleblowing Policy, updated at the end of 2022, defines the various channels that the whistleblower can use to report a possible violation of the Group's ethics commitments and rules and the process for handling alerts by Air Liquide. Available for all employees in the BlueBook, it is accessible on the Group's website for external stakeholders. This policy is progressively being cascaded down through local entities in the Group's entities.**

The whistleblowing system, Ethicall, is available for all Group entities and, after consultation with employee representative bodies in France in 2021, for all of its internal and external stakeholders (customers, patients, suppliers, subcontractors and their staff, local communities, facilitators, etc.). Airgas and its subsidiaries also have a similar platform, EthicsPoint. Air Liquide communicates regularly on these systems to its employees (e.g. via posters, Intranet, reminder in the annual and mandatory e-learning relating to the Code of Conduct, managerial communication, induction training for new hires).

Anyone can report an alert in their own language by telephone or via dedicated websites (alerts are

collected by service providers). For employees, these systems come in addition to the usual channels for reporting potential incidents within the entities (line management, Human Resources Department, Ethics Correspondent, Group Ethics Officer). Third parties can also raise their concerns to their contact person within the Group.

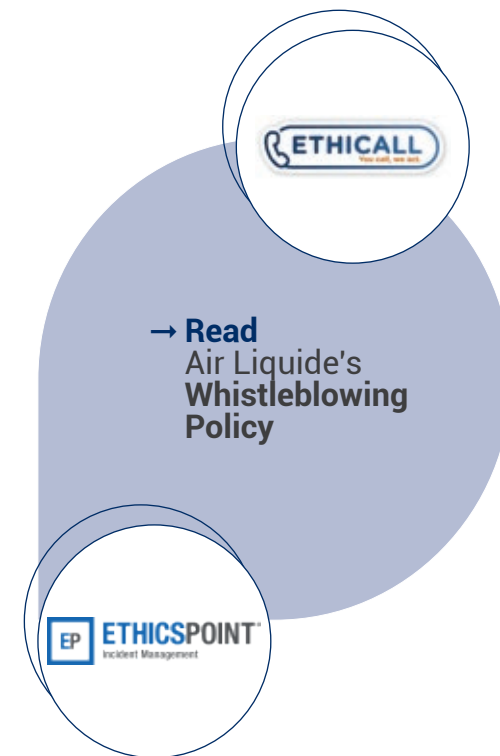
Alerts may notably relate to allegations of breaches of the Group's Code of Conduct, of internal policies and procedures or applicable laws, and to any incidents related to human rights, health and safety, or the environment.

The whistleblowing system enables rapid and structured handling of alerts received as well as objective and confidential treatment. Once an alert has been registered, the treatment procedure provides that an acknowledgment of receipt be sent to the whistleblower within seven days after the initial receipt. The competent person within Air Liquide with regard to the category and geographic origin of the alert assesses the admissibility of the alert in accordance with internal procedures and appoints an investigator if necessary. The latter conducts an investigation to determine whether the reported facts are

substantiated. They may call on external resources for this investigation. If the facts are substantiated, appropriate corrective measures and remedies are implemented. These measures may include:

- the strengthening of Group policies, controls and processes;
- Human Resources or other type of assistance to the whistleblower;
- individual or collective awareness-raising;
- disciplinary sanctions, up to and including dismissal, in accordance with applicable regulations or legal proceedings where appropriate.

Follow-up and feedback should be provided to the whistleblower during processing and no later than three months from the acknowledgment of receipt of the alert (but as far as possible within two months). In certain justified cases and in certain jurisdictions (for example, due to the nature or complexity of the alert), a longer period may be necessary (but this period should not exceed three additional months).



The Group Ethics Officer is responsible for the whistleblowing system and ensures it is compliant in its implementation, and in particular that it is properly disseminated throughout the Group, that alerts are handled appropriately, and that whistleblowers are protected. The most serious cases are reviewed by an Ethics Committee at the relevant hub or World Business Unit level, or by the Group's Ethics and Compliance Committee.

The principles concerning the protection granted to whistleblowers (anonymity of the whistleblower, respect for the confidentiality of the alert treatment, prohibition of any form of retaliation) are affirmed in the Code of Conduct and the Group Whistleblowing Policy. The Group guarantees that any whistleblower who has in good faith reported an ethical breach or misconduct will not be subject to any disciplinary or discriminatory measures or retaliation of any kind.

**6.1.2.** .....

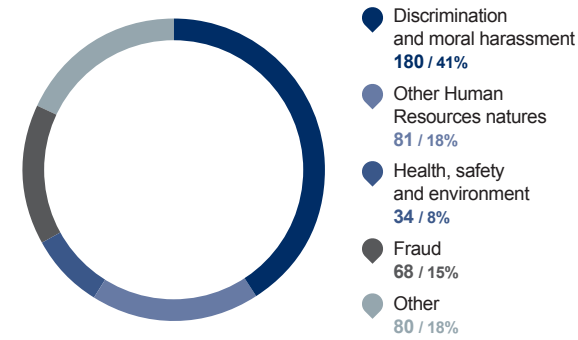
**Monitoring of measures implemented and the assessment of their effectiveness**

The Group Ethics Officer reports back to the Group Ethics and Compliance Committee and to the Audit and Accounts Committee of the Board of Directors on the main indicators and lessons learned from the whistleblowing system.

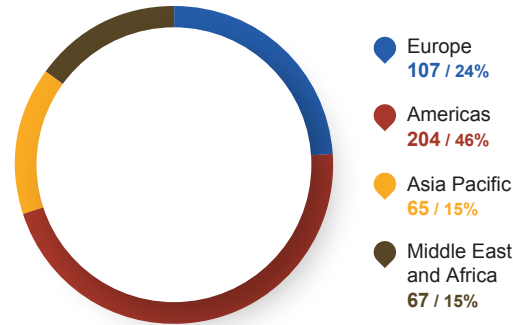
A presentation of the whistleblowing system and its main results is shared each year with the employee representatives of L'Air Liquide S.A.



Breakdown of alerts per nature (number / %)



Breakdown of alerts per geography (number / %)



**443**  
alerts reported in 2023

**37%**  
of alerts found to be justified following investigation

**75**  
alerts still in process as of December 31, 2023



## Speak Up!

Any person who is aware of inappropriate behavior falling within the scope of this Code of Conduct or applicable laws, is encouraged to report it.

### Who can you talk to?

- your manager,
- the Human Resources department
- your Ethics correspondent ,
- the Group's whistleblower platform

### When?

You can file an alert whenever you have reason to believe this Code or applicable laws have been breached.



### Is your report confidential?

Reports will be handled with integrity, confidentiality and in compliance with applicable laws and regulations, consistent with the needs of the investigation.



### The EthiCall platform...

EthiCall is an alert system that is **available 24/7, in nearly all countries where Air Liquide operates and in all Group spoken languages**. It is also open to any stakeholder who would like to file an alert. The platform, managed by an external service provider, is secure and access rights are limited to personnel authorized to receive or process alerts.

#### How to file an alert on EthiCall?

1. You can either **use the phone or internet** to file an alert (the phone number for every country is available on the EthiCall platform).
2. After the registration of the alert, as an acknowledgement of receipt, **you will get a unique username and secure password**. Keep them in a safe place, they will allow you to follow the progress of your report.
3. The report will be registered and transmitted **to the relevant person in Air Liquide for further investigation**.
4. **Further questions could be asked** to you in order to properly conduct the investigation.
5. Feedback on the investigation will be given to you, **generally within two months**.

### The EthicsPoint platform...

Airgas employees may also use EthicsPoint to raise an alert (English only). The process follows very similar steps to the ones described above

### Can your alert remain anonymous?

You are free to remain anonymous, provided the laws of your country allow it.



### Am I protected?

An employee who has in good faith reported a potential violation will not be subject to any disciplinary measures or retaliation of any kind related to the reporting.

## 6.2. Additional whistleblowing mechanisms

### 6.2.1. Safety and security event reporting process

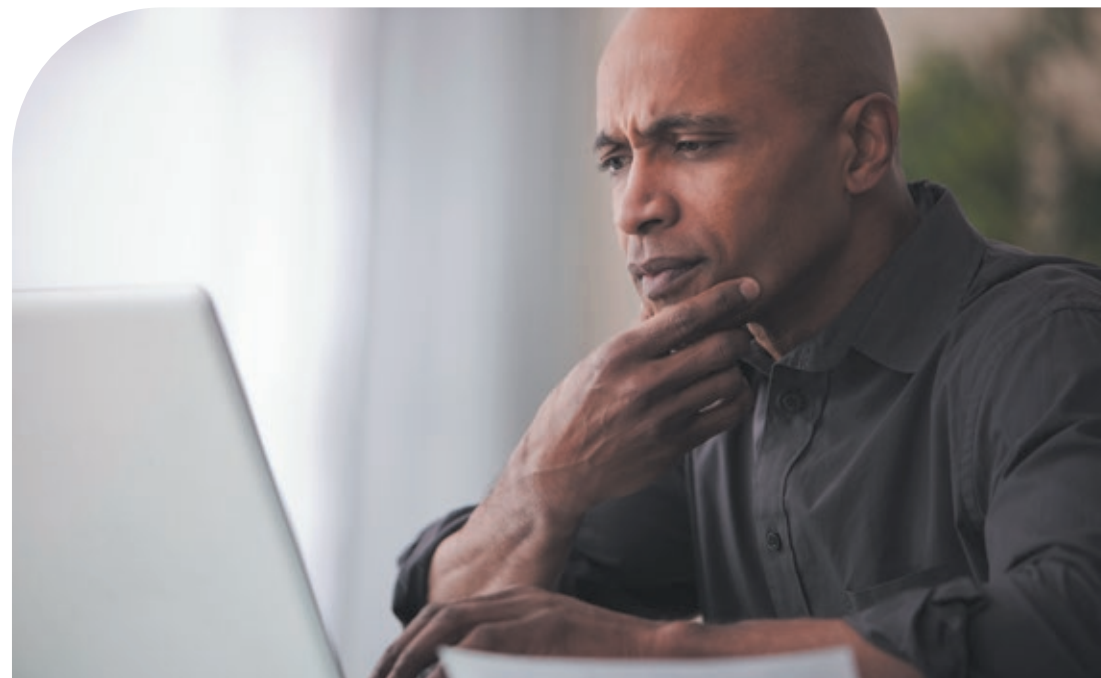
Urgent situations in terms of health, safety or security, or the most serious accidents cannot be processed by the ethics whistleblowing system. The Safety and Industrial System Department has an internal reporting process for security or safety incidents, which makes it possible to inform the management chain and the relevant security or safety managers of the subsidiary, cluster (group of countries), hub and Group very quickly, depending on the severity. A crisis management and incident monitoring process is therefore implemented to ensure the best care of any victims, secure the situation and establish an investigation team which is both qualified and adapted to the incident. Subsidiaries regularly report all safety and security events in the Group's reporting tool.

### 6.2.2. Process for the protection of personal data

For personal data, Air Liquide has deployed specific tools to collect requests for the exercise of rights and to report possible violations of personal data. A form is available on the Air Liquide website to be put in contact with the services in charge of personal data protection. In addition, Air Liquide has signed a contract with a company responsible for finding and reporting personal data that is illegitimately accessible via the Internet. These requests and alerts are recorded in a dedicated register. Alleged violations of personal data are systematically analyzed and, if necessary, give rise to changes in management processes.

In addition, in 2023, Air Liquide recorded 124 requests throughout the Group for the exercise of rights or alerts of violations of personal data.

→ Access the privacy contact form





## Internet

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See our annual publications:

Annual Report, Universal Registration Document,  
Sustainability report, Shareholder's Guide and more...

[www.airliquide.com](http://www.airliquide.com)



## YouTube

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Chaîne Air Liquide Corp



## Instagram

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@air\_liquide\_group



@AirLiquideGroup



## LinkedIn

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[linkedin.com/company/airliquide](https://linkedin.com/company/airliquide)



Your questions and suggestions are  
welcome, get in touch with us:  
[contact.vigilance@airliquide.com](mailto:contact.vigilance@airliquide.com)

Air Liquide - Company established for the study and application of processes developed by Georges Claude with issued capital of €2,884,842,279.00

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