



**Diversity by Messer**

Diversity Report 2019

Nine letters, one word,  
and much more.

*DIVERSITY is synonymous with "variety."  
But the term encompasses more: A concept for mindfully  
dealing with social heterogeneity.*

In this context, the concept of diversity grew out of the civil rights movement in the USA and its battle against racism – so it was initially mainly about seeking equal opportunity for groups that were disadvantaged due to certain characteristics such as gender, skin color, ethnic origin, age, disability or religion.

Today, diversity stands for a broad, primarily socio-political concept that demands conscious, respectful esteem for individuality in its full range of expression – from age and gender to ethnicity, religion and social origin to sexual orientation. In so doing, it focuses not on deficits, but rather on the bandwidth of human capability and experience, which we must acknowledge, understand as potential, and use to good purpose. Eliminating discrimination and promoting equal opportunity remain the key objectives.



# Success is diverse.

It has been proven that companies with women and men at the top perform better\*.

It goes without saying that multicultural teams help make international business relationships more successful – because they demand language skills and intercultural savoir faire. And from professional and family life, we all know that older employees draw inspiration from their younger co-workers' zeal while younger people benefit from their older co-workers' experience.

But the dimensions of a “diverse” – i.e. multi-faceted – structure in the workplace go well beyond that: they also include disability, sexual identity and religion or ideology. Most of all, this involves respect and tolerance. Because a team that practices discrimination and promotes disrespect and intolerance cannot perform effectively.

Speaking of teamwork: As an international company, of course, Messer benefits from its management's intercultural experience and from transnational teamwork. Together they give the company certain capabilities – including, for example, the ability to financially offset temporary setbacks in one

country with successful business transactions in another.

For the benefit of each entity and of the whole. So Messer's workforce sees itself as 11,000 like-minded people all acting in concert in Europe, Asia and the Americas. And they know that this takes mutual respect – and clearly leaves no room for racism or exclusion.

Messer supports this trend in every respect: Diversity and equal opportunity are – as the foundation for innovation and sustainable success – firmly anchored in the company's mission statement. The present Diversity Report presents our cumulative data through 12/31/2019. It does not include data relative to the employment of people with disabilities or to the sexual orientation of our employees.

We will continue to collect and maintain this data in the future, publishing our findings annually.

*Messer's diversity team appreciates all queries  
and suggestions by e-mail:  
[diversity@messergroup.com](mailto:diversity@messergroup.com)*

\*McKinsey & Company: “Delivering through Diversity, 2018” study



You can take our word for it.

- 1 "At Messer, we do not condone intolerance or disrespect in any form. We are open to the diversity of the people who work here. We want our employees to understand that a multicultural environment is a source of enrichment. And we hope to persuade them to voice our commitment to respectful interaction with one another also within their own community."

**Stefan Messer**

Owner and CEO

- 2 "In the future, additional data will also be collected worldwide and from 2020 on included in our annual Diversity Report. Because this monitoring helps us to achieve the objectives that we have set and to manage the topic. It involves the anonymous collection of our workforce's key performance indicators regarding male and female genders as well as company service, age distribution and nationalities. This is already possible in some countries today. Together with information, actions and appeals, and the employees' willingness to participate, this can help make Messer an even more diverse company."

**Marcel Messer**

4th generation owner and Advisor to the Management Board

- 3 "Those of us in charge of Human Resources at Messer take care to prevent systematic inequalities in the remuneration of men and women, and to remedy such inequalities as needed. We strive to provide the same career advancement opportunities to all employees with similar qualifications, irrespective of their personal characteristics or their origins. In a multicultural environment, we apply our employees' diverse experience and knowledge towards the shared success of the company."

**Gabriele Antoni-May**

Senior Vice President Human Resources



Facts and figures:  
Diversity at Messer worldwide.



## With all power, in all countries: Women at Messer.

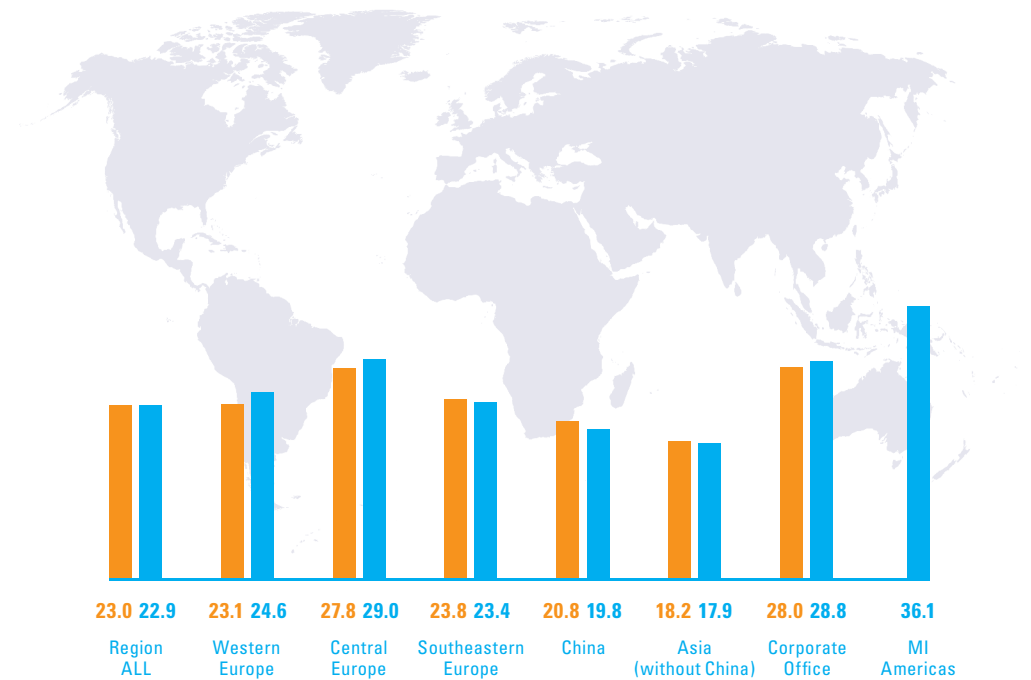
### Equality at Messer

Clear worldwide goal at Messer: Raising the share of women in the workforce over the long term. That means retaining women who are already on the payroll, of course, while also attracting others to join Messer.

One step towards that goal is the equality audit. It carefully examines whether women at Messer have the same advancement opportunities as their male colleagues, and whether they are paid the same amount for the same work.

Trend: Increasing.

Overall share of women at Messer in the individual regions and comparing 2018 vs. 2019 – *in percent*.

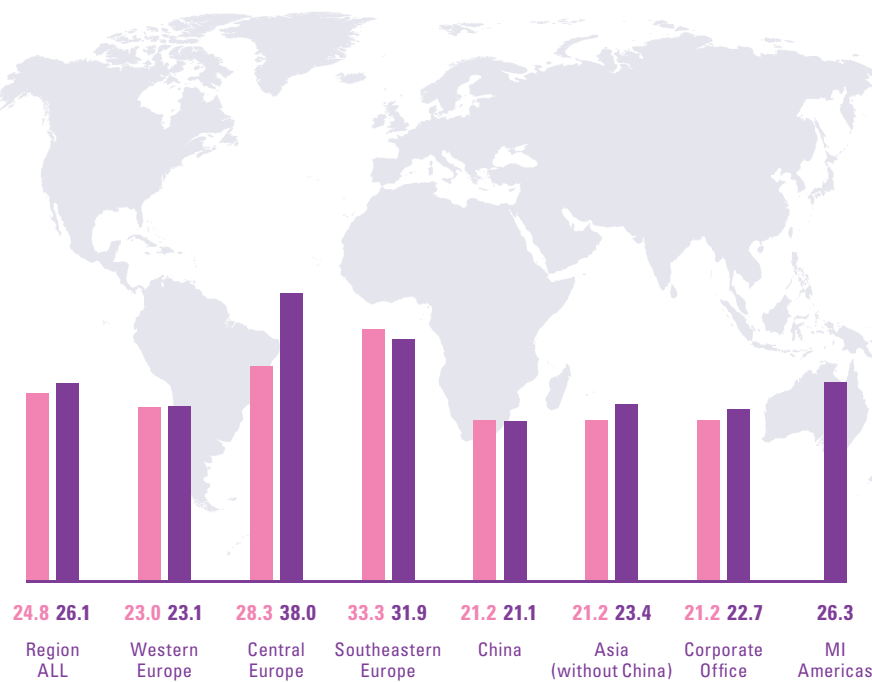


In two regions and in one area, the share of women rose from 2018 to 2019: In Western and Central Europe and in the Corporate Office.

2018 Share of women 2019 Share of women

## More female in charge:

Share of women in the 1st and 2nd management levels at Messer in the individual regions and comparing 2018 vs. 2019 – *in percent*.

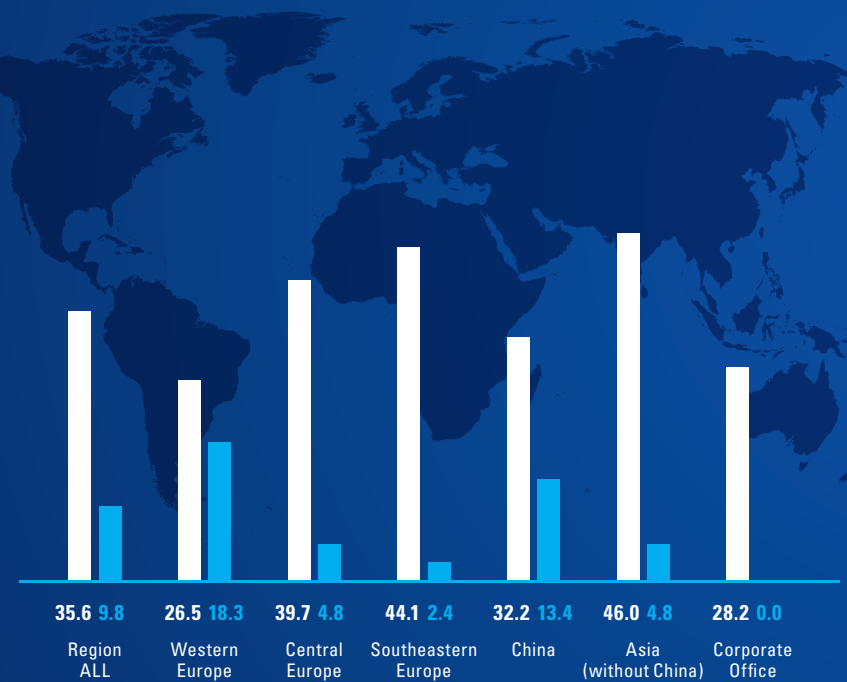


The share of women in the 1<sup>st</sup> and 2<sup>nd</sup> management levels at Messer basically increased from 2018 to 2019. The growth in Central Europe is particularly noteworthy.

2018 Share of women  
2019 Share of women

## Fewer in overalls:

Share of women in administration (white) and industrial operations (blue) at Messer in the individual regions in 2019 – *in percent*.



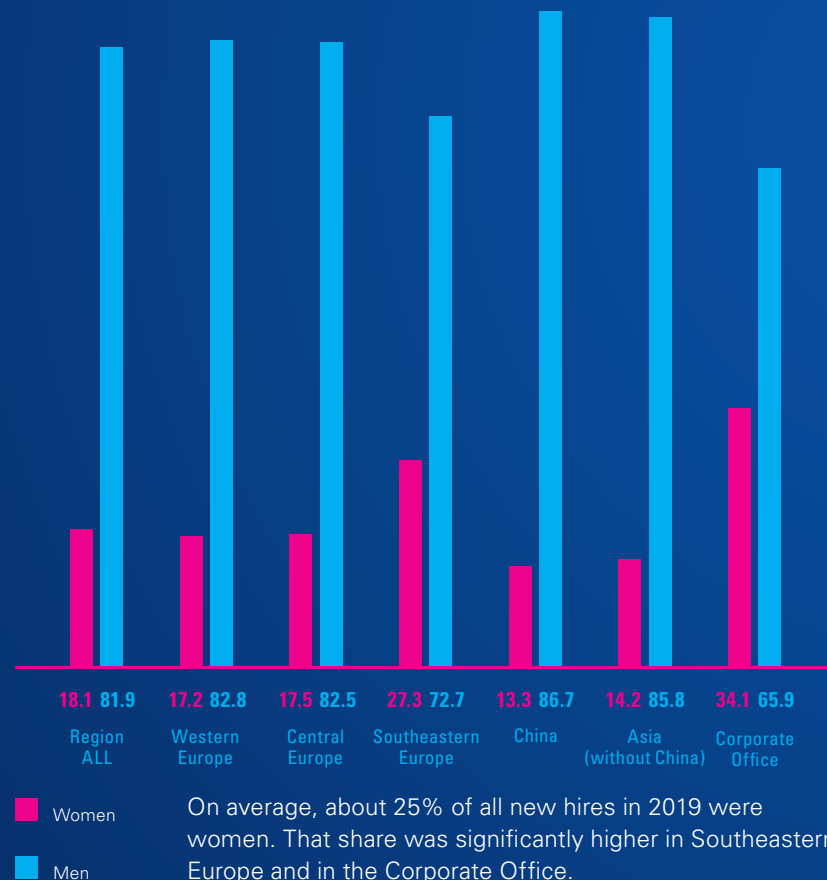
As a general rule, at Messer the share of women in administration is higher than in production. The only notable exceptions are in Western Europe and in China.

Share of women in white collar functions  
Share of women in blue collar functions

## More of Messer worldwide: New hires, average age and company service.

### The path is the goal:

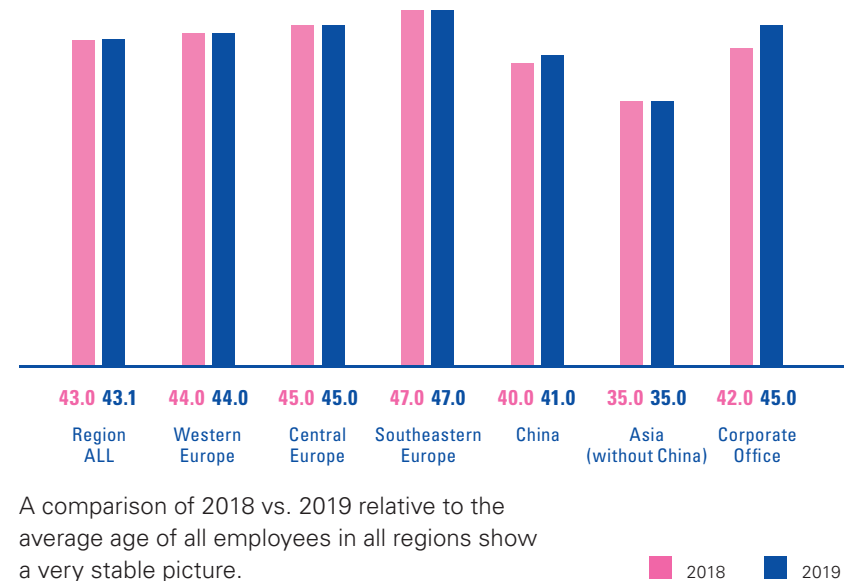
Overall share of women and men at Messer  
in the individual regions in terms of new hires in 2019 – *in percent*.



On average, about 25% of all new hires in 2019 were women. That share was significantly higher in Southeastern Europe and in the Corporate Office.

## From 35 to 47:

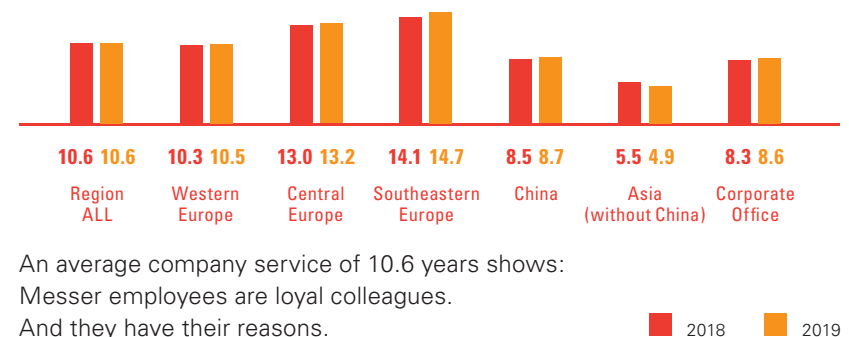
Average age of all employees  
in all regions and comparing 2018 vs. 2019 – *in years*.



A comparison of 2018 vs. 2019 relative to the average age of all employees in all regions show a very stable picture.

## This is what loyalty looks like:

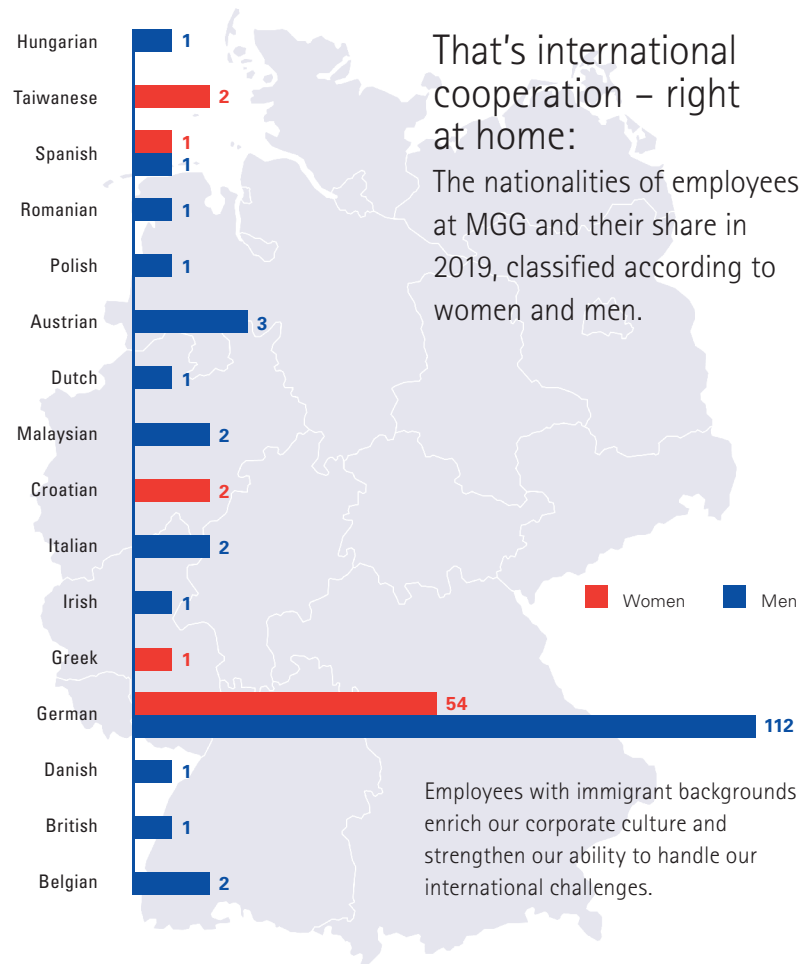
Company service across all regions and  
comparing 2018 vs. 2019 – *in years*.



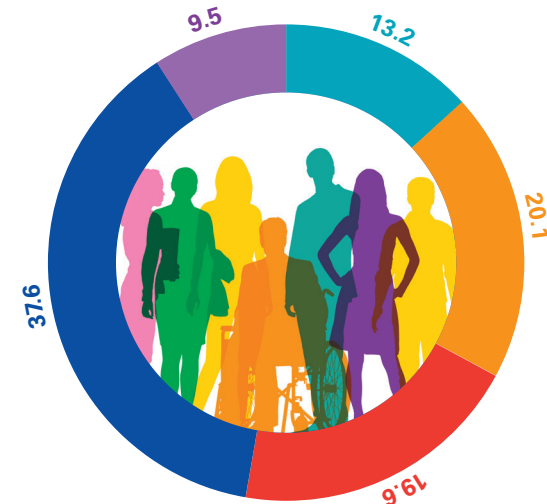
An average company service of 10.6 years shows:  
Messer employees are loyal colleagues.  
And they have their reasons.



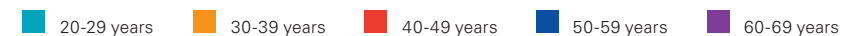
# Everything else we've got going for us: Diversity at Messer Group GmbH, Messer Holding and Messer GasPack (MGG).



The highly inquisitive meet the even more experienced:  
The age distribution of employees at MGG in 2019 – *in percent*.



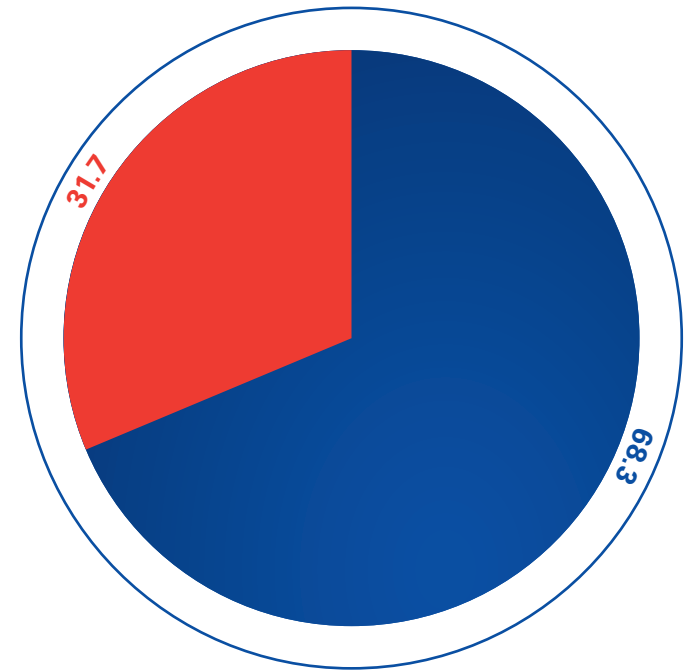
2/3 of all employees at Messer in Germany are between 40 and 69 years old. That is a tremendous wealth of experience that must be transferred.



Good relationship in every respect:  
Diversity at Messer Group GmbH,  
Messer Holding and  
Messer GasPack (MGG).

MGG is more than 30% female:

Distribution of female and male  
employees in 2019 – *in percent.*



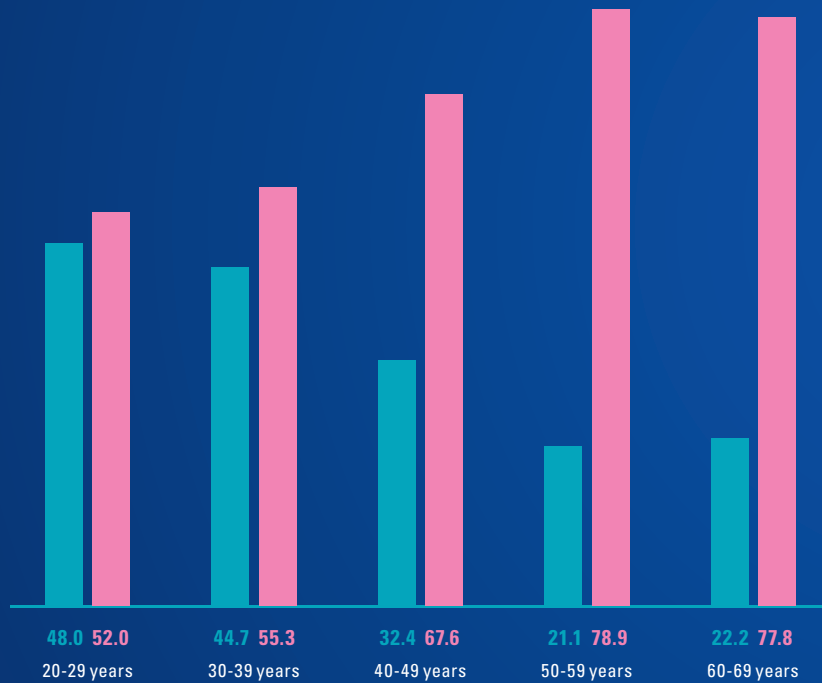
31.7% of all employees at MGG are women –  
that's a really good starting point for even more  
equality and diversity.

■ Women ■ Men



## The younger, the more evenly distributed:

Share of men and women at MGG, classified by age group – *in percent*.

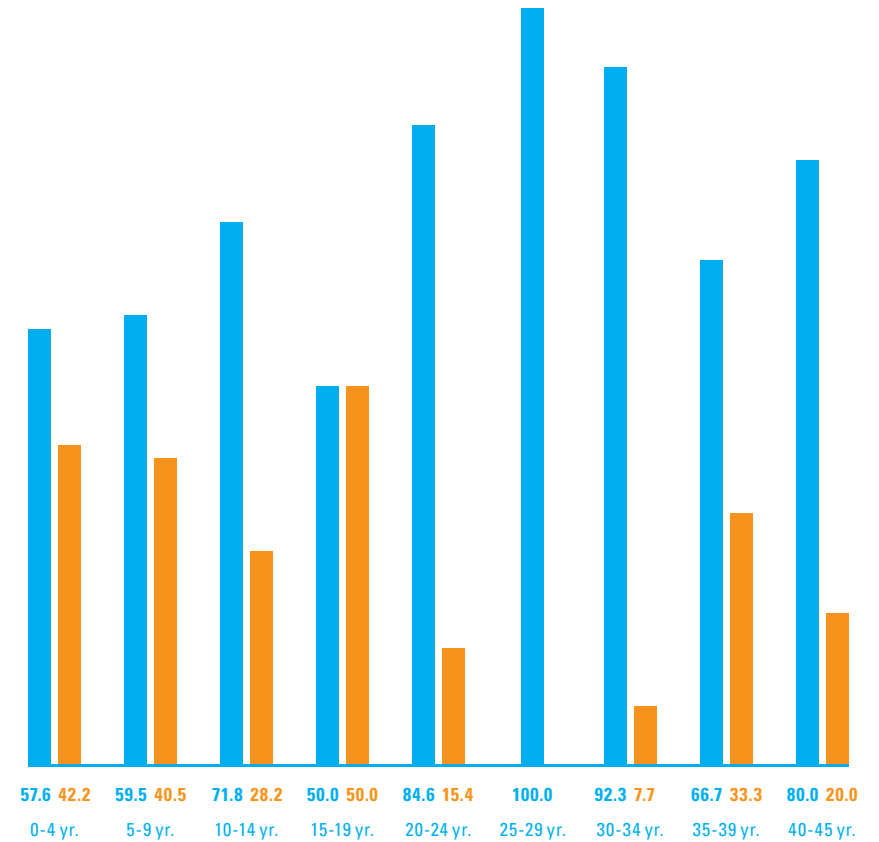


Positive trend and consistent with our goals: In the younger groups from 20 to 39 years of age, the share of women and men is trending toward parity.

Women Men

## Incentive and affirmation together:

Share of men and women at MGG, classified by company service – *in percent*.



Great thanks to everyone – women and men – who've already been working for MGG for so long now.

Women Men



# We can say "respect." Or we can live it.

1

In 2019, the Messer Group was recognized for equal opportunity in personnel and organization policy for the first time by the non-profit association "Total E-Quality Deutschland e.V." The Total E-Quality award is supported and endorsed by the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth as well as by the German Federal Ministry of Education and Research. Among the 13 new award winners, only four earned the supplementary award for "Diversity" – and one of them was Messer Group.



2

In 2019, the Messer Group participated in the "Made in Germany – Made by Diversity" initiative, speaking out along with some 50 other German family-run businesses in favor of an open-minded attitude toward the outside world and against xenophobia.



3

In November 2019, Stefan Messer signed the Diversity Charter, sending a signal of commitment to diversity and respect at Messer. The Diversity Charter is an initiative that promotes diversity in companies and institutions under the patronage of German Chancellor Dr. Angela Merkel. The signing was and is part of the measures developed and implemented by the Messer Diversity Team in the context of the Diversity Management program.



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