



Making our world more productive



Remote Working Guidelines

Australia & New Zealand

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Introduction / Purpose

At Linde we strive to be a market leader, responsive to our customer and our employee needs. We value the high performance and productivity of our people and believe that employees being able to balance their work and lifestyle responsibilities is crucial to achieving our goal.

The aim of these guidelines is to ensure that all requests for remote working arrangements are thoroughly explored with the employee and line manager working collaboratively, and in good faith, and that the process is consistently applied across all functions and in all locations. These guidelines also reinforce our culture of valuing job effectiveness by employee performance and results, rather than hours spent in the workplace.

These guidelines apply to all Linde businesses within Australia and New Zealand.

Working Remotely

Remote working is a flexible working arrangement whereby an employee regularly performs work related tasks and duties at their home or other preferred location rather than at a Linde work site.

Considerations for Operational Requirements

Factors to consider when creating a Remote Working arrangement.

1. Job Type / Scope

The type of work that an employee performs may impact whether Remote Working is possible. For example: It would be impossible for an employee whose primary function is to fill gas cylinder, to perform this role from home full-time, but may be able to perform the administrative tasks of the role, or online learning/training from home as required.

2. Cost to the Business

Remote working arrangements should not incur costs to the business, however reasonable expenses may be incurred subject to appropriateness of expense, policy and prior written approval.

3. Inclusiveness

Managers and employees will need to ensure that all staff remain included within the team.

4. Performance Management

Employees Working Remotely should be managed the same way as any other employee when it comes to managing performance expectations. Expectations and Objectives of the roles, as well as monitoring process, such as check-ins, should be agreed to prior to the Remote Working Agreement is approved. In some cases, more frequent checks-ins will be required, such as, a transition to a new team or role, or where performance requires greater attention to ensure it is on track.

5. Review Period

Discuss the ongoing arrangement during regular check-ins to ensure that any issues are addressed appropriately. The arrangement should be formally reviewed on an annual basis, and, where possible, any requests to change the arrangement should be contained to the annual review.

Remote Working Principles

Working remotely is a voluntary and co-operative arrangement between Linde and the employee and can only be entered into by mutual agreement of both parties.

The opportunity to request remote working arrangements is available to all employees, however there may be some circumstances where entering into a remote working arrangement is not appropriate or suitable and is dependent on such things as the role requirements, needs of the individual, business, team or customer. Working Remotely arrangements may apply on a permanent or temporary basis or as agreed in writing by the Director.

An employee may approach Linde about the possibility of Working Remotely or Linde may make the offer to an employee in appropriate circumstances. Each request will be treated and managed on an individual basis and will take into consideration business and the individuals' needs and circumstances. It is important that line managers and employees show good faith and work collaboratively in implementing these guiding principles and that due consideration is given in assessing all requests to work remotely.

It is the responsibility of the employee to ensure a clear distinction between domestic, personal and work commitments are made. Working Remotely is not a substitute for child or dependent care. Therefore, where the employee is a primary caregiver, alternate childcare or dependent care arrangements should be made. All absences from work will be subject to existing Linde Entity and country leave conditions, application and approval processes

Employee's should be aware that a regular remote work arrangement may result in no longer having a dedicated desk at the office. Further, a booking system may be employed to allow for employees to book desks and car parking facilities to attend the office.

The manager is required to regularly review and monitor remote working arrangements to ensure that it continues to meet the needs of the employee and Linde. In circumstances where an employee is unable to complete a task remotely, they should attend a Linde workplace to carry out the task.

Managers who require an employee to attend staff meetings, training or other necessary work-related circumstances, will advise the employee and provide suitable notice.

Hours & days of work

Under the Linde Working Remotely Agreement, the hours and days to be worked from home will generally be fixed at the beginning of the arrangement and must be discussed and agreed to by the manager and the employee. Standard business hours will apply unless agreed otherwise. In considering the Hours and Days to be included as part of the agreement:

- The hours and days of work must meet the needs of the business, individual, team and customers.
- Employees and managers can also consider a hybrid approach of working remotely, as well as, from a Linde workplace. The number of days available to be worked at a Linde workplace will be fixed and an employee may need to arrange to swap an office day with a colleague in order to attend more than their allocated days.
- Any variation to the hours or days worked must be agreed in advance and approved in writing by the Director.
- Employees Working Remotely will be contactable and/or accessible, during the agreed hours and days of work.

Expenses & costs

The employee will be responsible for the costs associated with set-up and maintenance of their home office, these costs may include and are not limited to, telephone lines, modem, printer, answering machine, Internet Service Provider (ISP), heating, electricity, lighting, desk and chair. Linde will not take any responsibility for the maintenance or repair of an employee's personal equipment.

Out of pocket expenses incurred by the employee in relation to set-up and maintenance of their home office may be eligible to be claimed as a tax deduction. Any tax implications related to a home-based workspace is the responsibility of the employee. Employees should seek advice about tax deductions or any implications of home office related expenses from a qualified and licensed tax agent or advisor prior to entering into a remote work agreement.

In exceptional circumstances, the Director may use their discretion to approve any associated expense reimbursements in relation to the establishment and maintenance of the Working Remotely arrangement and will take into consideration the reasonableness of the expense, other expenses reimbursed for the employee and the overall business unit budget. Line managers are not authorised to approve any reimbursement related to remote working set-up costs.

Where essential as determined by the Director, Linde may provide some equipment as required for the purposes of Working Remotely. In the case where equipment is provided, these will be treated as "tool of trade" items and as such will be used for the duration of the agreement and remain the property of Linde. Any Linde equipment or assets provided for the purposes of Working Remotely, must be recorded on the Linde Asset Register (available through the Finance Department) prior to the commencement of the agreement or as the items are made available to the employee. Where equipment or furniture is provided by Linde, the following conditions apply:

- All maintenance of Linde supplies and equipment remains the responsibility of Linde
- Employees are expected to treat Linde property with care
- Unless prior permission is granted from a manager, Linde facilities, plant, equipment, computer hardware and software provided in a Remote Working Agreement, must not be used for personal purposes.
- Any computer hardware or software provided remains the property of Linde. The employee or any third party must not copy any software provided by Linde.

No reimbursements will be provided for any office stationery and consumables. Office stationery and consumables will continue to be provided through existing office supply cupboards located at each Linde site. Couriers only be used when manager approval is obtained in writing prior to incurring the cost and should only be used for couriating items to a client as would happen if working from a Linde site. An employee can not engage a courier to deliver items to a Linde site from their remote working address, or vice versa.

Occupational Health & Safety

Linde Occupational Health and Safety obligations and guidelines extend to the Remote Working environment. Employees are required to co-operate with Linde to comply with all SHEQ Policies and guidelines, including and not limited to, the Drug and Alcohol policy. To ensure a safe remote work environment, the following must be conducted prior to the acceptance of a Remote Work arrangement:

- Employee completes the [SHEQ About Computer Workstations and Equipment Module](#), including self-assessment and provide pictures or video of the remote working space.
- The manager and the employee must discuss the results of the self- assessment. Where any changes or modifications are identified, these should be made to ensure a safe workplace and environment.

Once a Remote Working Agreement is in place:

- Employee to advise their manager of any changes to the home office that may pose a SHEQ risk, for example, safety related to domestic violence, or a non-operating smoke detector.
- It is at Linde's discretion to decline, or to terminate with immediate effect, a Remote Working Agreement if it determines that SHEQ obligations are not being met or maintained by the employee.

Insurance & Workers Compensation

Employees who propose to work from home should advise their personal home and contents insurer prior to the commencement of the Remote Working arrangement.

- An employee's personal house or contents insurance provider will generally not cover equipment provided by Linde for the purposes of Working Remotely.
- In the event that an accident, theft or damage occurs to Linde equipment or property occurs, employees are required to advise and report the incident to their manager as soon as possible.
- If an accident, theft or damage occurs to an employee's home or contents while working remotely, employees are required to advise and report the incident to their insurer and manager as soon as possible.
- Australian workers compensation liability will be limited to Australian employees who sustain an injury or work-related illness that occurs during periods when the employee is carrying out work related duties for Linde.
- Linde reserves the right to make on-site inspections of the home office to ensure that safe-working conditions exist. Linde will contact the employee to advise the need for an on-site inspection of the home and negotiate an agreed time.
- Should an employee sustain a work-related injury or illness while Working Remotely, the existing Agreement may be reviewed. In some circumstances, and at Linde's discretion, an employee may be required to return to the Linde worksite for an indefinite period of time to allow for necessary supervision and on-going assessment.
- Where in-person meetings are necessary, these should be held on Linde premises to minimize public liability or risks of injury.

Security

Employees who work from home will be required to take reasonable precautions to protect Linde equipment, assets, systems and data (hard or soft copy) from unauthorised access and ensure the confidentiality of any information of work undertaken at home.

Employees Working Remotely utilising their own equipment (including PC and Internet usage) and any Linde equipment, IT or communication facilities must always comply with the following Linde policies:

- Computer Usage Policy
- IS Security Policy

A copy of these policies can be found on the HR Intranet & IS Intranet sites. The computer usage policy explains how and why employee computer usage is monitored, and this policy applies whether you are working from a Linde site, or remotely. Any employee found breaching any of these policies may be subject to civil and criminal action and disciplinary action up to and including termination of their employment.

Access/ Inspections

Linde reserves the right to access and contact employees at their remote work location during agreed work hours. Subject to prior agreement and with appropriate notice, Linde or its representatives, may conduct onsite visits or inspections of the employee's home to deliver, collect or maintain equipment, conduct security and/or safety assessments.

Termination of the Remote Working Agreement

Unless terminated by other clauses in these guidelines, termination of the Remote Working arrangement can occur from either Linde providing the employee with four weeks' notice in writing of intention to terminate the agreement or by the employee providing Linde with four weeks' notice in writing of intention to terminate the agreement, however, where practicable changes should be made at the annual review. The Remote Working Agreement may cease under the following circumstances:

- Change/ cease by mutual agreement
- Terminated at the manager's discretion based on the employee's performance or
- Terminated due to changes in business requirements or duties of the role that would cease the ability to continue with the Remote Working agreement.
- The employee's home office fails to meet HSE requirements – in this case the agreement will be terminated immediately

The manager must raise any performance or changes to business requirements with the employee with a genuine attempt to find a resolution to the issues prior to the termination of the arrangement.

In the event that a Working Remotely Agreement is terminated, subject to appropriate notice and arrangements, Linde reserves the right to retrieve any Linde equipment, property, (including electronic files etc.) or information from the employees' home. The employee must return all Linde equipment to the agreed Linde office by the notified timeframe otherwise costs to collect these items will be at the employee's expense.

How do I request a Remote Working arrangement?

1. Complete a [Remote Work Application Form](#). All Remote Working requests must be submitted in writing.
2. Your manager will need some time to consider the request. In Australia, a formal response must be provided within 21 calendar days (*3 business weeks*). In New Zealand, the formal response must be provided within 1 month.
3. During this time, you and your manager may need to discuss your request for:
 - a. any points of clarification,
 - b. expectations of how the arrangement may work, including review periods,
 - c. performance expectations, including revised objectives/KPIs
 - d. expectations related to communication, meetings and interactions with the team
 - e. any other information that your manager may need in considering this request.
4. Once your manager completes their assessment, they will escalate your request to the Functional Director for ultimate approval.

5. If your request is approved, you will be required to sign a new employment agreement, in this case, the new contract must be signed and returned to Linde Employee Services before the arrangement commences. You should also retain a copy for your records.

Any changes to the established flexible work arrangements must be discussed between the manager and the employee. Efforts will be made to accommodate the needs of the business, individual and employee.

Manager responsibilities in considering remote working arrangements

As a manager, once you have received a request for remote working you will have to complete your due diligence within 2 weeks or less in order to provide adequate time for your Functional Director to deliver ultimate approval/rejection within the legislated timeframes. A formal written response is required to the employee's written request within a maximum of 21 calendar days (*3 working weeks*) in Australia and 1 month in New Zealand to provide your formal response. You should consider what reasonable accommodations can be made to meet the request.

You should also discuss any clarifications with the employee as well as reviewing any modifications required to be made to KPI's / objectives and agreeing to a periodic review of the arrangement.

Once you have considered the request and discussed any clarifications with the employee, you should complete the manager section of the Remote Working Application Form submitted by the employee and provide this to your Director. As soon as you receive the ultimate approval/rejection from your Director, a copy should be provided to the employee and a copy sent to Linde Employee Services whether Approved or Declined to save on the employee file and to generate an updated employment agreement if required.

Note: If you have any questions, thoughts or concerns around the request and the considerations you have undertaken you should consult with a member of the HR team prior to formally responding to the employee, and well before the required response timeframe.

Version Control

This document was created in 2020 and is considered version 1.0. These guidelines supersede previous documents related to Working Remotely.

Version	Created/Reviewed By	Creation/Review Date	Next Review	Comments
1.0	Candida Carelli & Carina Lam	September 2020	March 2021	

Frequently Asked Questions

Q. Will Linde reimburse me to set-up my home office?

Set-up and maintenance of your home office is at your own expense. You are encouraged to discuss with your tax advisor if your home office costs are claimable as a tax deduction.

Q. Will Linde reimburse me for office consumables and utilities used in the course of my work?

You will remain responsible for any utility costs at home, such as electricity. You are encouraged to discuss with your tax advisor if the costs of using your home office are claimable as a tax deduction.

Other consumable items used in order to perform your work, such as couriering documents to a client, must be discussed and agreed with your manager in writing prior to incurring the cost.

Q. Do I need to work set hours if I work from home?

You can discuss your work hours with your manager as there may be opportunity to provide flexibility in the hours that you work, however this must be approved by your Functional Director. Generally, you should maintain standard business hours whilst Working Remotely.

Q. What happens if I have an accident at home during my agreed working hours?

In Australia, only injuries that occur at home during your agreed work hours will be covered by Workers Compensation and must be reported as soon as possible to your manager and SHEQ co-ordinator.

Q. Can I invite clients or colleagues to meetings hosted in my home?

No, it is not appropriate to host business meetings in your home. If a face to face meeting is required, it should be at a Linde or client location.

Q. My child needs to stay home unexpectedly, can I work and look after my child?

Sometimes things happen outside of our control and where this happens infrequently, you will need to exercise your best judgement to determine whether your child is of an age to not need your constant supervision, allowing you to mostly be able to perform your normal work. If your child needs constant supervision, then you should utilise a leave day to care for your child, such as personal leave in Australia and Domestic Leave in New Zealand.

