

The Linde Quality Policy

Purpose	1
Scope	1
Policy Guidelines	2
Quality Vision	3
Our Principles	4
Our Commitment	5
Quality Policy Poster	6
Document Information	7
About this Document	7
Change History	7
Learning and Assessment Guide	7

Purpose

Purpose

This Quality policy describes the quality management principles for The Linde Group.

Maintenance and review of Quality Policy

The Linde Group Quality policy will be reviewed for suitability every 3 years. This review will be initiated and conducted by the Linde Head of Quality Excellence, who will communicate the recommendations of the review to the Executive Board of The Linde Group and seek their approval for suggested changes.

Scope

Scope

This policy applies to The Linde Group worldwide.

Audience

This policy applies to all employees in The Linde Group.

Managers **must** ensure that their subordinates know and understand the requirements of the Quality policy. All managers should acknowledge the importance of the Quality policy by ensuring that their own behaviour actively promotes the desired values, principles and practices.

All employees are to ensure that they understand the policy and its implications for them.

The policy is also applicable to our business partners, for example, our contractors, suppliers, joint venture partners are to other relevant business partners, when undertaking services for or on behalf of The Linde Group. Managers **must** ensure that the Quality policy is communicated to, and accepted by, our business partners and that they actively co-operate with Linde to comply with the policy.

Review period

The review period for this document is 3 years from the date of last issue.

Policy Guidelines

*We do it right consistently, the first time. We do it better continuously.
At Linde we comply with product and service Quality based on requirements determined by our customers, our own
Quality standards and by regulatory authorities.*

We = every Linde employee

do = takes positive action that creates value

it = through high product and service Quality

right = as required by the customer

consistently = without variation

the first time = without generating waste or rework

we do it better = more efficiently and sustainably

continuously = while constantly improving the Quality of our products, services and business processes

The environment within which we compete, determines the Quality we need to deliver, in order to maximise value, thus to sustain a profitable business. This environment is led by the customer, who also directly and indirectly influences the other two key factors in the Quality environment, i.e. industry Quality standards and regulatory authorities.

By knowing our customers' true requirements, and accordingly by building our process capability, we ensure efficient delivery of the appropriate Quality of products and services that contributes to profitable growth.

Quality Vision

Linde is considered the industry leader for product and service Quality

- Through appropriate Quality levels, we create value for our customers and for The Linde Group.
- We maintain our reputation as a supplier of consistent Quality products and services by means of efficient business processes.
- We ensure that our products and services provide a high customer satisfaction/experience.
- Where we fall short, we mobilise our Lean Six Sigma competencies to improve technological, transactional, and service processes to deliver the required Quality standards.
- We strive to deliver consistent Quality. That is, eliminate Quality variation between batches, between plants and even between countries.
- We strive to deliver consistent Quality continuously. That is, over time, our Quality performance remains within the set standards contained in the Linde Management System & Standards (LiMSS) or Integrated Management System (IMS) (LE).

Guided by our customers' requirements, we create value for our customers and for Linde

- We ensure that our Quality specifications are always up to date as required by our customers. Standards are based on what is critical to customers.
- We ensure that our technological processes are capable of producing the required product standards.
- We ensure that our transactional and service processes are capable of delivering the required service standards.
- We ensure that our technological, transactional, and service processes are operated as efficiently as possible.
- When our processes are not capable of delivering our customers' requirements, or operating as efficiently as possible, Lean Six Sigma is used to improve it to the required performance level.

Quality is core to everything we do every day

- Quality is about ensuring defect free products produced and services delivered, processes that generate zero waste, and business processes that facilitate for better and faster decision making.
- Safety is the priority, Quality is the standard.
- All value creating work undertaken in Linde **must** be done at the adequate Quality standards at all times. Non value added activities **must** be eliminated.

All Linde employees and contractors are required, engaged, equipped and empowered to deliver Quality Excellence

- Improvement decision making and actions affecting product and/or service Quality take place in the technological, transactional, and service processes, by the individuals performing the respective tasks.
- Quality problems are solved and/or process outputs improved as close as possible to the point where they occur, using the appropriate individuals with the required level of competence.
- All employees are aware of the Linde Group's Quality objectives and understand how their individual work relates to it.
- All employees have access to Quality and continuous improvement training, information and tools.
- Employees are appropriately encouraged and equipped to solve problems, and to improve as well as maintain Quality standards.
- Employees are encouraged to lead and/or participate in improving technological, transactional, and service processes efficiency, while ensuring the required product and service Quality.

Our Principles

Our principles

To achieve our vision, we The Linde Group are committed to the following Quality principles:

Quality is everyone's responsibility ... 100% adherence to this Quality policy and the respective procedures is expected

- Every employee understands that consistent Quality provides Linde with a competitive advantage.
- Every employee understands the link between providing Quality products and services and profitable growth.
- Every employee has access to and is aware of the group Quality policy.
- Every employee knows the Quality standards and procedures that impact their daily work activities.
- Every employee is responsible for keeping his/her standards and procedures up to date.
- Every employee takes responsibility for Quality, beyond their direct activities, to ensure the required Quality is created most efficiently.

Know, understand and efficiently meet customers' requirements

- The voice of the customer is continuously gathered and these requirements translated into measurable specifications, critical to our customers.
- The processes' performance is measured, and known at all times. This is compared to the customer's specification to determine our current capability to meet it.
- Where the process output (product, service etc.) does not meet the specifications, improvement activities are undertaken to make it capable of doing so.
- Where the processes are capable, improvement activities are undertaken to ensure the higher levels of efficiencies are achieved.
- Where a process is producing higher standards than is required by the customer, standards need to be updated and the process appropriately adjusted while maintaining efficiency.

Continuously improve processes and systems to deliver better Quality sustainably and efficiently

- Lean Six Sigma consists of a portfolio of improvement methods that can deal with various types of improvement opportunities. These should be appropriately applied.
- Lean Six Sigma consists of varying levels of improvement experts (belts) that can deal with various complexities of improvement projects. These should be appropriately utilised.
- Yellow Belts are individuals equipped with basic problem solving skills used to address daily operational improvement opportunities. All employees of Linde should be trained as Yellow Belts.

Facilitate continuous learning through replication and sharing of best practices

- A learning organisation is one that shares the knowledge gained from problems solved and best practices that keep processes at an adequate level.
- Product and service Quality as well as process effectiveness and efficiency improvement success stories need to be shared across the group.

Research, develop and promote technologies, products and services that sustainably enhance Quality and product Safety

- We continuously invest and focus on research and develop technological processes, transactional processes, products, services and solutions that provide the required higher levels of Quality, higher safety standards and profitable growth.

Our Commitment

We will:

Comply with regulatory requirements as defined by governments and industry

- Have the correct Quality processes and procedures in place to ensure understanding, conformance and monitoring of stakeholder requirements.
- Have the systems in place to detect deviations from these standards.
- Have an infrastructure and processes in place to take corrective action when deviation occurs.
- Make defined Quality standards available to all through Linde Management System and Standards (LiMSS) or Integrated Management System (IMS) (LE).
- Train every employee and ensure adherence to all defined standards.

Provide a framework for establishing and reviewing Quality objectives

- The Quality Sponsor sets the Quality objectives with the Linde Board.
- A Quality Steerco aligns the Quality objectives with the business.
- Input from customer complaints and customer experience is gathered to ensure that all Quality objectives are correctly prioritised.
- Quality objectives are monitored using process, product and service metrics that are rolled into KPIs.
- Quality systems, e.g. the Linde Management System and Standards (LiMSS), the learning management system, and the audit management system are available, continuously updated and accessible to all employees.

Visibly measure the efficiency and effectiveness of our Quality performance in relation to customers and drive continuous improvement

- Our customers' current requirements are known and translated into critical customer objectives.
- Processes and procedures are in place to gather the voice of the customer, gather the business process' performance and compare these to determine our current process capability.
- Process and Quality improvement methods and experts are available to improve our performance where capability is lacking.

Reduce business risk by transparent and effective management of technological, transactional, and service processes

- Processes are mapped and the required outcome objectives defined.
- The key levers (inputs) to processes are understood and monitored to ensure consistent process performance.
- Product and service Quality outputs are visibly displayed using control charts illustrating historical and current performance trends.
- Process capability is displayed and closely monitored to avoid out of specification shifts.

Develop suppliers and maintain mutually beneficial relationships while ensuring their consistent compliance with our requirements

- Collaborate with suppliers to implement Vendor Managed Quality programs.

Provide training, coaching, support and an infrastructure to ensure adherence to this policy


Managers at all levels visibly lead and ensure this policy is appropriately, communicated and understood to all and applied by all

Quality Policy Poster

Quality Policy.

'We do it right consistently, the first time. We do it better continuously.'

At Linde we comply with product and service quality based on requirements determined by our customers*, our own quality standards and by regulatory authorities.

Leading. 
THE LINDE GROUP

Quality Vision

- Linde is considered the industry leader for product and service quality.
- Guided by customer requirements, and by means of appropriate quality, we create value for our customers and for Linde.
- Quality is core to everything we do, every day.
- All Linde employees and contractors are required, engaged, equipped and empowered to deliver Quality Excellence.

Quality Principles


- Quality is everyone's responsibility ... 100% adherence to this quality policy and our procedures is expected.
- Know, understand and efficiently meet customers' requirements.
- Continuously improve processes and systems to deliver better quality sustainably and efficiently.
- Facilitate continuous learning through replication and sharing of best practice.
- Research, develop and promote technologies, products and services that sustainably enhance quality and product safety.


Our Quality Commitment


We commit to:


- Comply with regulatory requirements as defined by governments and industry.
- Provide a framework for establishing and reviewing quality objectives.
- Visibly measure the efficiency and effectiveness of our quality performance in relation to our customers' requirements and drive continuous improvement.
- Reduce business risk through transparent and effective management of technological, transactional and service processes.
- Develop suppliers and maintain mutually beneficial relationships while ensuring their consistent compliance to our requirements.
- Provide training, coaching, support and an infrastructure to ensure adherence to this policy.
- Make sure that managers at all levels visibly lead and ensure this policy is appropriately communicated and applied to all, and understood by all.


*Customer is used in its broadest definition and includes patients.



Dr Wolfgang Büchele


Thomas Blades


Dr Christian Bruch


Georg Denoke


Bernd Eulitz


Sanjiv Lamba

15 January 2015 // Group, version 1.0

Document Information

About this Document

Version	Date	Author	Quality Reviewer	Approver
1.0	February 2015	Pietro Pazzi Dean Bell (Technical Writer)	Alexander Unterschuetz	Linde Board

Change History

Version	Description of Change
1.0	Initial release.

Learning and Assessment Guide

VVP-02-10-GROUP : The Linde Quality Policy

Prerequisites

Nil

As a result of training in the content of this document you will be able to:	Learning method:	Assessment method:	Reference:
Understand The Linde Group Quality policy and its implications for you.	Self study	Multi-choice test	This document
Assessment Complete	Sign		Date
Learner:			
Assessor:			