

Client Questions and Answers

COVID-19
20 March 2020

Overview

- As at 18 March 2020 Link Group has not had any confirmed cases of COVID-19 in any of our locations.
- We are tracking all incidents and concerns relating to COVID-19 via our occupational health and safety reporting systems
- We have enacted our pandemic plan which applies to all Link Group companies and subsidiaries and contains two primary strategies:
 - a travel management preventative strategy; and
 - a business continuity strategy
- Whilst we have not formally activated our business continuity plan, we are proactively utilising our business continuity sites to enable social distancing for critical teams and load balancing between locations if required.
- We are splitting our critical functions across multiple sites to further reduce any impact on the provision of our services.
- We are deploying a new desktop access solution. The solution enables employees to access their Link Group issued desktop computers from their personal device at home. Our IT teams are progressively rolling this out to our teams over the coming week. We are also working on a solution for our Contact Centres as this solution is not suitable for them.

Travel

- We have suspended ALL international and domestic travel for employees until further notice.
- Employees are only working from one office location and **NOT** travelling between Link Group offices, even in the same city or country.
- We are limiting face to face interactions with clients and visitors as much as possible and encouraging more frequent video-conferencing and tele-conference calls.
- Employees who have recently travelled internationally are required to self-isolate for 14 days.

Our pandemic plan

We have enacted our pandemic plan and are proactively utilising some of our business continuity options to support our response.

Link Group's pandemic plan contains 6 phases that address specific milestones during a virus outbreak. These are alert, delay, contain, sustain, control and recovery. We are currently working at the 'sustain' level of the plan and we are preparing for a possible escalation of the plan if the situation worsens.

Social distancing and split team working arrangements

We have implemented social distancing and split team working arrangements for critical teams.

To facilitate split working arrangements, we are proactively utilising our business continuity sites in:

- Sydney: Baulkham Hills and additional floor at 680 George St
- Melbourne: Mitcham
- Perth: BCP in Perth

We have asked all employees with laptop and mobile devices to ensure they take them home every night.

Link Group's ongoing monitoring of COVID-19

We have daily COVID-19 update meetings at executive and regional levels. We have also created a number of working groups across multiple locations which include IT, operations, client and employee streams.

Operations

As at 18 Mar 2020, we have not had a confirmed case of COVID-19 and there has been no significant impact to our operational functions.

We have already taken the following steps to ensure we can continue operations in the event of a diagnosed case(s) in our workplace:

- Social distancing to be used across a variety of sites and locations
- Opening up BCP sites to use in a new form as an additional site
- Expanded use of our virtual private network (VPN) to work remotely as appropriate
- Expanded use of remote desktop to work securely from home as appropriate

We are also able to take the following additional actions if required:

- Link has the ability to load balance across Contact Centres in different states, utilise IVR or move to BCP sites
- We have begun to work with clients to set up strategies to move calls to the web or introduce quicker IVR functionality
- We are investigating options to operate under temporary reduced SLA arrangements

The attached guide outlines more information on our operational preparedness for specific processes and undertakings.

FAQs

How often will Link Group update clients on its response to COVID-19?

Link Group is currently working on weekly updates to all employees and clients every Friday. If there are significant changes in-between this time, we will have proactive lines of communication via our Client Partnership teams and we will issue additional updates.

What would happen if an employee is confirmed with COVID-19?

In the event that a COVID-19 case is diagnosed in one of our locations we will respond according to our pandemic plan for that location. We will be guided by local health authorities who will direct us as to what actions to take depending on the details of the case. Based on current advice from various local health authorities, likely actions could include:

- Evacuation of the area/floor/building depending on the extent of contact between the infected individual and others.
- Cleaning and sanitisation of the building where the case was identified.
- Immediate isolation of the infected individual and colleagues that have come into close contact.
- Utilising Link Group alternate working locations.
- Redirection of workload to other teams within the location or to like teams in one of our other global locations.

What is the ability of Link Groups' service providers to continue to operate and provide service?

We are in regular contact with all of our service providers to monitor their ability to maintain normal operating levels and have received assurance from all of our service providers of adequate processes and business continuity in place to continue these services.