LINKGroup

2023 SUSTAINABILITY REPORT

CONNECTING
PEOPLE
with their assets

CONTENTS

A global, digitally enabled business connecting millions of people with their assets – safely, securely and responsibly

From equities, pensions and superannuation to investments, property and other financial assets, we partner with a diversified portfolio of global clients to provide robust, efficient and scalable services, purpose-built solutions and modern technology platforms that deliver world class outcomes and experiences.

We help manage regulatory complexity, improve data management and connect people with their assets, through exceptional user experience that leverages the expertise of our people combined with scalable technology, digital connectivity and data insights.

Sustainability Report

At Link Group, we seek to address the sustainability priorities that matter most to us and our stakeholders, driving sustainable value for our clients, communities and the planet. Our identification and proactive management of current and emerging environmental, social and governance (ESG) trends enables us to fulfil our purpose of connecting millions of people with their assets – safely, securely and responsibly.

About this report

This sustainability report provides stakeholders with information on Link Group's sustainability performance across our operations, supply chains and key stakeholder groups.

This report is structured in four sections. The first outlines Link Group's approach to sustainability, including our approach to identifying and reporting on material issues, ESG governance and risk management.

Sections two to four provide an overview of the initiatives underway across each of the three pillars of our sustainability strategy, which are outlined in the next section of this report.

This sustainability report has been prepared based on global sustainability frameworks, standards and initiatives, including the Global Reporting Initiative (GRI) Universal Standards 2021: Core Option, Sustainable Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD).

Link Group's FY2023 sustainability disclosures have been selected based on those that are most material to our business and our stakeholders, in accordance with the materiality and stakeholder engagement approach detailed in this report.

This sustainability report covers all Link Group operations in 17 countries which, unless otherwise stated, we have had control for the financial year commencing on 1 July 2022 and ending 30 June 2023. Please refer to the Annual Report for all major changes that occurred during the year.

Link Group uses an internal sustainability data verification process to verify the integrity of disclosures in this sustainability report. This data verification process is integrated with Link Group's sustainability data management system (DMS), which consolidates all sustainability data for disclosure purposes across the 17 countries of operation and allows for a consistent global approach to recording, monitoring and reporting. This includes recording and reporting disclosures to the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standards. Data from our DMS is then validated by the business and Sustainability Manager.

Where appropriate we may include references to events that have occurred since the end of the financial reporting period, but prior to publication.

This sustainability report is approved by the Link Group Board. No external assurance was sought for our sustainability disclosures within this report.

Our sustainability commitment

We strive to act responsibly, support our clients, contribute to employee wellbeing, diversity and inclusion, and deliver mutual business and social benefits in the communities we operate in.

1   https://ghgprotocol.org/sites/default/standards/ghg-protocol-revised.pdf.

Our approach to sustainability

We are committed to being a responsible business – helping to build a more sustainable future for our people, clients, suppliers, investors and society. Our sustainability strategy underpins this commitment and is comprised of three pillars that incorporate ESG focus areas considered to be material to our business and our stakeholders.

Sustainability strategy

PILLAR **1**

A RESPONSIBLE BUSINESS

PILLAR **2**

ALIGNING & BUILDING OUR CAPABILITY

PILLAR **3**

SUSTAINABLE GROWTH

A responsible business

A focus on our strong governance foundation, including our business ethics and respect for human rights. This also includes acting responsibly in our general operations, information security, privacy, business continuity and supplier management. We are also committed to minimising the impact our operations have on the environment to help build a sustainable future.

SDG Alignment

8 Sustainable economic growth will require societies to create the conditions that allow people to have quality jobs.

Aligning and building our capability

Continued investment in our people and our systems to deliver global client solutions. This includes supporting employee wellbeing, development, engagement, career progression, collaboration, diversity, equity and inclusion.

SDG Alignment

5 Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.

8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Sustainable growth

Demonstrating how we build a sustainable future by creating innovative solutions for our clients. We invest in technology and platforms to deliver superior technology-enabled solutions, identifying ways to reduce our emissions and contribute positively to the communities we operate in through our community engagement strategy LinkTogether For Good.

SDG Alignment

4 Obtaining a quality education is the foundation to improving people's lives and sustainable development.

13 Climate change is a global challenge that affects everyone, everywhere.

Our strategy seeks to align with the Paris Agreement and four of the UN Sustainable Development Goals (SDGs). Our sustainability strategy builds on our progress to date and sets clear targets and initiatives under each pillar to 2030, including short, medium and long-term targets. As part of our sustainability strategy, we continue to look for innovations that can drive progress, using the UN SDGs as a framework to guide implementation and measure our contribution to progressing these important goals.

ESG performance snapshot

The snapshot below captures key points of progress against our sustainability strategy for FY2023. We remain on track for delivery of our set targets and have developed a 2030 plan to achieve them.

A Responsible Business

FY2023 absolute Scope 2 **emissions down**

↓**11**%

from FY2022 levels

37%

of our people are covered by collective bargaining agreements globally (excludes temporary and contract employees)

Australian Sustainable Finance Institute

Link Group is a founding member of the Australian Sustainable Finance Institute (ASFI).

Aligning and Building our Capability

44%

of senior executive roles and

42%

of all management roles are held by women, exceeding our global FY2023 target of 40%

83%

of employees believe people from all backgrounds have **equal opportunities to succeed at Link Group**

Sustainable Growth

In FY2023 we contributed more than

$**540,000**

in cash and in-kind support to our LinkTogether For Good charity partners

71%

of our office space globally is **sustainably rated** [1]

Total annual emissions have decreased by

24%

or

2332

tCO$_2$e from FY19 baseline

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1   Definition of sustainably rated buildings refers to LEED-certified to gold or above, BREEM-certified excellent or above, or NABERS Level 5 or above. The UK buildings we occupy are compliant with the Energy Savings Opportunity Scheme (ESOS).

Materiality and stakeholder engagement

Link Group's approach to understanding its material sustainability impacts considers a breadth of inputs each year. We consider the environmental, social and economic risks considered significant for our industry under the SASB Materiality Map.[1] We subsequently engage the business and take into account macro factors, regulatory requirements and feedback from external stakeholders, and develop a set of material topics relevant to Link Group. These are reviewed annually by the sustainability team at Link Group, in consultation with business representatives, to ensure that all topics are still considered relevant.

Link Group's material topics[2]

- market transformation
- digital disruption
- privacy
- data safety and cyber security
- energy consumption

- responsible supply chain management
- our people's health and safety
- employee development and wellbeing
- diversity

- inclusion and gender equity
- human rights
- conduct and ethics
- community relations

Method of stakeholder engagement

Stakeholder engagement is a critical activity and enables us to stay abreast of and responsive to sustainability issues of significance. At Link Group, stakeholder engagement blends direct (e.g. engagement with clients, regulators and our people) and indirect (e.g. industry events, informal internal sessions) engagement to provide a breadth of insights. Link Group's stakeholders include:

- Employees/potential employees
- Shareholders and investment community
- Clients and their customers
- Suppliers
- Communities
- Industry
- Regulators

Internally, we engage with our people through surveys, regular emails, and town hall updates to understand how we are performing, and where we can improve to enhance the experience of our people. Monitored email boxes and anonymous communication channels are also available for our people to provide feedback on a range of topics, at any time.

Externally, we engage our stakeholders in several ways, including, but not limited to:

- Client and supplier surveys
- Interactions with key regulatory, government and industry bodies
- Regular participation in key industry meetings, conferences and forums
- Regular client meetings on performance and to identify issues and future needs
- Direct communication with our clients' own customers

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1   https://www.sasb.org/standards/materiality-map/
2   The internal boundary for all material topics is Link Group, which includes all our controlled entities. The external boundary for all material topics includes our external impacts particularly the needs of our external stakeholders.
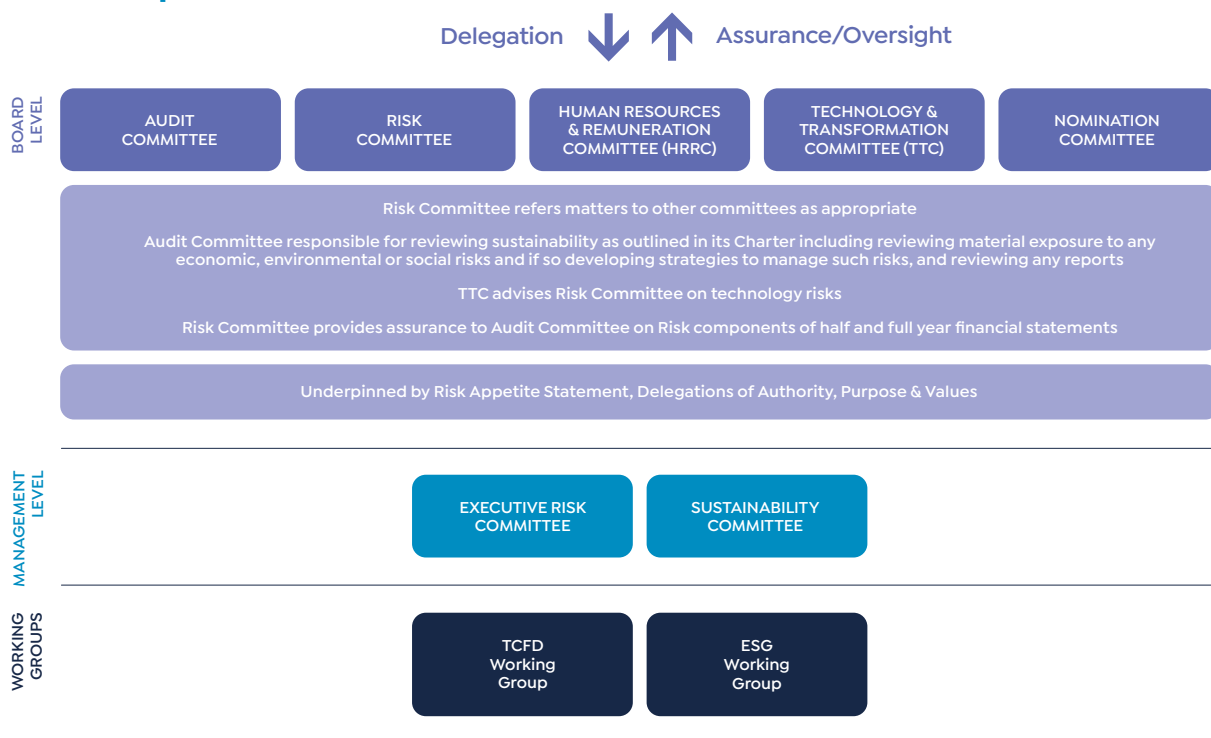
Governance of sustainability risks

Link Group's approach to corporate governance is based on our three core values that guide how we operate as an organisation in interacting with each other, conducting business and serving our clients and their customers. The framework is described in further detail in the Corporate Governance Statement, which can be found on the Link Group website, including the role of the Board and each of the Board Committees.

Link Group's Audit Committee is responsible for our sustainability strategy, as outlined in the Committee's Charter, with roles including:

- Reviewing whether the Company has any material exposure to any economic, environmental, social risks and if so, developing strategies to manage such risks
- Reviewing the annual sustainability report, sustainability strategy and progress towards meeting overall sustainability targets

Link Group board

Delegation ↓ ↑ **Assurance/Oversight**

BOARD LEVEL				
AUDIT COMMITTEE	RISK COMMITTEE	HUMAN RESOURCES & REMUNERATION COMMITTEE (HRRC)	TECHNOLOGY & TRANSFORMATION COMMITTEE (TTC)	NOMINATION COMMITTEE

Risk Committee refers matters to other committees as appropriate

Audit Committee responsible for reviewing sustainability as outlined in its Charter including reviewing material exposure to any economic, environmental or social risks and if so developing strategies to manage such risks, and reviewing any reports

TTC advises Risk Committee on technology risks

Risk Committee provides assurance to Audit Committee on Risk components of half and full year financial statements

Underpinned by Risk Appetite Statement, Delegations of Authority, Purpose & Values

MANAGEMENT LEVEL

EXECUTIVE RISK COMMITTEE	SUSTAINABILITY COMMITTEE

WORKING GROUPS

TCFD Working Group	ESG Working Group

Link Group's Sustainability Manager reports to the General Manager, Sustainability & Stakeholder Communications (a member of the Senior Leadership Team), who reports to the Chief People & Group Services Officer (a member of the Executive Leadership Team, who reports to the CEO & Managing Director).

PILLAR 1

A responsible business

8 DECENT WORK AND ECONOMIC GROWTH

SDG
ALIGNMENT

Link Group's approach to sustainable value creation for our shareholders and key stakeholders is underpinned by strong corporate governance and a culture of ethics. This drives our daily operations, enabling us to continually identify and address matters of significance and improve our services for our clients, their customers and the communities in which we operate.

We are committed to acting with responsibility and integrity across our operations and supply chains, and to complying with the ASX Corporate Governance Council's Principles and Recommendations (Fourth Edition). For more information on our corporate governance practices, please see our 2023 Corporate Governance Statement and related key governance documents, at https://linkgroup.com/about-us.html.

Contribution to UN SDG 8

Link Group respects and promotes human rights and effective management of issues relating to modern slavery and human rights risks. We also seek to operate our business in a responsible and sustainable manner with regards to the impact our operations have on the environment, to help build a sustainable future.
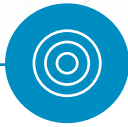
SDG Target 8.4

Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programs on sustainable consumption and production, with developed countries taking the lead.
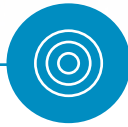
Our contribution

FY2023 absolute Scope 2 emissions down

↓**11**%
from FY2022 levels

FY2023 energy intensity 0.97 tCO_2e per FTE, decreasing 4% from FY2022 levels

SDG Target 8.8

Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

Our contribution

37%
of our people covered by collective bargaining agreements globally (excludes temporary and contract employees)
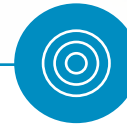
Our Targets

Absolute Scope 2 Emissions
↓**10**%
from FY2019 levels of 6,378 tCO_2e by FY2023. Achieved in FY2022.

Absolute Scope 2 Emissions
↓**30**%
from FY2019 levels of 6,378 tCO_2e by FY2025. Achieved in FY2023.

Scope 2 Emissions
net zero
by FY2025

Absolute Scope 2 Emissions
↓**50**%
by FY2030

Reduce Emissions Intensity (tCO_2e) per FTE
↓**50**%
from FY2019 1.43 tCO_2e baseline by FY2030

net zero
Emissions by FY2030

Our global total emissions and electricity consumption by country

COUNTRY	FY2019 Baseline	FY2021	FY2022	FY2023
Australia	4,479.64	3,607.11	3,128.46	2,835.96
United Kingdom	2,769.73	2,595.63	1,062.55	1011.29
India	899.99	1,469.28	2,027.15	2,309.13
Ireland	786.65	567.61	436.03	321.46
Netherlands	97.35	406.61	421.87	424.04
New Zealand	140.94	120.92	132.70	142.39
South Africa	277.83	91.08	–	–
Germany	131.99	116.28	77.18	26.48
Philippines	103.88	66.30	–	–
Italy	33.00	48.84	38.03	43.43
Luxembourg	268.17	36.39	36.39	36.39
China	16.53	16.99	19.86	23.33
Jersey	399.41	–	–	–
Hungary	136.44	–	–	–
Switzerland	75.27	–	–	–
United Arab Emirates	4.51	–	–	–
Grand Total scope 2 MWh	**10,621.34**	**9,143.03**	**7,380.20**	**7,173.89**
Scope 1	89.91	13.36	0.96	0
Scope 2	6,378.01	5,385.42	4,859.04	4,301.60
Scope 3[1]	3,118.02	186.26	2357.43	2,901.44
Total Emissions[1]	**9,585.95**	**5,585.05**	**7,217.43**	**7,203.04**
FTE (excluding contractor/temp)	6,709	7,068	7,169	7424
Emissions/FTE[1]	1.43	0.79	1.01	0.97

MWh (label for the upper portion of the table)

tCO$_2$e (label for the lower portion of the table)

1   Link Group's Scope 3 emissions boundary was expanded in FY2023 to include data centre operations and cloud providers. FY2022 data has been adjusted to reflect the same boundary and allow for more accurate year–on–year performance comparisons.

Risk management, information security and data privacy

As custodians of data for thousands of market participants globally and the Personal Identifiable Information (PII) that we hold on their behalf, Link Group has a duty and responsibility to protect this information and prevent its misuse. Managing and protecting data is critical to maintaining the trust and confidence of our stakeholders and in safely connecting people with their financial assets across the world.

We have robust controls in place that are designed to embed a culture of vigilance and awareness of information and data security, including:

- privacy, cybersecurity, and data protection risk assessments
- threat modelling and scenario-based testing
- a systematic information security management system (ISMS) independently reviewed and audited on an annual basis
- restricted access controls for core systems and functions
- organisation-wide clean desk policy
- regular training on privacy, information security and data protection including phishing simulations
- information security and privacy policies and a code of conduct that outline potential disciplinary action for policy breaches

These measures reinforce privacy and data protection as a key part of our culture.

Best practice standards and principles

In addition to our internal controls and processes, Link Group seeks to align to best practice international standards for risk management and various international and regional standards for information security and cybersecurity.

Our Enterprise Risk Management Framework sets the strategic approach for risk management by defining standards, objectives, and responsibilities for all and is aligned to international risk management guidelines (ISO 31000:2018) and provides a consistent approach for identifying, analysing, evaluating, treating, monitoring and reporting risks at all levels of the organisation.

Our information security management system also aligns to global and regional standards and principles to create a robust and mature framework for information security management. We continue to align to a number of recognised industry standards such as ISO 27001:2013 and the National Institute of Standards and Technology (NIST) cybersecurity resilience framework.

We are pleased that we have continued to maintain over 94% coverage of our business for ISO27001:2013 certification, having met our data and information security target in FY2022, ahead of our targeted timeframe. There are several other global standards and principles we also continue to align to, including relevant Privacy Act and Data Protection laws, GDPR, CIS Top 20, Mitre Att&ck Framework, and OWASP Top 10.

Further, in the regions below there are specific standards that we are aligned to:

- Australia: ASAE 3402/GS007, APRA Prudential Standard CPS234, the Security of the *Critical Infrastructure Act 2018* (Cth) (SoCI Act) and ASD Essential 8; and
- UK/Ireland: ISAE 3402, ISAE 3000, AAF01/06, and NSCS Cyber Essentials.

More information on our governance and risk management approach can be found in our Risk Committee Charter and Enterprise Risk Management Framework.

Over

6,800+

people[1] in our global business are covered under our ISO 27001:2013 certification scope

This equates to over

94%

global coverage

Meeting our FY2023 goal of

80%

ahead of our target timeframe

Approach to tax

In accordance with Link Group's Tax Risk Governance Policy, we continue to adopt a conservative approach to taxation, as outlined below.

Managing tax risks

We seek to comply with and transparently disclose all our tax obligations, by focusing on accurate compliance reporting and engaging with tax authorities. We seek to gain clarity within the law and evaluate potential tax outcomes of transactions within our low tax-risk appetite.

Tax planning

We do not sanction or support any activities which seek to aggressively structure tax affairs. Our approach is to implement efficient strategies to support the business and reflect the commercial and economic activity, in accordance with our low-risk appetite.

Transparency

We seek to transparently disclose our tax obligations and payments made in Australia and overseas.

Relationships with tax authorities

We maintain open, transparent, and positive working relationships with tax authorities and regulators globally.

International related party dealings (IRPD)

We acknowledge our responsibility to comply with transfer pricing and have implemented policy, processes and regular IRPD reporting.

Breakdown of tax paid ($'000)

Unaudited breakdown of tax payments for year ended 30 June 2023	Corporate income tax	Employer payroll tax[1]	Total tax payment borne	Goods & services /value added tax	Employee payroll tax[2]	Other tax
	$'000	$'000	$'000	$'000	$'000	$'000
Australia and New Zealand	6,989	18,993	25,982	43,370	79,652	–
United Kingdom and Channel Islands	(2,735)	13,995	11,260	14,806	25,065	–
Other Countries	9,153	6,061	15,214	12,129	23,764	39

1   Employer payroll taxes are calculated with respect to employee payroll headcount or similar and the liability is levied to Link Group. For example, payroll tax paid to Australian states, Fringe Benefits Tax in Australia, or National Insurance Contributions in the United Kingdom.

2   Employee payroll taxes refers to monies withheld from employee's wages that are considered individual personal taxation, often referred to as Pay As You Go (PAYG) or Pay As You Earn (PAYE).

Building a more sustainable supply chain

Link Group adopts a responsible, ethical and sustainable approach to the procurement of goods and services within its supply chain.

We seek to manage our environmental, social and economic impacts by:

- Improving our relationships with our suppliers and clients
- Working with organisations in our supply chain to improve their sustainability practices
- Improving transparency within our supply chain by adopting a continuous improvement approach year on year

This year we have taken initial steps to better understand the environmental impacts of our supply chain through a third-party provider, which maps our supply chain and calculates indicative greenhouse gas emissions. As part of this, we have identified our outsourced data centres and cloud providers as key scope 3 emission sources and have engaged these suppliers to provide emissions data and expand our scope 3 measurement.

As part of our focus on continuous improvement, in FY2023 we undertook the following activities to reduce the risk of modern slavery in our supply chain.

- Reviewed the Human Rights and Sustainability policies to ensure continued compliance with regulation and the appropriate management of Link Group's social risks Continued to incorporate the "Standards for Suppliers" into key supplier contracts to address modern slavery and human rights requirements during the contract renewal process
- Strengthened the supplier governance program through a global alignment of supplier management and materiality assessments
- Undertook a third-party assessment of the investment portfolios for which Link Group's Fund Solutions businesses act as manager
- Continued to provide modern slavery awareness training and educate employees on Link Group's commitment to respecting human rights through Modern Slavery training and understanding of the Human Rights Policy, which came into force in August 2020

- Engaged the procurement team and business leaders in India to improve governance processes and due diligence for suppliers identified as higher risk and to investigate ways to improve engagement. This past year we focused on improving engagement with our suppliers in India who operate in the recruitment industry and anticipate this focus to continue in FY2024.

Link Group is subject to both the UK and Australian Modern Slavery legislation and will soon release a 2023 Group Modern Slavery Statement to fulfil our reporting obligations, which captures Link Group's progress towards identifying and addressing modern slavery risks within our business and supply chain. The statement explores our approach to identifying modern slavery risks through our third-party provider, and addresses employee training conducted on our human rights policy and procedures. Our 2022 Modern Slavery Statement is available on our website.

Conduct, ethics and respect for all employees

Our Code of Conduct and Ethics (Code) outlines our values and defines how we interact internally and engage with the clients, customers and communities in which we operate. Central to the Code is Link Group's 'Speak Up' framework, which encourages employees to raise concerns, report misconduct or illegal activity and our grievance procedure facilitates the appropriate investigation and resolution of complains.

We support the rights of employees to bargain collectively and maintain productive engagement with trade unions. 37% of Link Group's employees are covered by collective agreements globally.

Aligning and building our capability

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

SDG
ALIGNMENT

Link Group's people are its most valuable asset. We strive to provide our people with an inclusive, safe and respectful workplace that values difference and supports each person to reach their potential. At Link Group we celebrate diversity, equity and inclusion and recognise their importance in developing the breadth of perspective and experience that we require for our people and business to succeed.

SDG Target 5.1

End all forms of discrimination against women and girls everywhere.

Our contribution

Parental leave

Utilised

238 women

73 men

Parental leave retention rate

89%

Voluntary departures 12-month rolling turnover rate

24%

SDG Target 5.5

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.

Our contribution

44%

of senior executives are women

32%

of senior leaders are women, up from 23% in FY2021

100%

of employee gender balance targets met for FY2023

SDG Target 8.5

Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

Our contribution

64%

of employees agree Link Group is a great place to work

Employee engagement has increased

↑**9**%

since 2021

83%

of employees believe people from all backgrounds have equal opportunities to succeed at Link Group
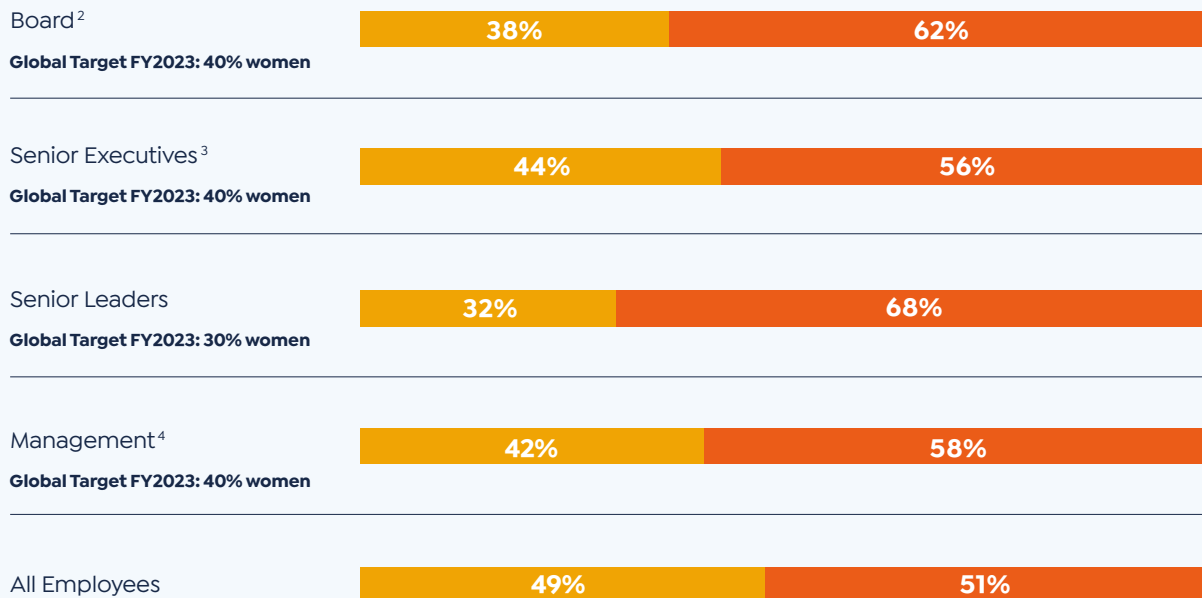
Staff completed over

66,000

hours of training globally in FY2023

Link Group Level [1]

Actual FY2023 Gender Equity Balance

● Women ● Men

Board [2]
Global Target FY2023: 40% women

| Women 38% | Men 62% |

Senior Executives [3]
Global Target FY2023: 40% women

| Women 44% | Men 56% |

Senior Leaders
Global Target FY2023: 30% women

| Women 32% | Men 68% |

Management [4]
Global Target FY2023: 40% women

| Women 42% | Men 58% |

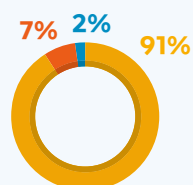**All Employees**

| Women 49% | Men 51% |

Link Group has adopted the 40:40:20 approach and has achieved/maintained this except at Senior Leader and Board level.
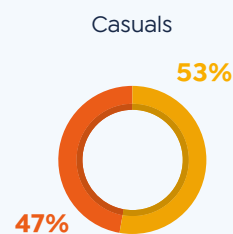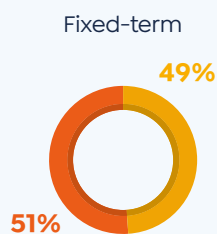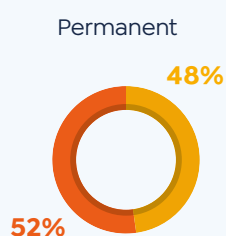

Total Workforce [5]

7,578 [6]
7,424 FTE

7% 2% 91%

- ● Permanent
- ● Fixed-term, casual or parental leave
- ● Not directly employed by Link Group

Total Employees [7]

49% Women   **51%** Men

Permanent
48% 52%

Fixed-term
49% 51%

Casuals
53% 47%

1   As at 30 June 2023 includes 14 countries where Link Group operates globally.
2   Board includes the Managing Director.
3   Senior Executives includes the Managing Director and members of the executive leadership team globally as at 30 June 2023.
4   Employees in senior leader roles (global) and people management roles globally excluding Germany and Link Intime in India.
5   Total workforce comprises permanent + fixed term 96.5%, temp + contractor 1.9%, parental leave 1.3%, casual 0.4%.
6   Workforce headcount and FTE figures exclude contractors and temporary staff.
7   Total employees excludes external contractors and temporary staff.

Inclusive and equitable workforce

Diversity and inclusion

At Link Group we recognise and respect the importance of diversity and inclusion as an integral part of how we operate. As a global organisation we:

- Are committed to creating an inclusive and collaborative environment where difference is valued and each person can realise their potential and contribute to Link Group's success
- Recognise that embracing and supporting individual differences brings the breadth of perspective and depth of experience critical to our success
- Strive to be an organisation where our people are reflective of the make-up of the companies we serve as well as their customers throughout the world.

Achieve gender balance and equity

In FY2023 we continued to meet our 40:40:20 targets for gender representation across the executive and people manager levels, as well as across the wider organisation. We recognise that we still have some work to do at the Senior Leader and Board level to meet our goal.

Our targeted recruitment approach for senior leader vacancies has seen us improve our female representation for senior leaders from 23% at the end of FY2021, to 32% at the end of FY2023. We remain committed to achieving gender balance and equity across all levels of management and the wider organisation and will continue to strive to meet 40:40:20 representation across all levels.

Inclusive behaviour and awareness

In FY2023 we continued our campaigns and initiatives to promote inclusive behaviour and recognise our global days of significance. We celebrated a dedicated week for World Pride in February where teams learned about allyship through information sessions and personal stories from our own people, about their journey as part of the LGBTQIA+ community.

We also held Gender Equity Week in March 2023, coinciding with International Women's Day. We hosted guest speakers, engagement events and shared personal stories from our people about gender equity. The International Day for the Elimination of Racial Discrimination was also recognised in the same month.

Other initiatives included our Fund Solutions team running an inclusion training workshop, focusing on inclusive behaviours at all stages of the employee lifecycle and our India Hub launching 'Her Story' – a series of sessions throughout the year to showcase female leaders from across the group who shared their career story and how Link Group is supporting gender equity and inclusiveness.
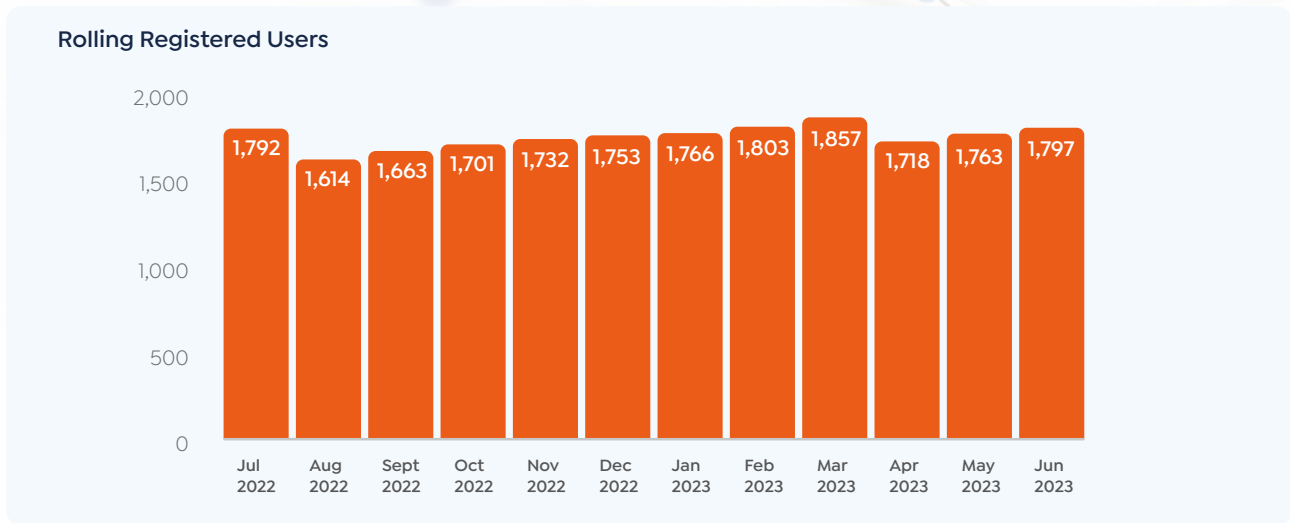
Wellbeing

The safety, health and wellbeing of our people is a key priority for Link Group. In FY2023, we offered all employees one day of wellbeing leave. This was received positively and has been a contributing factor to an increased employee engagement survey score, with 84% of employees in FY2023 agreeing that managers care about their wellbeing, up from 80% in FY2022.

Mental Health & Wellbeing Week was held in October 2022, which included workshops, activities and connection lunches in many of our offices. We also held virtual workshops on topics such as 'Positive Psychology at Work' and 'Feeding your Mental Health', and published articles from our employees who shared their mental health journey, encouraging others to do the same. These activities were reinforced by ongoing access to a range of wellbeing tools and information through Link Wellness, a one stop portal for all our employees' health and wellbeing needs, and access to our Employee Assistance Program (EAP) providers globally.

Top viewed pages
- Mental wellbeing toolkit
- Physical wellbeing toolkit
- Thrive EAP Australia and New Zealand
- Financial wellbeing toolkit
- EAP Care First UK

The figure below captures the rolling number of Link Wellness users over FY2023.

Rolling Registered Users

Month	Users
Jul 2022	1,792
Aug 2022	1,614
Sept 2022	1,663
Oct 2022	1,701
Nov 2022	1,732
Dec 2022	1,753
Jan 2023	1,766
Feb 2023	1,803
Mar 2023	1,857
Apr 2023	1,718
May 2023	1,763
Jun 2023	1,797

In FY2023 we also commenced a psycho-social hazards review, including our roll out of psycho-social hazard training for HR employees.

Listening to our people

Listening to our people and improving the employee experience is a high priority for our leadership teams. In April 2023 we conducted our second global Link Listens employee engagement survey. The survey gathered over 12,000 comments on how our people felt about their employee experience, providing us with valuable insights.

Pleasingly, employee engagement improved by 9%, compared to our Link Listens survey in 2021, which tells us that our people are feeling more enthusiastic, committed and connected to Link Group. In addition, factors that contribute to engagement such as collaboration, innovation and feedback all saw increases from the 2021 survey. In line with our employee listening strategy, our leaders will be taking targeted action to improve the areas of opportunity as identified from the survey over the course of FY2024. We intend to run our Link Listens survey again in FY2024.

This year we announced that we would transition from a monthly to fortnightly pay cycle in Australia, effective 1 July 2023. We made this change in direct response to employee feedback that it would better support their overall financial wellbeing. The transition to the new pay cycle was supported by a series of well-attended webinars facilitated by finance experts, providing advice about budgeting and managing finances.

Overall engagement

2021	2023	increase
47% favourable	56% favourable	↑9%

Inclusion

2021	2023	increase
71% favourable	79% favourable	↑8%

I would recommend Link Group as a great place to work

2021	2023	increase
51% favourable	64% favourable	↑13%

Investing in our people and systems

Our continued investment in people and systems gives us the tools, knowledge, and capability to develop global innovative client solutions. In FY2023, we have been investing in insights that provide us the ability to assess current and future skill gaps using skill trends and competitive benchmarking. This data is real-time and is used to produce market data for particular roles and skills, build talent pools, strengthen our employment branding efforts, and inform retention and headcount planning. The use of these insights allows us to have a clear and aggregated picture of the talent marketplace, enabling strategic and data-driven decisions during the process of talent acquisition in the current market.

We recognise that investing in learning and development is critical to improve employee performance, increase productivity, and attract and retain top talent. In the past year, we supported the development of our employees with easily accessible learning content on Link Academy, our Learning Management System. Link Academy leverages partnerships with global learning providers as well as custom content built in-house, to deliver over 2,000 online learning solutions across leadership and business skills, technical and operational training, as well as our required learning modules for all employees.

Corporate Markets and Link Fund Solutions also ran a frontline leadership program to equip new leaders with the knowledge, skills and capabilities required for effective, results-focused leadership. We also introduced a new leader toolkit with practical tools and resources to help build leadership capability and support them in performing their role.

In addition, our India Hub conducted a training needs analysis and identified six key skills as priorities for development. Over 50 days of training, more than 400 participants undertook short skills courses focused on these priorities. The training saw a positive rating of 99% from the employees who attended.

Blended working

A key focus of Link Group is providing our people with flexibility in the way they work. This creates an inclusive work environment and supports employee wellbeing, better enabling our people to thrive and work together and contribute to Link Group's overall success. It also strengthens the sustainability and continuity of our operating businesses, enabling us to deliver effective client outcomes. In FY2023 we further embedded our flexible and blended working initiative, FlexTogether, across our organisation globally. Our employees see our flexible approach to blended working as a key strength for Link Group, with 90% of employees believing they can do their work as effectively remotely as in the office and 85% of employees saying that their leaders support them to work flexibly.

PILLAR 3

Sustainable growth

4 QUALITY EDUCATION

13 CLIMATE ACTION

SDG ALIGNMENT

Link Group's commitment to innovation ensures we offer our clients market leading services in an ever-evolving space. The creation of new solutions also recognises and manages our environmental and social risks and opportunities. This includes identifying ways to better manage our environmental impacts, as well as opportunities to maximise the social benefit we deliver through our community engagement strategy, LinkTogether For Good. Link Group's sustainability strategy seeks to align to the Paris Agreement, a legally binding international treaty on climate change, and we have a target of net zero carbon emissions by FY2030.

Environmental performance

Link Group produces mainly intangible, technology-based products and services requiring limited use of resources. Over 71% of the premises we occupy are certified either nationally or internationally as sustainable buildings.[1] We continue to identify ways to understand and reduce our emissions, including procuring goods and services in a sustainable manner that minimises the impact on our surrounding community and environment. We have set a net zero emissions target for FY2030 and short, medium and long-term targets to continue to reduce our Scope 2 absolute emissions.

To track progress against our targets we measure and report on:

- **Scope 1:** Onsite gas heating for buildings at tenanted corporate office locations.[2] As of FY2023, Link Group no longer has any Scope 1 emissions.
- **Scope 2:** Electricity consumed onsite at tenanted corporate office locations; and
- **Scope 3:** Limited other indirect emissions that occur in Link Group's value chain. In FY2022 this only included business travel, but in FY2023 we have expanded our boundary to include data centre operations and cloud providers. This has significantly increased our reported Scope 3 emissions, but more accurately reflects our environmental impact. We plan to further increase the boundaries of our Scope 3 emissions calculations from FY2024.

While we are not externally certified to an environmental management system, we have responsible energy consumption and environmental practices in place. Our direct environmental impacts relate to the resources we consume in our offices. At this stage our indirect impacts relate only to our outsourced data centres and cloud providers, external paper consumption (managed on behalf of our clients), our supply chain and business travel.

In FY2023 we continued to work with organisations in our value chain to measure the environmental impacts of our supply chain, for example, relating to external paper consumption.3

This year we undertook our inaugural Taskforce for Climate-Related Financial Disclosures (TCFD) assessment and have published our most material physical and transition climate risks and opportunities as part of this Annual Report. We will continue to monitor these risks throughout the year, aiming to minimise our impact through reducing resource use and enhanced environmental management practices.

Carbon emissions and energy data for FY2023

Legend: Scope 1 (tCO₂e), Scope 2 (tCO₂e), Scope 3 (tCO₂e), Energy (MWh)

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1. Definition of sustainably rated buildings refers to LEED-certified to gold or above, BREEAM certified excellent or above or NABERS Level 5 or above. The UK buildings we occupy are compliant with the Energy Savings Opportunity Scheme (ESOS). Phase 3 of the scheme was completed in 2023.
2. Scope 1 (direct) emissions combusted on-site within office buildings (natural gas).
3. Managed on behalf of our clients that is required under certain regulation in the jurisdictions of operation.

Contribution to UN SDG Goal 13

We continue to support our long-term sustainability by understanding and addressing the material financial impacts of climate-related risks and opportunities. In FY2023 we have achieved the following reductions in energy consumption as set out in FY2023 highlights below.

Emissions from energy use and travel

Link Group's offices exclusively consume grid electricity. From FY2023 gas is no longer used to heat any of our offices.

In FY2023, our total emissions were 7,203 tonnes of CO_2e, a decrease of 0.2% from adjusted FY2022 figures. While our Scope 2 emissions decreased by 11%, our Scope 3 emissions increased, largely due to a resumption of air travel following the COVID-19 pandemic. As a result our overall emissions remained flat.
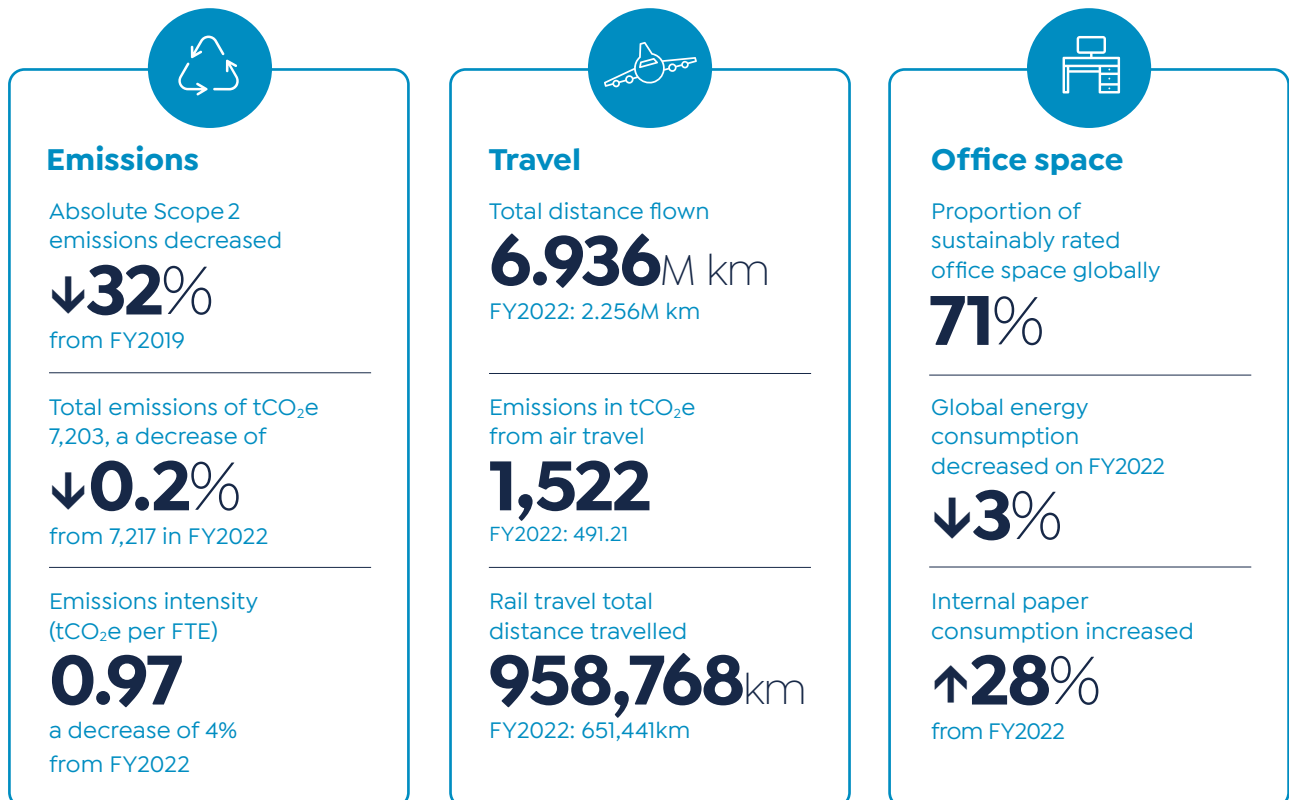
FY2023 air travel figures have, however, reduced from pre-pandemic levels, with a 49% decrease since FY2019. This indicates a significant longer-term shift in our organisational approach to business travel, and we will continue to encourage the use of virtual meeting technology to minimise flight-related emissions.

Our office leasing strategy seeks energy efficient buildings that allow us to reduce our energy consumption and emissions. This strategy strengthens our ability to reduce our Scope 2 emissions. As part of the strategy, we also work closely with our Scope 2 suppliers to utilise green energy where possible.

SDG Goal 13 target 13.1:

Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries.

FY2023 performance

Emissions

Absolute Scope 2 emissions decreased

↓**32**%

from FY2019

Total emissions of tCO_2e 7,203, a decrease of

↓**0.2**%

from 7,217 in FY2022

Emissions intensity (tCO_2e per FTE)

0.97

a decrease of 4% from FY2022

Travel

Total distance flown

6.936M km

FY2022: 2.256M km

Emissions in tCO_2e from air travel

1,522

FY2022: 491.21

Rail travel total distance travelled

958,768km

FY2022: 651,441km

Office space

Proportion of sustainably rated office space globally

71%

Global energy consumption decreased on FY2022

↓**3**%

Internal paper consumption increased

↑**28**%

from FY2022

During FY2023 we moved to a new office in Dublin, Ireland, consistent with our hub and energy efficient leasing strategy.

Our FY2023 Scope 2 emissions were 4,302 tonnes of CO_2e, down 11% from FY2022. We consumed a total of 7,174 MWh of energy across Scope 2, a 3% decrease from FY2022, which can be attributed to our continued focus on our office leasing strategy and procuring green energy where possible. This reduction has also been influenced by Link Group consolidating occupied space in certain offices, such as Parramatta and Melbourne.

FY2023 Scope 3 emissions increased by over 400% compared to FY2022 due to the expansion of our Scope 3 boundary to include data centre operations and cloud providers, which gives us greater transparency and understanding of our Scope 3 emissions. Adjusting FY2022 figures to reflect the expanded boundary, the real increase is 23%, largely resulting from increases in post-COVID flight-related emissions, as noted above. Data centre and cloud provider emissions were lower in FY2023 than in FY2022, however, which is a positive trend we hope to see continue in FY2024.

Resource efficiency

Resource efficiency is a key priority at Link Group, as we seek to remove, reduce, reuse and where necessary recycle products and any waste in our operations, including e-waste.

In FY2023, we recycled and reused 12.84 tonnes of e-waste, a reduction of 46% from FY2022. Our internal paper consumption was 48.92 tonnes and increased by 27.76% compared to FY2022. The environmental impact of our paper consumption continues to be addressed through an ongoing commitment to use certified sustainable paper stock. Approximately 31% of our internal paper consumption is certified sustainable and 30% of our total internal paper consumption is certified carbon neutral. In FY2023 we recycled 111.18 tonnes of paper.

A total of 836 tonnes of paper was consumed externally on behalf of our clients, a decrease of 15.9% from FY2022. We continue to encourage our clients to adopt improved sustainable approaches to communicating with their customers either electronically or through an ongoing commitment to use certified sustainable or recycled paper stock. In FY2023 54% of our external paper consumption was certified sustainable, a decrease of 8% from FY2022.

Expanding our recycling efforts in Sydney

Our property team have assisted building managers in our World Square office in Sydney, Australia with the rollout of waste stream bins and information to extend recyclable items in the office. This has provided our team with the ability to place items previously destined for landfill in recycling, reuse and repurposing waste streams.

With the bins collected, the following waste management processes are undertaken: Glass is recycled back into glass, aluminium is smelted back into aluminium, paper and cardboard are baled and turned back into paper and cardboard, organics are turned into compost/fertiliser, plastics (clean) are baled and prepared for overseas export where they are recycled back into useable products such as insulation. Many non-recyclables are converted into Processed Engineered Fuel (PEF), a ready to-use fossil fuel substitute, used in kilns, power stations and other industries.

Link Group is actively seeking other opportunities with building managers and suppliers to embed similar waste and resource management approaches throughout our other offices.

In FY2023, we held Sustainability Week to reinforce our commitment to being a responsible and sustainable business, and the roles that our people can play in supporting this. We conducted a range of events including our Eco-Warrior Sustainability Challenge, where employees shared insights and ideas on how they live sustainably, and we also observed Earth Day on 22 April 2023.

Community engagement

Our LinkTogether For Good (LTFG) Strategy guides our delivery of social impact programs for the communities in which we operate. LTFG is focused on improving education for disadvantaged populations and is an opportunity to strengthen our community impact.

Contribution to UN SDG Goal 4

Through LTFG we continue to give back to our communities in three ways:

1. Supporting our LTFG community partners to improve access to education for the disadvantaged and vulnerable in the communities in which we operate. We believe that education is crucial to building a sustainable future, and LTFG creates opportunities for our employees to positively engage with the community in a meaningful way.

2. Employee giving, supporting our people to donate financially and in-kind toward charitable causes and/or by utilising their volunteer leave to give back to their communities in a more meaningful way.

3. Supporting emergency relief for extreme weather events such as bushfires or floods

We celebrated Giving Back Month across our locations globally, encouraging our employees to participate in a range of events and volunteering opportunities. It commenced on International Volunteer Day in December 2022 and culminated on the UN International Day of Education in January 2023.

In FY2023 our total charitable contribution (financial and in-kind) was more than $540,000, an increase of 45% from FY2022.

TOTAL
CHARITABLE CONTRIBUTION
$**540,000+**

1,120+
VOLUNTEER
LEAVE HOURS

Our community partners

Young Enterprise (YE)

reaches over 220,000 young people aged 5–18+ across the UK every year. Their financial capability and entrepreneurship education programmes help young people learn the vital skills needed to earn and look after their money.

Ardoch

is a children's education charity focused on improving educational outcomes for children and young people in disadvantaged communities. Their vision is to become Australia's most impactful education partner supporting children in disadvantaged communities.

basis.point

aims to help make a sustainable and tangible difference to the lives of those living in poverty, particularly young people, by supporting charities which focus on education.

Bharatiya Vidya Bhavan

operates through local centres, called Kendras (the Sanskrit word for centres), which are spread across India. The institution provides national standard level of education to primary and secondary students including remote village areas, where it provides quality education to economically challenged families.

SPRJ Kanyashala Trust

aims to provide every available opportunity to promote education of underprivileged girls and thereby enrich their lives and empower them.

Nasscom Foundation

strives to unleash the power of technology by providing access and opportunity to those in need. Our support has helped to provide training and employment opportunities for graduates from marginalised communities.

South Indian Education Society (SIES)

strives to respond to a continuously changing educational landscape with its high standards of academic, professional and societal performance, helping to shape young minds in their formative years to become confident citizens.

Since launching LTFG in FY2021 we have raised over $860,000 towards improving educational outcomes.

Ireland   UK

India

Australia

Climate Statement

1. Introduction

At Link Group, we recognise that climate change poses a risk not only to our own business operations, but right across our value chain. It also presents an opportunity to better embed climate considerations into our products and services, and into how we operate our business.

This inaugural Climate Statement, aligned to the Task Force on Climate-Related Financial Disclosure (TCFD) Recommendations, reflects our commitment to being a responsible business and to transparently communicating the impacts of climate change on Link Group. It outlines our understanding of potential climate-related impacts on Link Group and ways we can mitigate against them.

We have made good progress on reducing our Scope 1 and 2 greenhouse gas emissions and are well placed to continue this progress as we identify further emissions reduction opportunities within our Scope 3 footprint.

In FY2023, we took the important step to identify the climate-related risks and opportunities for Link Group and assess these against three climate scenarios. The outcomes of this initiative, together with strong collaboration with our clients, suppliers and other stakeholders will support us in achieving our net zero aspirations and the continued sustainability of our organisation.

2. Governance

Strong corporate governance is critical to delivering sustainable value for our shareholders and broader stakeholders. While our Board of Directors (Board) is ultimately accountable for implementing and overseeing our corporate governance framework, the Executive Leadership Team (ELT) and all Link Group employees are responsible for upholding the corporate standards set. This flows through to Link Group's sustainability efforts, with responsibilities across all parts of the organisation.

2.1 Board oversight

The Board is responsible for approving our sustainability strategy and associated policies, with recommendations provided by the Audit Committee, as outlined in the Sustainability Report.

Climate-related risks and opportunities are shared with Link Group's Audit Committee through periodic updates on Link Group's sustainability strategy and progress against our climate targets. As part of these updates, we highlight challenges associated with achieving sustainability targets and raise any pertinent climate or sustainability-related issues. The Board is advised of these updates with any issues of significance raised.

2.2 Management accountability

Link Group's Executive and Senior Leadership Teams have management responsibility for delivery of the sustainability strategy and adherence to policies. As outlined in the Sustainability Report, Link Group also has an ESG Working Group and TCFD Working Group to support the implementation of the sustainability strategy across all stakeholder groups, including clients and their customers. These comprise senior leaders and managers across the business and meet at least quarterly to discuss progress, identified gaps and next steps.

3. Strategy

The nature of Link Group's business as a provider of services means that Link Group's climate impacts result predominantly from the buildings we occupy, our consumption of energy and disposal of waste, utilisation of outsourced data centres, the goods and services we source through our supply chain and our employees' business travel. Our current sustainability strategy includes targets to address these impacts and reduce our emissions with a view to reducing our operational environmental impacts over the short, medium and long-term. Further information on Link Group's sustainability strategy and how it informs our corporate strategy can be found in the Sustainability Report.

3.1 Scenario analysis

In FY2023, we undertook a qualitative climate risk and opportunity assessment. This involved the analysis of three climate scenarios to support in better understanding potential climate impacts based on a range of prospective climate outcomes. In undertaking this analysis, we utilised data sets from the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA) to articulate three climate narratives. The three scenarios applied were:

Scenario	IPCC SSP (shared socioeconomic pathway)	IEA	Long-term warming estimate (2100)
High Emissions (or business as usual)	IPCC SSP 3-7.0	Stated Policies Scenario	~3.6°C (2.8-4.6 °C)
Moderate Emissions (or delayed transition)	IPCC SSP 2-4.5	Announced Pledges Scenario	~2.7 °C (2.1-3.5 °C)
Low Emissions (or Net-Zero)	IPCC SSP 1-1.9	Net Zero by 2050 Scenario	Stated Policies S ~1.4 °C (1.0-1.8 °C)

Link Group assessed each of the identified risks and opportunities over two time horizons, including a shorter-term (2030) and a longer-term (2050) time horizon. Using our risk policies supporting the Enterprise Risk Management Framework (ERMF), we assessed the potential consequence and likelihood of each identified risk and opportunity under these time horizons and climate scenarios. This analysis has helped inform our understanding of the potential shorter-term transition impacts on the business, as well as the potential longer-term physical impacts of climate change.

The key climate-related risks (both physical and transition) and climate-related opportunities identified through the analysis are summarised below.

Risks for Link Group

Risk	Category	Description	Key considerations
Introduction of mandatory climate-related reporting	Transition (Policy and Legal)	Preparation for the introduction of mandatory climate-related reporting that is to be introduced in each of our local jurisdictions.	• Increased costs associated with new regulatory requirements. • Potential exposure to fines and litigation resulting from non-compliance.
Carbon cost pass through (indirect carbon pricing, e.g. for paper)	Transition (Market)	To support the transition to a lower carbon economy, a carbon price may be implemented by Government/regulators.	• Potential additional cost for our businesses with high paper usage due to current regulatory or client requirements.
Volatility in investment markets driven by climate sentiment/ activity	Transition (Market)	The impacts of climate change may result in increased market volatility. This could be driven by market sentiment as investors seek to understand and price the impacts of climate change.	• Provision of certain services that are directly related to the investment market may see a decline in demand for services. • Demand for loans for commercial purposes in our BCM business may also be impacted.
Acute physical climate events leading to disruption to Link Group's own operations and suppliers	Physical (Acute)	Acute physical impacts (e.g. bushfires, flooding) of climate change may disrupt operations and impact our suppliers as a result of damage to assets and infrastructure, in addition to impacts on labour commute and productivity.	• Higher insurance premiums (i.e. insurance premiums factored into rental costs) resulting from greater exposure to physical climatic events. • Higher costs relating to workforce impacts (i.e. commute to work). • Reduced productivity within the workforce. • Higher capital expenditure to upgrade physical assets (i.e. backing up energy sources). • Damage to customer and supplier relationships due to the inability to fulfill contractual obligations. • Disruption to Link Group's business operations and ability to comply with paper-related legislation.

Opportunities for Link Group

Opportunity	Category	Description	Key considerations
Transition to more efficient sources of energy and energy efficient leases	Energy source	Opportunity for Link Group to transition to more renewable sources of energy and assess the energy efficiency of our leased property portfolio to support our emissions reduction ambitions.	• Reduced cost associated with energy and waste bills.
Capitalise on changing customer sentiment	Markets	Adapting to customer behaviour change in a transition to a low carbon economy in a way that builds trust and maintains social licence.	• Building trust with key stakeholders and maintaining social licence. • Potential to develop new services and solutions that capitalise on ESG and climate change demands and concerns.

TCFD risk categories and examples

Transition Risks

Policy and Legal
- Increased pricing of GHG emissions
- Enhanced emissions-reporting obligations
- Mandates on and regulation of existing products and services
- Exposure to litigation

Technology
- Substitution or existing products and services with lower emissions options
- Unsuccessful investment in new technologies
- Upfront costs to transition to lower emissions technology

Markets
- Changing customer behaviour
- Uncertainty in market signals
- Increased cost of raw materials

Reputation
- Shift in consumer preferences
- Stigmatisation of sector
- Increased stakeholder concern or negative stakeholder feedback

Physical Risks

Acute
- Increased severity of extreme weather events such as cyclones and floods

Chronic
- Changes in precipitation patterns and extreme weather variability
- Rising mean temperatures
- Rising sea levels

TCFD opportunity categories and examples

Resource efficiency
- Use of more efficient modes of transport
- More efficient production and distribution processes
- Use of recycling
- More efficient buildings
- Reduced water usage and consumption

Energy source
- Lower-emission sources of energy
- Supportive policy incentives
- Emergence of new technologies
- Participating in carbon market
- Energy security and shift towards decentralisation

Product and services
- Develop and or expand low emission goods and services
- Climate adaptation and insurance risk solutions
- R&D and innovation
- Diversify business activities
- Shifting consumer preferences

Markets
- New markets
- Public-sector incentives
- Community needs and initiatives
- Development banks

Resilience
- Participate in renewable energy programs and adopt energy-efficiency measures
- Resource substitutes/diversification
- New assets and locations needing insurance coverage

Source: Recommendations of the Task Force on Climate-related Financial Disclosures, 2017.

4. Risk management

Link Group's Enterprise Risk Management Framework (ERMF) and supporting policies set the strategic approach for managing risk by defining standards, objectives, and responsibilities for all areas of the Group. It describes our approach to defining and managing the material risks our business faces, with material risks established through the Group's Risk Appetite. The Group's Risk Appetite is approved by the Board on an annual basis.

4.1 Our approach to identifying and assessing climate risks and opportunities

Link Group uses an integrated approach to climate-related risk management, which is governed by Link Group's ERMF. We regularly review sustainability risks through our ERMF and risk policies to ensure our business can plan, mitigate and adapt to any pertinent sustainability-related risks that may have a material impact on our value chain, business operations and people.

The risk assessment approach includes consideration of both reputational and sustainability risk categories, which are particularly pertinent for climate-related risks across the Group. The consequence assessment criteria from the ERMF supporting policies were utilised in the climate risk and opportunity assessment. The likelihood assessment criteria in the ERMF were updated to take into consideration the likely longer-term impacts of climate change, and to support a more structured assessment over longer specified time horizons.

Our ERMF sets out the Group's approach for identifying and assessing all risks. This is supported by policies and procedures which are aligned to the Group's material risks:

i. Policies set out principles and requirements for the activities of the Group (what must be done), and

ii. Procedures describe how the requirements set out in the policy are met, and who needs to carry them out (how things should be done)

4.2 Our approach to managing climate risks and opportunities

A Sustainability Risk Management Policy is in the process of being developed. This will cover both environmental and social risks across Link Group's value chain, including frequency of review and how we will manage the decisions and process to mitigate risks.

Our ESG and TCFD Working Groups will have oversight of the climate risks and opportunities identified in the climate risk assessment, and work with employees and senior leaders to take appropriate actions in response.

5. Metrics and targets

Two key aspects of our sustainability pillars 'A Responsible Business' and 'Sustainable Growth' are the minimisation of our environmental impact and reduction of our carbon emissions. Link Group has committed to be net zero by 2030 and has a range of interim targets across Scope 1, 2 and 3 emissions to achieve this overarching goal. We monitor our progress to achieving our targets, tracking our carbon emissions each financial year for Scope 1 and 2 emissions within our Australian operations.

5.1 Emissions performance

Please refer to the Sustainability Report on previous pages which outlines our emissions performance to date and shows a historical reduction in Scope 1, 2 and 3 emissions as we progress to meeting our net zero by 2030 target.

5.2 Targets and commitments

Link Group has committed to the following emissions reduction targets and commitments:

- Reduce absolute Scope 2 emissions by 30% from FY2019 levels by FY2025
- Reduce absolute Scope 2 emissions by 50% from FY2019 levels by FY2030
- Scope 2 emissions net zero by FY2025
- Net zero by FY2030
- Reduce emissions intensity by 50% from FY2019 levels by 2030

6. Looking ahead

Link Group is committed to evolving our approach to managing climate-related impacts and has identified the following initiatives to be implemented in FY2024:

TCFD Pillar	Proposed FY2024 actions
Governance	• Further embed sustainability and climate change as a standing agenda item in each Audit Committee and Board meetings. • Increase the level of training and education across the business. This includes exploring climate-related and broader sustainability training for the Board and general management.
Strategy	• Commence process of quantitative analysis of key climate-related financial risks and opportunities to understand the potential financial impacts to Link Group's business. • Work with business representatives via the TCFD Working Group to have climate-related information considered as part of their key business decisions.
Risk management	• Identify opportunities to improve how Link Group assesses, monitors and manages climate-related risks. • Further integrate climate-related risks into Link Group's Risk Appetite Statement. • Embed climate risk into Link Group's Enterprise Risk Management Framework (ERMF).
Metrics and Targets	• Reassess Link Group's Scope 3 boundary to measure and disclose more categories based on findings from independent third-party assessment of Scope 3 emissions.