



GENDER PAY GAP STATEMENT UK

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 and gender equality 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 and communities we serve throughout the world.

Link Group is committed to addressing the gender pay gap as part of our broader focus on achieving gender balance and equity. Link Group are required to report the gender pay gap for all UK entities with more than 250 employees.

APRIL 2023

UK GENDER PAY RESULTS

Gender Pay Gap

As at the snapshot date 05th April 2023, Link Group had 2 employing entities in the UK with more than 250 employees. The gender pay gap results for these two employing entities are set out below.

The hourly pay gap table shows our mean and median hourly gender pay for our reportable companies over the last 2 years and is based on hourly rates of pay at the snapshot date. The reduction in our mean pay gap across both companies can be attributed to the following contributing key factors which include:

- Implementing and effectively aligning Link Group’s job architecture;
- The appointment of several senior female business leaders;
- Link Group’s FlexTogether program, embedding a permanent flexible and blended working model.

Link Fund Administrators Limited

	2022	2023
Mean %	27.6	16.3
Median %	9.40	11.1

Link Market Services Limited

	2022	2023
Mean %	21.2	17.1
Median %	18.6	23.9

Gender Bonus Gap

The bonus table presents the average and median gaps between bonuses awarded to men and women for the year ending 5 April 2023. The bonus gap has decreased year on year in both businesses.

This result highlights a promising trend towards enhanced gender parity and fairness in bonus allocations. Additionally, our mean gap demonstrates improvement, indicating progress towards greater gender equality in bonus distributions.

Bonus Gap and proportion of employees receiving a bonus.

		Bonus Gap		Proportion receiving	
		Mean	Median	Male	Female
Link Fund Administrators Limited	2022	66.1%	38.5%	44.0%	54.7%
	2023	55.8%	22.9%	53.8%	53.9%
Link Market Services Limited	2022	51.0%	21.3%	39.3%	36.4%
	2023	32.9%	-33.3%	42.4%	37.7%

Proportion of employees in each pay quartile

Link Fund Administrators Limited:

Pay Quartile	Male	Female
Upper	60%	40%
Upper Middle	54%	46%
Lower Middle	54%	46%
Lower	74%	26%

Link Market Services Limited:

Pay Quartile	Male	Female
Upper	64%	36%
Upper Middle	56%	44%
Lower Middle	45%	55%
Lower	43%	57%

Key:

Mean and Median – The gender pay gap shows the difference between the mean (average) and median (mid-point) pay and bonus earnings of male and female employees, expressed as a percentage of male employee's earnings.

Proportion of males and females receiving a bonus – The proportion of male and female employees who were paid any amount of bonus pay.

Proportion of males and females in each pay quartile band – The proportion of male and female employees in four quartile hourly rate pay bands ranked from lowest hourly rate to the highest hourly rate. It is done by dividing the workforce into four equal parts.

Our Commitment

At Link Group we are committed to closing our gender pay gap further by implementing strategies and actions that support the long-term outcomes of gender equality. We are proud to be an employer of women, who constitute over 47% of our UK workforce which we will continue to advocate. We have implemented several initiatives and have a number of plans in place to reduce the gender pay gap including:

PRIORITY	ACTION
Pay gap analysis	<ul style="list-style-type: none">Undertake a gender pay gap analysis as part of the pay review process to help reduce the gender pay gap.
Reduce gender bias in all people processes	<ul style="list-style-type: none">Utilise our job architecture which has job levels and defined salary ranges to support the fair assessment of role responsibilities, pay and promotions.During our performance process, continue to undertake a calibration across roles, levels and gender, to ensure the fair and equitable assessment of performance.Continue to evolve our global recruitment processes to address bias and improve gender outcomes.
Attraction and retention of women into leadership positions	<ul style="list-style-type: none">Set a target of at least 40% women in overall gender composition and at each level of management.Monitor progress against these targets and take action to improve and maintain gender balance across Link GroupLeverage strategic talent acquisition partnerships to ensure diverse candidate pools.
Mainstream blended and flexible working	<ul style="list-style-type: none">Introduced Link Group's FlexTogether program, embedding a permanent flexible and blended working model.Ensured flexibility is integrated into our daily operations through policies, processes, office booking systems and tools.
Parental leave support	<ul style="list-style-type: none">Increased our parental leave benefits.Introduce new parent transition guides to increase the likelihood of parents returning to work following parental leave.
Build awareness and capability	<ul style="list-style-type: none">Continue to recognise International Women's Day, as part of a broader campaign in March to raise awareness, promote and support the importance of gender equity across the business.

Link Group, committed to gender equity

