



Supplementary information to Sustainability Report



Our Company

Detailed information on the Link Group and its business divisions is included in our Prospectus and on our website at www.linkgroup.com

Our People – Performance data

This section contains detailed performance breakdowns – tables, group splits of employees etc – from which the headline figures included in the main Report were derived.

Rates of employee hires and staff turnover

12-month rolling turnover rate for Australia: 19.4%

12-month rolling hire rate for Australia: 23.2%

Country of operation	FEMALE		MALE	
	Number	%	Number	%
Australia	1096	53.3%	960	46.7%
UK	23	48.9%	24	51.1%
Hong Kong	4	50.0%	4	50.0%
Germany	12	46.2%	14	53.8%
Across the Group	1,134	53.1%	1,002	46.9%

Breakdown by employment contract and gender:

Employee type	FEMALE		MALE	
	Number	%	Number	%
Permanent	1,014	53.3%	887	46.7%
Fixed Term	34	57.8%	25	42.2%
Parental leave	41	100.0%	-	0.0%
Casual	20	40.0%	30	60.0%
Contractor	7	12.5%	49	87.5%
Temporary	18	64.3%	10	35.7%
Totals	1,134	53.1%	1,002	46.9%

Governance bodies – breakdown of members by gender:

	FEMALE	MALE
Employee type	%	%
Australia	9%	91%
Germany	0%	100%
United Kingdom	25%	75%
Hong Kong	N/A	N/A
Across the Group	53%	47%

Breakdown of roles by employment type and gender:

	FEMALE	MALE
Employee type	%	%
Executive/CEO	16%	84%
Manager/Senior Manager	47%	53%
Professional	54%	46%
Admin/Clerical	60%	40%
Other	40%	60%
Across the Group	53%	47%

Reporting methodology

The report has been prepared in accordance with the 'Core' requirements of the Global Reporting Initiative's 4th Generation guidelines (shortened to GRI-G4). We have referred to GRI's Financial Services Sector supplement, however the majority of topics covered relate to the extent to which banks and other institutions make an environmental or social impact – positive or negative – through their investments or financing of projects, and the extent to which the institution has engaged with the company it invests in about these impacts. The majority of indicators in the Financial Services Sector supplement have no relevance to our business and are therefore not included in this report.

Material Aspects and Boundaries

The process for defining the Report Content and Aspect Boundaries involved a number of steps, some subjective judgments and consultation with our stakeholders to approve the broad approach taken. Broad decisions were made based on the nature of our business – for example, that environmental impacts are limited to those arising in office environments, such as emissions and the consumption of paper, computer systems, energy, water and waste; that employee impacts are significant and apply right across the company and in all geographies; and that social impacts are limited but can be increased in a positive way by the company facilitating initiatives at both a global and local level.

Going through all the listed Material Aspects enabled us to exclude many which were clearly irrelevant to our business. Others had limited relevance to us but we judged that their impact was insignificant and they could be excluded. Still others clearly were relevant, such as use of materials (G4-EN3), but whilst some materials are used in very small quantities, others have more significant impacts, so we selected the ones with the greatest relevance to our businesses.

Having prepared a list of 19 Material Aspects, we went through detailed consultations with stakeholders, enabling us to prioritise and finally agree on the 16 disclosures most relevant and significant to Link Group, contained within just 11 Material Aspects. The final list went to stakeholders and senior management and was signed off.

Defining the Aspect Boundaries was fairly straightforward; the impacts for Employee Aspects and Environmental Aspects are entirely inside the Group, whilst Community impacts occur both inside and outside the Group.

Determining Report content

Defining Report Content required us to consider the reasonable expectations of stakeholders. Given that we largely limited stakeholder consultation to senior managers and executives, we made certain assumptions based on our interactions over many years, about potential stakeholders such as clients, members, investors, regulatory authorities and local communities. In the end, our starting point for determining Content was excluding what was clearly NOT relevant to our businesses, or significant, and we started with a greatly reduced list of Material Aspects. Sustainability Context was determined in a similar way; given this is our first report, we have not yet built up a deep understanding of broader sustainability trends, but we are confident that the impacts excluded are unlikely to be considered significant in the wider community.

We have chosen to make a number of disclosures which we believe to be important to our company but for which we did not feel ready to make complete disclosures, so we did not select them as Material Aspects. These were (with an indication of the specific topics we chose to report on):

Community investment – charitable donations by the Group, matched giving and paid employee time. A breakdown of revenue and its distribution is given in the Financial Statements.



Other indirect GHG emissions – business travel, specifically air travel. We have reported these under disclosure G4-EN30, since these are indirect GHG emissions related to transport of employees. We have not reported on emissions from couriers, or ground travel by our people, or emissions from carriage of freight, as these are not significant.

Total weight of waste – we have reported only on recycled paper waste. Other waste, such as IT consumables and general waste, we expect to include in future reports.

Stakeholder engagement

In preparing to write this report we engaged with a tightly-focused group of internal stakeholders, likely to have the greatest impact on our business success. This being the first report, we have had to establish how easy or difficult it is to set up processes from scratch to capture diverse information from multiple sources across the globe and set up processes for capturing data where these did not previously exist. Stakeholders consulted were mainly senior managers and executives in departments with relevant sustainability responsibilities, including Risk & Compliance, Human Resources, Finance and the two largest business divisions, Corporate Markets and Fund Administration. Discussions took place specifically with regard to the requirements of reporting our sustainability.

For next year's report we expect that our stakeholder engagement will be broader and deeper, with external stakeholders consulted and more internal engagement. We expect this to have an impact on the Material Aspects we select and how we report on them. The issues we are reporting on in this document are those we believe are of the greatest interest or relevance to stakeholders at this point in our history.

We do not report on specific issues raised by individual stakeholders during the consultation process that led to the preparation of this report.

We expect to report our sustainability performance in detail annually, covering each financial year from 1 July to 30 June. Our Sustainability Report, including all performance metrics, will be included in each year's Annual Report and the supporting data will be available on the Link Group website. All questions on the Sustainability Report or Link's sustainability initiatives should be addressed to our Sustainability Manager.

External assurance

No external assurance was sought for the first report, but all financial figures included in the report have been audited. The rest of the report was not subject to any assurance process. It has not yet been determined if future reports will be subject to any assurance process.

Controlled entities

The Controlled Entities included in Link Group's Financial Statements as at 30 June 2015 are listed below.

Subsidiaries	Country of incorporation	% Ownership interest consolidated	% Ownership interest consolidated
		2015	2014
Link Administration Pty Limited	Australia	100	100
Link Infrastructure Services Pty Limited (formerly Link Analytics Pty Limited)	Australia	100	100
Link Investor Services Pty Limited	South Africa	89	82
Link Market Services Group Pty Limited	Australia	100	100
Link Market Services Holdings Pty Limited	Australia	100	100
Link Market Services Limited	Australia	100	100
Pacific Custodians Pty Limited	Australia	100	100
Link MS Services Pty Limited	Australia	100	100
Link Share Plan Pty Limited	Australia	100	100
Link Market Services South Africa (Pty) Limited	South Africa	88.9	82
PNG Registries Pty Limited	Papua New Guinea	100	100
Orient Capital Pty Limited	Australia	100	100
Orient Capital Limited	UK	100	100
Corporate File Pty Limited	Australia	100	100
Open Briefing Pty Limited	Australia	100	100
Australian Administration Services Pty Limited	Australia	100	100
AAS Superannuation Services Pty Limited	Australia	100	100
aaspire Pty Limited	Australia	100	100
Atune Financial Solutions Pty Limited	Australia	100	100
Primary Superannuation Services Pty Limited	Australia	100	100
The Superannuation Clearing House Pty Limited	Australia	100	100
Complete Corporate Solutions Pty Limited	Australia	100	100
Company Matters Pty Ltd	Australia	100	100
The Australian Superannuation Group (WA) Pty Ltd	Australia	100	100



Subsidiaries	Country of incorporation	% Ownership interest consolidated	% Ownership interest consolidated
		2015	2014
City Mail Room Pty Ltd	Australia	100	100
Link Intime India Private Ltd	India	100	99.9
Link Business Services Pty Ltd	Australia	100	100
Link Administration Services Pty Limited	Australia	100	100
Money Solutions Pty Limited	Australia	100	100
Link Super Pty Limited	Australia	100	100
PSI Superannuation Management Pty Limited	Australia	100	100
Empirics Marketing Pty Limited	Australia	51.3	51.3
FuturePlus Financial Services Pty Limited	Australia	100	100
Link Property Pty Limited	Australia	100	100
FuturePlus Legal Services Pty Limited	Australia	100	100
Accrued Holdings Pty Limited	Australia	51.3	51.3
Synchronised Software Pty Limited	Australia	100	100
Link Market Services (EMEA) Limited	UK	100	100
Link Market Services (Germany) GmbH	Germany	100	100
Registrar Services GmbH	Germany	100	100
ESOP Shop Pty Limited	South Africa	-	57.4
Pacific Custodians (Nominees) (RF) Pty Limited	South Africa	82	82
D.F. King Limited	UK	100	-
Link Administration Support Services Pty Limited	Australia	100	-
Superpartners Pty Limited	Australia	100	-
Link Administration Resource Services Pty Limited	Australia	100	-
Link Market Services (NZ) Limited	New Zealand	100	50

2015 Sustainability Report, Content Index Tool for GRI-G4 'Core' adherence

General Standard Disclosures

Disclosure	Description	Reference or link
Strategy and analysis		
G4-1	Statement from the Managing Director about the relevance of sustainability to Link Group	Managing Director's message, p5
Organisational profile		
G4-3	Name of the organisation	Link Group
G4-4	Primary brands, products and services	About Link Group p4
G4-5	Location of the organisation's headquarters	Back cover
G4-6	Countries of operation	About this Report, p5
G4-7	Nature of ownership	During 2014-15, a privately-owned limited company
G4-8	Markets served	Registry globally, super funds in Australia
G4-9	Scale of the organisation	About Link Group p4 IPO Prospectus Section 1.1
G4-10	Workforce	Workforce overview, p7 Supplementary information p2-3
G4-11	Collective bargaining agreements	Our People, p11
G4-12	Supply Chain	Not addressed in this Report
G4-13	Significant changes during reporting period	No major changes during 2014-15
G4-14	Precautionary approach	Not applicable
G4-15	External charters, principles or other initiatives	Link Group website
G4-16	Membership of associations	Link Group website
Identified Material Aspects and Boundaries		
G4-17	Entities included in the organisation's Consolidated Financial Statements	Supplementary Information, p6-7
G4-18	Process for defining report content and aspect boundaries	Supplementary Information, p4-5
G4-19	Material aspects	Supplementary Information, p4-5
G4-20	Aspect boundaries within the organisation	Supplementary Information, p4-5



Disclosure	Description	Reference or link
G4-21	Aspect boundaries outside the organisation	Supplementary Information, p4-5
G4-22	Effects of any restatements	Not applicable
G4-23	Significant changes from previous reporting period	This is our first Report
Stakeholder engagement		
G4-24	List of stakeholders engaged	Supplementary Information, p5
G4-25	Basis for identifying and selecting stakeholders to engage with	Supplementary Information, p5
G4-26	Approach to stakeholder engagement	Supplementary Information, p5
G4-27	Key topics and concerns raised by stakeholders	Supplementary Information, p5
Report profile		
G4-28	Reporting period	1 July 2014 to 30 June 2015
G4-29	Date of most recent previous report	This is our first Report
G4-30	Reporting cycle	Expected to be annually
G4-31	Contact point for questions regarding report	Supplementary Information, p5
G4-32	In accordance option chosen	GRI-G4 'Core' adherence
G4-33	Assurance	Supplementary Information, p5
Governance		
G4-34	Governance structure of organisation	Governance and management, p15
Ethics and integrity		
G4-56	Ethics and integrity	About Link Group, p3 Governance and management, p19

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Specific Standard Disclosures

Disclosure	Description	Reference or link
Economic		
Market presence		
G4-EC6	Senior mgt local hires	Our People, p9
Environmental		
Energy		
G4-EN1	Materials used, non-renewable and renewable	Our Environment, p13
G4-EN3	Fuel consumed from renewable and non-renewable sources and types of energy used	Our Environment, p12
Transport		
G4-EN30	Environmental impacts of transporting products/ employees	Our Environment, pp12-13
Social - Labour practices and decent work		
Employment		
G4-LA1	Rates of employee hires and turnover	Our People, p8
G4-LA2	Benefits ONLY available to full-time employees	Our People, p10
G4-LA3	Return to work/retention rates after parental leave	Our People, p9
Training and education		
G4-LA9	Training hours by gender/category	Our People, p9
G4-LA11	Rates of performance review	Our People, p9



Disclosure	Description	Reference or link
Diversity and equal opportunity		
G4-LA12	Breakdown of governance bodies and employee categories	Supplementary Information, p3
Equal remuneration for men and women		
G4-LA13	Men's and women's remuneration comparison	Our People, p8
Labour practices grievance mechanisms		
G4-LA16	Labour grievances filed, addressed and resolved	Our People, p11
Social – Society		
Anti-corruption		
G4-SO3	Assessment and identification of corruption risks	Governance and management, p19
G4-SO4	Communication/training on anti-corruption policies/procedures	Governance and management, p19
G4-SO5	Incidents of corruption and actions taken	Governance and management, p19
Compliance		
G4-SO8	Fines and sanctions for legal non-compliance	Governance and management, p19
Social - Product responsibility		
Customer privacy		
G4-PR8	Complaints re privacy breaches or loss of customer data	Governance and management, p18

Definitions – terms used in the Report

FSC	Forest Stewardship Council – an international organisation promoting responsible forest management. FSC has developed principles for management of forest holdings, and a system of tracing, verifying and labelling timber and wood products originating from FSC-certified forests. Has the support of many environmental groups. Relevant to paper sourcing.
FTE	Full time equivalent – a way of totalling employees with different work arrangements to give a meaningful number for the workforce size, based on the proportion of a full working week (or month) that each person works. In most cases, the figure we have used includes permanent, fixed term, casual, contractor and temporary employees and those on parental leave; where it does not, we have specified who is included and who is not.
GRI	Global Reporting Initiative. The framework under which this Sustainability Report has been prepared, using the 4th Generation, or G4, guidelines.
NABERS	National Australian Built Environment Rating System – a national rating system that measures the environmental performance of Australian buildings, tenancies and homes. Specifically, it measures the energy efficiency, water usage, waste management and indoor environment quality of a building or tenancy and its impact on the environment.
Parental leave	Maternity or paternity leave taken when a child is born.
PEFC	The Programme for the Endorsement of Forest Certification – an international, non-profit organisation primarily made up of representatives of the forest products industry. Unlike the FSC, does not set specific standards but is an umbrella brand incorporating different national forest certification schemes (eg the national scheme in Finland is endorsed by PEFC). The world's largest forest products certification scheme. Relevant to paper sourcing.
Significant operation	Any Link Group office with 10 or more people.