



UK GENDER PAY GAP REPORTING

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 are 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 companies in the UK with more than 250 employees. These results can be found in Annex 1. We hold ourselves accountable by monitoring our progress against a targeted action plan as follows:

APRIL 2022

Link Group Gender Pay Equity Action Plan

Priority	Action
Reduce gender bias and drive global consistency across HR policies and processes	<ul style="list-style-type: none"> • Embed the global job architecture (job levels, families) to support the fair assessment of role responsibilities, pay and promotions and help analyse and address pay gaps • Continue to embed our global Performance process, including calibration across roles, levels and gender, to ensure the fair and equitable assessment of performance • Develop and implement action plans to address any pay gaps resulting from the annual pay review • Continue to evolve our global Recruitment processes to address bias and improve gender outcomes • Implement action plan identified to remove barriers to equity at Link Group.
Mainstream blended working for all our people	<ul style="list-style-type: none"> • Continue to transition to and embed Link Group's blended work environment globally.
Improve gender balance at the Senior Leader level	<ul style="list-style-type: none"> • Continue to evolve and implement action plans to improve gender balance (40:40:20) across Senior Leader management • Monitor progress against the measurable targets established to improve and maintain gender balance across Link Group globally in FY22/23.
Build awareness and capability	<ul style="list-style-type: none"> • Embed the global Diversity and Inclusion Employee Working Groups established to broaden inclusion, awareness, ownership and reach of our D&I strategy; including the group dedicated to Achieving Gender Equity • 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 • Incorporate our D&I goals into our global employee surveys (engagement, pulse and lifecycle) and leverage survey results to identify additional areas requiring focus.



*Link Group,
committed to removing
barriers to equity.*

ANNEX 1 – UK GENDER PAY RESULTS

As at the snapshot date, Link Group has 12 employing companies in the UK. Of these companies, two employ 250 or more relevant employees as at 5 April 2021. The gender pay gap results for these two are set out below.

Pay and Bonus Gap

The hourly pay gap table shows our mean and median hourly gender pay gap for our companies with over 250 employees based on hourly rates of pay over the last 3 years at the snapshot date. There is a notable trend down in the pay gap in both companies, especially when compared with 2019.

The bonus table shows the mean and median difference, between bonuses paid to men and women in the year up to 5 April 2021. We note that in the reportable year, bonuses were not paid across the company. Reportable bonuses reflect a small number of individuals receiving commission-type payments which skews the data.

Hourly Pay Gap

Link Market Services Limited

	2019	2020	2021
Mean %	23.9%	13.7%	16.6%
Median %	26.4%	20.2%	16.6%

Link Fund Administrators Limited

	2019	2020	2021
Mean %	32.5%	27.4%	25.1%
Median %	26.1%	15.2%	15.2%

Bonus Gap and proportion of employees receiving a bonus

	Bonus Gap		Proportion receiving	
	Mean	Median	Male	Female
Link Market Services Limited	66.7%	63.2%	1.41%	1.29%
Link Fund Administrators Limited	99.7%	99.5%	1.53%	0.80%

Proportion of employees in each pay quartile

Link Market Services Limited:

Pay Quartile	Male	Female
Upper	60.14%	39.86%
Upper Middle	56.52%	43.48%
Lower Middle	42.75%	57.25%
Lower	40.88%	59.12%

Link Fund Administrators Limited:

Pay Quartile	Male	Female
Upper	72.1%	27.8%
Upper Middle	60.8%	39.2%
Lower Middle	56.9%	43.0%
Lower	57.7%	42.3%

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.