Sustainability
Report

2016

Contents

About Link Group

Link Group administers financial ownership data and drives user engagement, analysis and insight through the skilful application of technology. Underpinned by our investment in technology, people and processes, we deliver complete data and information solutions for companies, large asset owners and trustees across the globe.

As a market leading provider of technology-enabled administration solutions, we continually develop our offerings to expand with the needs of our clients, which include some of Australia's largest superannuation funds and the world's largest corporations.

Our core business divisions are as follows.

Divisional overview

Fund Administration

Link Group offers a broad suite of superannuation administration services that connect superannuation funds with their members. Link Group is the largest provider of services in Australia's superannuation fund administration industry, which services the fourth largest pension pool in the world based on funds under management (FuM).

Corporate Markets

Link Group provides a comprehensive suite of services that connect issuers with their stakeholders. These services are provided to companies globally and include: shareholder management and analytics, stakeholder engagement, share registry, employee share plans and company secretarial services. Link Group holds a leading market position in all its key markets.

Information, Digital & Data Services (IDDS)

Link Group's dedicated division supporting and servicing internal and external clients through the provision of value-added services including:

- development and maintenance of proprietary IT systems and platforms;
- data analytics; and
- digital communications and solutions.

Our core values – Commitment, Integrity, Respect, Teamwork and Professionalism – underpin the way we work, the type of company we want to be and how we approach our clients and their members or investors in every aspect of our daily work.

Link Group had over 4,300 employees (as at 30 June 2016) across 11 countries. The analysis of employees in this report covers only those in Australia, New Zealand, UK, Germany and Hong Kong. At 30 June 2016, the number of full-time equivalent (FTE) employees working in these territories was 3,880.

Managing Director's message

Originally a share registry business within an accounting firm, Link Group has been operating in various forms for more than 50 years and has evolved into a provider of technology-enabled outsourced services for the superannuation and corporate markets industries. Our business continues to benefit from a focus on investment in people, processes and technology after investing more than $300 million over the last 10 years.
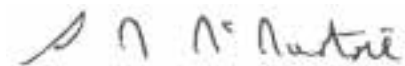
We are continuously innovating and evolving, from an organisation that originally sent and processed millions of sheets of paper to one that provides systems and software to enable fund members, employers and investors to transact business themselves, online, in their own time and without the need for paper-based communications. We encourage clients to move away from paper-based to online solutions by providing a range of digital products, allowing us to provide better, faster and more secure services – to everyone.

As we grow and evolve as a global financial services and technology group, we are keen to ensure that our business is sustainable. We seek to identify, understand and manage the risks arising from globalisation, technology, changing business environments and increasing societal expectations, even as we exploit the opportunities they create.

We have widened the scope of our sustainability reporting, which this year includes five territories – Australia, New Zealand, UK, Germany and Hong Kong. We continue to deepen our understanding of our material risks, engage further with our stakeholders and we have started work on bringing our supply chain into the process.

Focusing on the sustainability risks we face will help Link Group evolve, grow and respond to the changing business world and identify areas where we can make a real difference.

Whether you are reading this as an employee, investor, client, super fund member or casual reader, I hope you share our commitment to a sustainable future and find this report informative and of value to you.

John McMurtrie
Managing Director

About this report

Sustainability is about taking steps to ensure the long term success of our Company by identifying and managing the significant risks that could impact on our longevity in a rapidly-changing world. In this year's Sustainability Report, we have focused significant attention on how we identify and manage the risks that are most critical to our business or reputation, by providing more detail about Our Governance, and particularly our risk management approach, than we did last year. We have continued to focus on Our People, Our Environment and Our Community.

The report has been prepared in accordance with the Global Reporting Initiative's G4 standard, and we have again limited the number and range of disclosures to those we consider most material to our business. We have continued to develop robust metrics for the issues that are important to us by refining our disclosures and improving our processes for measuring and benchmarking our performance. The report covers the full year from 1 July 2015 to 30 June 2016 (FY2016).

We have extended coverage of the report from four territories last year to five this year: Australia, New Zealand, UK, Germany and Hong Kong. Collectively these represented around 97.5% of consolidated Group revenue in FY2016. We have also included the activities of Superpartners, Link New Zealand and HCE Haubrok in Germany.

This report includes newly-set targets for a number of measures related to Our People, reflecting the importance we attach to attracting, retaining and developing talented employees. Targets are for 2019, and we will report progress against them in future years. We anticipate setting and reporting appropriate targets next year related to our environmental and community giving performance.

Although we have again chosen this year not to report on our supply chain, we plan to start including it in our sustainability report from next year. We are considering the best way to approach it and what our focus should be.

As our understanding of the sustainability issues most material to our business increases, we expect to focus more intently on the priority areas where we can dedicate our efforts to achieve continuous improvement. We look forward to increasing, over time, the scope, range, relevance and interest, to all our stakeholders, of our sustainability reporting.

Readers of this Report should be aware that employee numbers in our Annual Report are quoted across the whole of Link Group, whereas this Report only covers operations in five territories.

FY2016 Performance at a glance

These figures cover all five territories unless stated otherwise

Our work force comprised
52% females and **48%** males

18*
community organisations supported

71%*
of employees covered by collective bargaining agreements

$357,948*
donated to charitable organisations by the Company and employees

* Australia only

24

On average, we invested more than **24 hours** of training per person in FY2016

25% **38%**
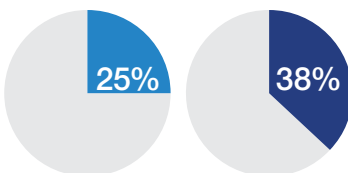
Women held **25%** of senior executive positions and **38%** of senior leader positions

85%
of paper consumed was environmentally certified
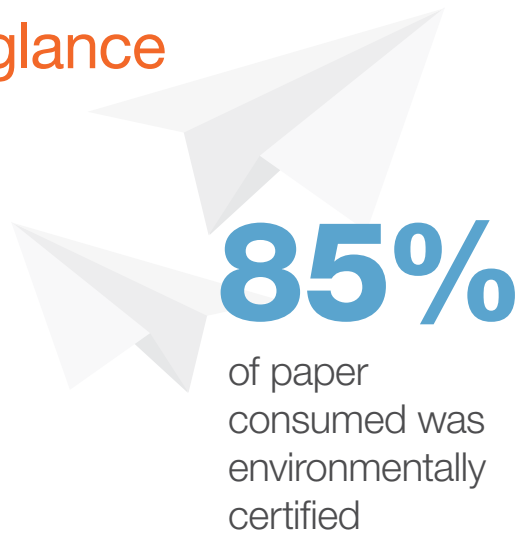
Emissions of CO_2 from energy used in our offices

6,360
tonnes

87%
of female employees who took parental leave returned to work

We recycled

129.3
tonnes
of paper that we received

Our People

With employees fundamental to our business success we have, over many years, built an outstanding team of highly experienced and motivated people, delivering the best possible service to our clients and their members, investors and employers. We provide training and development and a great working environment so our employees can achieve the highest levels of performance, progress their own careers, feel engaged, build their teams' expertise and feel satisfied and rewarded at work. In the five territories covered by this report (Australia, New Zealand, UK, Germany and Hong Kong) we employ 3,880 full-time equivalent (FTE) employees, working out of 20 offices and generating around 97.5% of total Group revenue.

Note that the Supplementary information on pages 13-16 should be read in conjunction with this section.

We work hard to attract and keep talented people by:

- promoting diversity and equality of opportunity;
- providing a great work environment and employee benefits; and
- maintaining excellent employee relations.

Promoting diversity and equal opportunity

We promote diversity of gender, race, nationality, religion and sexual orientation, with strict policies to ensure that people in all offices are hired and promoted solely on merit, and to address discrimination at any level. We make every effort to fill roles internally before hiring externally.

Gender breakdown by employee type: A gender breakdown helps us to identify and address any imbalance in male/female participation. At the date of this report, Link Group's Board is represented by three female Directors and three male Directors. Link Group is committed to increasing female participation at all levels of management, in line with the targets set below and the Board's Human Resources and Remuneration Committee Charter.

Local hires: Generally, managers and staff are hired locally, although in some cases we do relocate people with specific skills, or to set up a new office, or to support their career development. In some cases we also source people with new skills from third party suppliers, and this has included using employees from other countries, particularly in IT, to complement our in-house teams as required.

Rates of employee hire and staff turnover: Of people who have left us, our focus is those who left voluntarily – their decision to leave may have been due to factors we can control and could therefore improve. Exit interviews provide valuable feedback on employees' reasons for leaving.
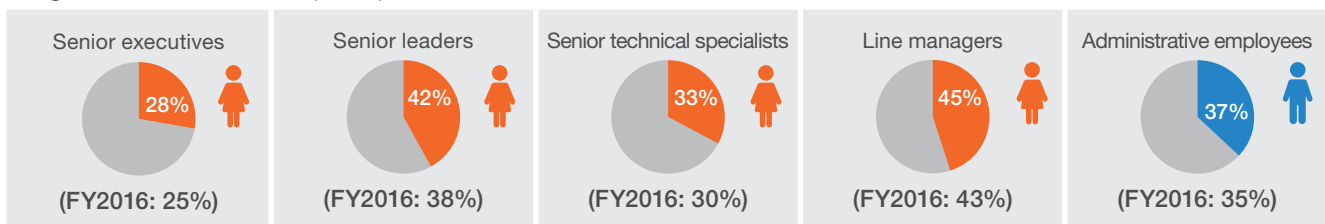
Employee hire and turnover in FY2016:

- Voluntary departures: **784 (rolling turnover rate: 21%)**
- New hire: **492 (rolling hire rate: 13%)**

Equal pay: Link Group is committed to pay equity and believes +5 to -5% is a tolerable pay gap range, due to fluctuations that can occur in running a business. In Australia, we achieved +2 to -5% pay gap in 2016. Our overseas entities do not conform easily to the Australian pay gap model due to the size and scale of their operations.

Targets for FY2019 (Australia only)

Targets for male and female participation rates:

Senior executives	Senior leaders	Senior technical specialists	Line managers	Administrative employees
28%	42%	33%	45%	37%
(FY2016: 25%)	**(FY2016: 38%)**	**(FY2016: 30%)**	**(FY2016: 43%)**	**(FY2016: 35%)**

Targets for gender pay equity by 2019:
- Senior executives; Senior leaders; Managers; Professionals. Pay difference, all groups: ± 5% (FY2016: +2% to -5%)
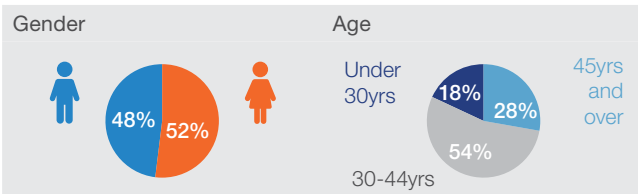
Target for rate of return to work after parental leave by 2019:
- Rate of return to work: 90% (FY2016: 88%)

Workforce overview

Of the total 3,880 FTE employees in the five territories:

Gender

48% 52%

Age

Under 30yrs

18% 28%

54%

45yrs and over

30-44yrs

Breakdown of (FTE) employees by position type and gender:

- Employee type: permanent **89%**; three categories (fixed term, casual, parental leave) **8%**; temporary and contractor (not directly employed by Link Group) **3%**
- Link Group contract types by gender: women made up **54%** of permanent employees; **48%** of fixed term employees; **44%** of casuals; **75%** of temporary employees and **24%** of contractors
- Senior roles: women hold **25%** of senior executive and **38%** of senior leader positions

Providing a great work environment and benefits

We strongly encourage our people to develop new skills, improve work practices and build their careers, by providing the following:

Training and development: Link Group provides training suited to individual needs and requirements, from induction and compliance training for new starters to management training for senior managers. See page 15 for more information on the many different types of training and development that we facilitate.

Training and development performance in FY2016

- Formal training per employee: **24.6 hours** (estimated)

See page 15 for how this figure was derived

Performance reviews: Enable managers to foster each person's strengths, help them address development areas and continually improve their performance. We aim to review the performance of all employees twice yearly.

Performance reviews (Australia only) in FY2016

- Proportion of eligible employees completing performance reviews: **93%**

Benefits available to full-time employees: Link Group provides benefits to employees on the basis of whether or not they are permanent, not whether they are full-time or part-time. (See page 15 for a list of benefits available.)

Parental leave – participation and return to work: We encourage employees – male and female – to take parental leave and do everything we can to facilitate their return to work afterwards, whilst striking the right balance between the needs of both the employee and the business. *See above for our 2019 target for the rate of return to work after parental leave.*

Parental leave performance in FY2016[1]

- Employees eligible for parental leave: **3,538**
- Took parental leave: **239 female**, **11 male**
- Returned to work afterwards: **208 female**, **8 male**
- Rate of return to work: **87% female, 73% male**

Promoting health and fitness: We promote employee health, fitness and well-being via a number of initiatives such as health insurance discounts, flu vaccinations, gym membership discounts and counselling services. See page 16 for a list of the services available.

Maintaining excellent employee relations

Contract type: Generally we provide employees with permanent, full-time work. Some staff prefer to work reduced hours and where possible we offer flexible work options, either reduced hours or job-sharing. Some specialised work is performed by contractors.

Seasonal variation: Certain times of year, such as the end of the financial year, are busier than others, and in order to manage these seasonal peaks and some one-off projects we may use casual or contract staff. Where vacancies exist we offer permanent positions to those with the right skills, cultural fit and greatest potential. As an indicator of the seasonal variation, on page 16 we report the difference between the highest and lowest numbers of employees during FY2016.

Labour relations: We support the right of employees to join trade unions and bargain collectively, and we maintain ongoing engagement with unions to support productive relations. We also negotiate directly with our people. To attract experienced talent we generally pay above award rates.

Collective/enterprise agreements in FY2016

Around **73%** of employees in Australia, and **71%** across all five territories were covered by collective or enterprise agreements

Redundancies: We avoid forced redundancies where we can, preferring to re-deploy staff whose positions no longer exist to other roles in Link Group, although this is not always possible nor requested by the employee.

Grievances: We encourage employees to settle workplace grievances with the parties concerned, but this is not always possible and from time to time our employees may raise a grievance. Our grievance procedure ensures that employees can see that their complaints are taken seriously, properly investigated and fairly and fully resolved.

1. In the five territories only

Our Environment

Link Group largely produces intangible products and services, requiring limited use of natural resources, so environmental risks are less significant than for materials-based companies:

- we operate from leased city centre offices, owned and managed by institutional landlords;
- most work is technology-based, with little use of physical resources; and
- our major known environmental impacts are office energy emissions, transport emissions, mainly from air travel, and consumption of paper.

Nevertheless, we take our environmental responsibilities seriously and, whilst this is only our second year of reporting, we are reviewing other potential environmental risks to determine what else may be material to our business and what we can do to improve our environmental performance and reporting.

We are considering providing environmental disclosures in future years using metrics such as 'emissions per employee' or 'per $ of revenue.' These measures of 'intensity' may offer a better demonstration, over time, of our effectiveness at reducing office emissions or air travel, given a workforce which may fluctuate in size as the company grows. This review process is still in progress.

Note that the Supplementary information on page 17 should be read in conjunction with this section.

Energy use: The key type of energy we consume in our offices is grid electricity. We have not separated out energy used for heating and cooling. During the second half of 2016 we will consolidate our three Melbourne offices into Collins Square, our new Melbourne headquarters, which has a 5-star NABERS energy rating. As existing leases come to an end we intend to take more space in recognisably-sustainable buildings. For example, our New Zealand subsidiary, Link Market Services, recently moved into Deloitte House in Auckland, New Zealand's first 5-star Green Star design rated high-rise tower.

Office emissions, five territories, FY2016

Energy used and emissions from energy consumed in our leased offices across the five territories are shown below.

Energy consumed	Emissions
6,275,866 kW-h	6,360 tonnes of CO_2e
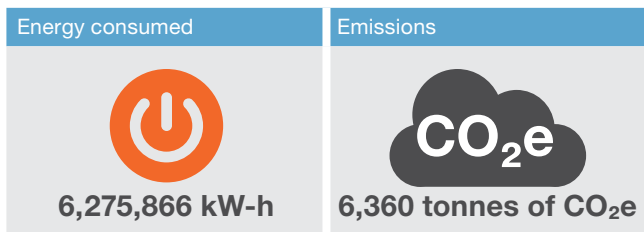
Air travel: Our major impact from air travel is emissions from employee flights on commercial airlines. Other air travel impacts, such as energy use, waste, spills and noise, are low impact and outside our control. We have not to date purchased emissions offsets on flights taken.

Air travel in FY2016

- Total distance flown: **9.138 million km**
- Emissions released: **2,579 tonnes of CO_2e**

See page 17 for how these figures were derived

Total emissions: The key types of energy we consumed in our offices were electricity and some gas (a minimal amount). We do not sell any energy.

Total emissions

In FY2016, our total emissions from office energy use and air travel out of the five territories were **8,939 tonnes** of CO_2 equivalent (CO_2e – see Glossary for definition).

Paper, cardboard, plastics: We use paper for mailings (statements, letters, offer documents, reports etc) to fund members and investors, plus envelopes and a little plastic. We encourage investors and fund members to move to electronic communications (email and the internet). We will continue to drive down paper consumption, use more recycled and carbon neutral paper for mailings, reduce paper use in our offices, increase our own paper recycling and continue to review progress to see what more we can do.

Total paper, cardboard and plastics used in five territories during FY2016

- Paper consumed (external and internal), including envelopes: **563.7 tonnes**
- Paper and cardboard recycled by Link Group: **129.3 tonnes** (items received in our mailrooms from investors and fund members, scanned then sent for confidential recycling)
- Cardboard consumed: **1.2 tonnes**

We used three types of plastic (all from non-renewable sources):

- Polymer film: **1.5 tonnes**
- Biaxially-oriented polypropylene (BOPP): **0.4 tonnes**
- Rigid PVC: **8.4 tonnes**

Other materials: In future years we plan to report on:

- Our disposal of end-of-life IT hardware; and
- Non-paper personal waste (recycled waste, organic waste and landfill) generated in our offices.

Our Community

In Australia, Link Group contributes to a range of activities to support our people, environment and community, with a focus on health, education, disadvantage (both physical and economic), the environment and cultural inclusiveness. Executives champion initiatives and employees are also encouraged to introduce programs that align with current focus areas. In addition, we assist with disaster relief and as a company encourage engagement and participation in programs through a number of types of activity:

- workplace giving (WG): through payroll and as part of the One Million Donors initiative;
- volunteering (V): employees are entitled to one day of leave per year to attend a Link Group organised charitable activity or to support a charity of the employee's choice;
- employee fundraising (EF);
- corporate donations (CD): cash donations, sponsorship, in-kind donations or branded merchandise; and
- other (O): activity that is none of the above.

Employee and Link Group giving during FY2016

- Total amount given by all employees, Australia only, in Link Group-promoted events and through workplace giving: **$51,823**
- Employer contribution: **$306,125**

Employees volunteering during FY2016

- **487.5 hours**, paid for by Link Group

Education
- LBW Trust – raises money for tertiary education programs overseas (CD)
- Daystar Foundation and Ardoch Literacy Program – employees buddy with disadvantaged children (CD, V)

Health
- Cancer Council – Australia's Biggest Morning Tea (EF, WG)
- Mothers' Day Classic – walk/run for National Breast Cancer Foundation (CD, EF, V)
- Sydney Children's Hospital – Diamond Event (CD)
- Ronald McDonald House (CD, EF, V)
- Kids with Cancer Foundation Australia (EF)
- National Association for Prevention of Child Abuse and Neglect, NAPCAN (CD, WG)
- Starlight Foundation (WG)
- Garvan Institute (WG)
- Australian Red Cross – donating blood (O)

Disadvantage (physical and economic)
- Oxfam Australia (CD)
- Salvation Army (CD)
- Wayside Chapel (CD)
- Mission Australia (WG)
- Smith Family – Melbourne 'Around the Bay' classic cycling challenge (V, EF)
- Social Ventures Australia (CD)

Environment
- Earth Hour – Link Group participates nationally (O)

Cultural inclusiveness
- Bradman Foundation (CD)
- Harmony Day – celebrating cultural diversity by encouraging employees to wear their national dress to work (O)

Our Governance

Link Group has put in place a strong governance and management framework. Many of the risks faced by Link Group have the potential to expose us to significant reputational and financial damage if not managed appropriately. There is also a legal and regulatory framework, incorporating the ASX Listing Rules and ASX Corporate Governance Council's Principles and Recommendations, which require us to address these risks and report progress. Finally there is an ever-increasing expectation by society that we will strive for the highest standards of corporate governance.

Governance bodies

The Board of Directors oversees the management of Link Group and is responsible for its overall governance, including establishing and monitoring key performance goals. The Board monitors the operational and financial position, and performance, and oversees the development and execution of the business strategy. This includes approving strategic goals and monitoring and approving the annual business plan and budget. The Board is committed to maximising performance, generating appropriate levels of shareholder value and financial return and sustaining the growth and success of the Group, for the benefit of all stakeholders.

The Board seeks to ensure that the Group is properly managed and that Directors, officers and employees operate in an appropriate corporate governance environment. The Board has adopted a framework for managing the Group which includes internal controls, risk management processes and corporate governance policies designed to promote the Group's responsible management and conduct. Separate Board sub-committees for HR and Remuneration; Risk and Audit; Nominations; and Technology and Innovation ensure that the Board has detailed oversight of key business risks.

To promote the long term future of the Group, the Board has established an over-arching sustainability framework:

- A Board-approved Sustainability Statement is available on the website;
- A 'Framework for a Sustainable Business' is currently in preparation, to formalise in one document the policies and management structures and processes put in place to manage the greatest risks to our long term success. This document is expected to be made publicly available during FY2017; and
- The annual Sustainability Report identifies key sustainability issues and details how we have performed on each.

Risk management

Effective risk management is crucial for a data management service provider like Link Group. Our risk management approach comprises a range of comprehensive policies, backed up by a detailed management framework. Policies and framework are regularly reviewed to ensure relevance and currency.

As a services business, we believe that the risk of our products being detrimental to people or the environment is very low. In addition to our controls, we take out adequate insurance for any residual risk.

Core risks: Of the many risks we monitor, assess and manage, a number are regarded as core risks. How these are managed is explained in more detail in the Corporate Governance Statement and the Operational and Financial Report section of the Annual Report, both of which are available on our website. The core risks are:

- Reliance on effective performance of core and third party IT infrastructure;
- Risk to security and integrity of sensitive information;
- Concentrated client base and contract renewal;
- Political and regulatory environment;
- Ability to attract and retain key personnel;
- Integration of acquired businesses and execution of new acquisitions; and
- Increased competition.

Business Continuity and Disaster Recovery: Due to the nature of our business, Link Group is heavily dependent on systems and processes, and we work hard to provide uninterrupted service to clients and end users under even the most challenging of circumstances. To protect us, and our clients, fund members and investors, from major disruption, we have detailed Business Continuity and Disaster Recovery Plans. Both are reviewed and tested at least annually.

Our Business Continuity Management approach defines, in detail, critical systems, activities, processes, people and timetables, as well as alternative work locations and contacts. Although the impact of an incident depends on the systems or infrastructure affected, we expect that under almost all likely scenarios we are able to resume operations from alternative locations within contractually required and agreed timeframes.

Privacy and security: Member and investor security is critical and we make stringent efforts to preserve it, with strict policies and procedures, limited access, full compliance training and testing of all employees, and potential disciplinary action for policy breaches. Privacy policies are equally strict. All staff receive regular training on their obligations under the Privacy Act 1988 (Cth) and corporations law, with processes to promote compliance.

Privacy-related complaints during FY2016

- Complaints substantiated (Australia): **33** (out of millions of transactions on behalf of 30 million members and investors)
- Complaints (other four territories): **nil**

Information management security: During FY2015 Link Group gained ISO 27001 accreditation for its information security management systems. The global standard for information security, this recognises our best practice approach to managing and protecting sensitive information, including records held and administered on behalf of over 10 million superannuation account holders and more than 20 million shareholders.

Our Information Technology controls include, but are not limited to:

- Restricting access to systems and data;
- Authorising transactions before processing;
- Safeguarding assets;
- Maintaining and upgrading systems hardware and software;
- Recovering from system interruptions;
- Monitoring compliance; and
- Monitoring subservice (supplier) organisations.

Policies and procedures: In addition to robust and efficient processes and systems, we have strict rules and policies to ensure that all employees, at every level of the organisation, do the right thing by our clients and their investors or members, as well as other employees, regulators, suppliers and everyone else they work with.

Potential employees are subject to police checks and screening appropriate to their role. All new and existing employees must understand and comply with a range of policies and procedures, including:

- Our values – our values of Commitment, Integrity, Respect, Teamwork and Professionalism underpin everything we do;
- Our Code of Conduct – a set of general behavioural requirements;
- Privacy and data security policies – require everyone to take steps to protect clients' data;
- Equality and diversity policies – deal with issues like equal opportunity, bullying, non-discrimination and harassment;
- Managers' policies – how specific situations and issues, including incidents, breaches and whistleblowers and their protection, should be managed; and
- Legislated responsibilities – such as workplace health and safety, anti-money laundering/counter terrorism financing, privacy, fraud and financial services regulations.

Every employee, at every level, undertakes regular compliance training, using automated online training appropriate to their role. Most people complete 6-8 modules; managers a number of additional ones. For every module, a minimum score is required. New employees do the same training when they start. No one is exempt.

Ethics: For the five countries covered by this year's report, ethical issues such as bribery, corruption and fraud are perceived to be of limited risk to Link Group. We continue to apply risk management frameworks to prevent or mitigate any such risk.

Fines/sanctions for non-compliance during FY2016

- No Link Group entity faced/suffered criminal or civil sanctions for non-compliance
- We are not aware of any significant corruption risk in any of the five territories
- There were no confirmed incidents of corruption of any sort

Approach to tax

Link Group has complied with all aspects of the Australian Tax Transparency code (released by the Australian Board of Taxation in February 2016) and has disclosed all requirements of Part A of the code in its Annual Financial Report for the year ended 30 June 2016. This includes:

• a reconciliation of accounting profit to tax expense and to income tax payable;

• identification of material temporary and non-temporary differences; and

• accounting effective company tax rates for Australian and overseas operations.

In addition, Link Group outlines its approach to tax below.

Tax transparency: Link Group is committed to transparently disclosing its tax obligations and payments made in Australia and overseas. We focus on integrity in compliance, reporting and enhancing shareholder value. The Board does not sanction or support any activities which seek to aggressively structure the tax affairs of Link Group and we:

• Do not shift and/or accumulate profits in low tax jurisdictions;

• Do not use the secrecy rules of jurisdictions to hide assets or income;

• Pay tax where the underlying economic activity occurs; or

• Apply carried forward tax losses where the tax legislation enables us to do so.

Related party dealings overseas: We do not believe that related party dealings in our overseas offices are significant or complex in nature. Overseas subsidiaries operate under the supervision of their own Boards of Directors, with a Managing Director or CEO responsible for operations. Our Australian head office provides some executive, human resources, payroll, finance and accounting support, and where possible we re-charge significant costs back to the subsidiary. A management fee or royalty may also be charged to them for the use of intellectual property owned by Link Group.

Breakdown of tax paid: The unaudited breakdown of all tax payments (Note: provided across the whole Group) for the year ended 30 June 2016 is as follows.

	Corporate income tax $'000	Employer payroll taxes[3] $'000	Total tax payments borne $'000	Goods & services and value added tax $'000	Employee payroll taxes[4] $'000
Australia[1]	–	17,493	17,493	45,293	76,569
Overseas[1,2]	1,856	–	1,856	3,567	3,039
	1,856	**17,493**	**19,349**	**48,860**	**79,608**

1. Link Group has tax losses in Australia, South Africa, United Kingdom and Germany, which arose in a prior period and reduce the amount of corporate income tax paid in those jurisdictions in subsequent periods.
2. Overseas include New Zealand, India, Papua New Guinea, South Africa, United Kingdom, Germany, France, Hong Kong, Philippines and Dubai. Taxes are paid based on the applicable tax rates in those countries. Link Group has an active business in all overseas countries.
3. Employer payroll taxes are paid to various Offices of State Revenue (OSR) in Australia or an equivalent body and Fringe Benefits Tax (FBT) to the Australian Taxation Office (ATO) or an equivalent body.
4. Employee payroll taxes includes pay as you go (PAYG) withheld from employees' wages paid to the ATO or an equivalent body.

Supplementary information

This section contains detailed performance breakdowns for the Our People and Our Environment sections – tables, data splits by territory, qualifications, explanations and assumptions, information on how metrics were calculated – from which the headline figures included in the main section of the Report were derived. In some cases we felt that the raw figures contained a greater level of detail than was suitable for the main Report but that may nevertheless be of interest to readers.

Our Company

Detailed information on the Link Group and its business divisions is included in Section 3 of the 2015 IPO Prospectus and on our website at www.linkgroup.com.

The number of operations (offices) covered by this report totals 20 as follows:

Australia	12 (Rhodes, George Street Sydney, Pitt Street Sydney, Auburn and Newcastle in NSW; Collins Street Melbourne, Lonsdale Street Melbourne and Box Hill in Victoria; Adelaide in SA; St Georges Terrace and Adelaide Terrace, both in Perth WA; and Brisbane in Queensland)
New Zealand	2 (Auckland and Ashburton)
UK	1 (London)
Germany	4 (Frankfurt, Munich, Berlin and Düsseldorf)
Hong Kong	1 (Hong Kong).

Major changes during the year: Link Group was admitted to the Official List of the ASX in October 2015, making us subject to the ASX's Listing Rules, including all continuous disclosure and reporting requirements.

Changes of location: Businesses that have moved office in the last year include Orient Capital (London), Link Market Services (Auckland) and registrar services Frankfurt. Our three Melbourne offices are gearing up to move into the new Collins Square offices during the second half of 2016.

Charters and associations

- Link Group did not subscribe to any externally developed economic, environmental or social charters, principles or other initiatives during FY2016.
- During FY2016, Link Group employees held Board positions in the following industry associations:
  - Australia: ASFA (Association of Superannuation Funds of Australia), ASP (Affiliation of Superannuation Practitioners); and
  - UK: UK IR Society.
- During FY2016, Link Group employees participated in working groups or project committees, or views its membership as strategic, in the following industry associations or organisations:

  - Australia: ASFA, ASP, APRA (Australian Prudential Regulatory Authority), AIRA (Australian Investor Relations Association), OAIC (Office of the Australian Information Commissioner), ASIC (Australian Securities and Investments Commission), ATO (Australian Taxation Office); and
  - UK: UK IR Society.

Our People

This section contains detailed performance data which either supplement the headline figures included in the main part of the Report, or from which they were derived. (Note that, because each number of FTEs is rounded down to the nearest whole number, columns of figures may not add up to the total.)

Promoting diversity and equal opportunity

Local hires: All managers and senior managers have been hired locally in Australia, New Zealand, UK and Germany. Our Hong Kong CEO came from Sydney to set up the new office and introduce our offering to the market.

Employment type: The types of employment provided across the five territories covered by this report are as follows.

Employment status	Headcount	FTE
Permanent	3,676	3,557
Fixed Term	172	167
Casual	56	35
Contractor	126	105
Temporary	21	14
Total across 5 territories	**4,051**	**3,880**

Rates of employee hires and staff turnover: As a base figure we have taken an average of the numbers of FTE permanent and fixed term employees on 30 June 2015 and 30 June 2016 and excluded casuals, temporary and contractor roles. This average figure is 3,880.

- The 12-month rolling turnover rate for the five territories (calculated as the number of FTE employees leaving the company as a proportion of the total number of FTE employees) was 21%; and
- The 12-month rolling hire rate for the five territories (calculated as the number of FTE employees joining the company as a proportion of the total number of FTE employees) was 13%.

The 12-month rolling employee hire rates and staff turnover rates by territory were as follows:

Territory of operation	Rolling turn-over rate %	Rolling hire rate %
Australia	21%	13%
New Zealand*	4%	8%
UK	33%	31%
Germany*	0%	11%
Hong Kong*	10%	38%
Average across five territories	21%	13%

* New Zealand's rates are over the six months from 1 January 2016 to 30 June 2016. The new hire rates for Hong Kong and Germany are higher than their turnover rates due to increases in staff numbers over the year.

Gender breakdowns

(1) The female/male split of workforce (across five territories) is shown in this table. Figures are for FTE employees and do not include contractors engaged through managed services agreement who are located offshore.

Country of operation	Female %	Male %
Australia	53%	47%
New Zealand	58%	42%
UK	55%	45%
Germany	42%	58%
Hong Kong	17%	83%
Across five territories	53%	47%

(2) The breakdown of FTEs by employment contract and gender (across five territories) is shown here:

Employee type	Female %	Male %
Permanent	54%	46%
Fixed Term	48%	52%
Casual	45%	55%
Contractor	24%	76%
Temporary	75%	25%
Totals	53%	47%

(3) The breakdown of Governance body members by gender (Link Group only) is as follows:

Country of operation	Female %	Male %
Australia	29%	71%
Across five territories	18%	82%

(4) This is the breakdown of role types by gender for permanent and fixed term employees across all five territories:

Employee type	Female %	Male %	All %
Senior executives	25%	75%	100%
% of total workforce	0.1%	0.2%	0.3%
Senior leaders:			
Business leaders	0%	100%	100%
General managers	46%	54%	100%
Senior managers	38%	62%	100%
% of total workforce	1.2%	2.0%	3.2%
Managers:			
Line managers	44%	56%	100%
Team leaders	56%	44%	100%
% of total workforce	5.4%	5.6%	11%
Professionals:			
Senior technical specialists	29%	71%	100%
Technical specialists	43%	57%	100%
Support specialists	52%	48%	100%
% of total workforce	12.7%	14.5%	27.2%
Clerical & administrative:			
Contact centre	52%	48%	100%
Operations	64%	36%	100%
Support	52%	48%	100%
% of total workforce	34.5%	23.9%	58.4%
Grand totals	53.8%	46.2%	100.0%

Equal pay: The ratio of basic salary and remuneration of women to that of men by employee category and by significant locations of operation during FY2016 was as follows.

Positional title	Australia	New Zealand	UK	Germany	Hong Kong
Senior executives	1.02	–	–	–	–
Business leaders	–	–	–	–	–
General managers	0.95	1.16	–	1.19	–
Senior managers	1.02	–	0.82	–	–
Line managers	0.97	0.79	1.26	–	–
Team leaders	0.96	–	–	–	–
Senior technical specialists	0.98	–	–	–	–
Technical specialists	0.98	–	–	–	–
Support Specialist	0.99	0.97	1.01	1.06	1.23
Contact Centre	1.00	–	–	–	–
Operations	1.00	0.92	–	0.99	–
Support	1.00	–	1.25	–	–

A dash means there were insufficient males or females for us to calculate a ratio.

Providing a high quality work environment and benefits

Training and development: We strongly encourage our people to develop their skills, improve their work practices and build their careers, and we provide training tailored to each individual's needs, including:

- Induction training;
- Compliance training, carried out by every employee annually;
- New starter on-the-job training (varies depending on role and employee's level of knowledge and experience);
- Ongoing training and coaching to build and maintain skills and working methods;
- Customer First program (Fund Administration) including specialised superannuation knowledge developed with ASFA;
- Certificate of Corporate Governance (Corporate Markets);
- Responsible Officer training; and
- Externally-delivered training courses, such as Excel or Manager training.

The total training undertaken by employees, and for which details were captured across the five territories, was 95,347 hours. This total includes all online compliance training and facilitated face-to-face training sessions. It does not include the significant number of hours of new starter training, on-the-job training and ongoing coaching required, which varies widely by role and seniority and is difficult to quantify. In 2015, Link Group implemented a global Learner Management System which will enable us to capture a wider spectrum of training types in the future.

Proportion of eligible employees completing performance reviews (Australia only) FY2016

- Proportion of employees: **93%**

Performance reviews: The proportion of employees receiving performance reviews is provided here.

Benefits available to full-time employees: Non-mandatory benefits provided to employees by territory are:

Australia

Career development
- Company sponsored education assistance
- Internal career opportunities
- Talent Referral Scheme

Financial
- Increased contributions to superannuation
- Novated leased motor vehicles
- Salary continuance insurance (subject to eligibility)
- Paid parental leave (subject to eligibility)
- Social Club membership
- Discretionary Bonus Scheme

Health and well-being
- Weekly fruit deliveries
- Annual flu vaccinations
- Annual staff massages
- Discounted corporate health insurance
- Employee assistance program

Awards and incentives

- Contact Centre incentives program
- Managing Director's Award – monthly and yearly award
- Service awards
- Customer First – On the Spot Awards

New Zealand

- Kiwi Saver
- Annual flu vaccinations
- Managing Director's Award – monthly and yearly award

Germany (registries only)

Financial

- Fleet car (subject to eligibility)
- Pension scheme (after probationary period)
- Accident insurance

Health and well-being

- Employee Consultancy Service
- Medical check-up (subject to eligibility)
- Free fruit
- Job ticket (a kind of public transport allowance)

UK

Benefits are only available to full-time employees (after probationary period completed) and include:

Financial

- Income protection insurance (subject to eligibility)
- Childcare vouchers
- Season train ticket loans (interest free loans)
- Private healthcare insurance
- Life assurance (4x basic salary)
- Employer matched pension contribution (up to 5% of basic salary)

Health and well-being

- 25 days holiday
- Discounted gym memberships

Hong Kong

Financial

- Contributions to mandatory superannuation
- Health insurance

Parental leave – participation and return to work: Note that GRI defines parental leave as leave granted to men and women workers on the grounds of the birth of a child.

Promoting health and fitness: In Australia during FY2016 we managed a number of initiatives to promote employee health, fitness and well-being including:

- Discounted corporate health insurance
- Annual flu vaccinations
- Free or discounted gym memberships (where possible)
- RU OK mental health initiative – encouraging staff to offer support to stressed or unhappy colleagues
- Individual counselling through our Employee Assistance Program
- Employer support for entry into Australian Super Corporate Triathlon (Sydney/Gold Coast), Around the Bay cycling event (Melbourne) and the Mothers' Day Classic walk/run
- Massage therapy onsite during business peaks

It is our intention in future years to report the amount contributed by the company for health and fitness initiatives.

Maintaining excellent employee relations

Seasonal variation: The difference between peak and 'normal' employee numbers is largely due to short-term peak season and special project requirements. The figures cover the two months when we employed the largest and smallest numbers of FTEs.

Seasonal FTE variations during FY2016

Highest and lowest numbers of FTE employees in FY2016, largely explained by seasonal peaks and special project needs, were:

- Highest: **3,886 employees**
- Lowest: **3,699 employees**

Our Environment

Energy and emissions

Energy: The key types of energy we consumed in our offices were electricity and a minimal amount of gas. We have not separated these out, or distinguished between energy used for heating and cooling. We do not sell any energy.

To convert kW-hours (units) of electricity into tonnes of CO_2 equivalent (CO_2e), where the power suppliers provided figures for CO_2e emissions we used these, but if they did not we calculated the emissions using conversion factors for each territory provided by UK emissions consultancy Econometrica.

Emissions from office electricity and gas have increased significantly since last year (FY2015: 3,709 tonnes CO_2e), we believe largely because this year includes emissions for Superpartners, Link Market Services (New Zealand) and HCE Haubrok in Germany.

Air travel and transport impacts: Our total emissions for FY2016 for all flights taken by the five territories covered by this report are specified based on the distance travelled per flight.

- For flights out of Australia, UK, Germany and Hong Kong, CO_2e emissions figures were provided by our travel agents, utilising a conversion factor from Sydney-based energy efficiency and emissions reduction consultancy Climate Friendly.
- New Zealand's air travel emissions were derived using a calculator from Carbon Footprint Ltd, an international energy efficiency and emissions reduction consultancy.

With no significant offsets purchased, net emissions of CO_2e from air travel were as reported on page 8, 2,579 tonnes. This is also higher than last year (FY2015: 1,749 tonnes CO_2e), which we believe is due to the inclusion of Superpartners and significant numbers of extra flights in the run up to our listing, for investor roadshows and briefings.

Air freight volumes are extremely low and we do not consider their environmental impacts to be significant compared with those from air travel.

Materials – Paper, cardboard, plastics

External: Total paper used by Link Group and our printers in communications with super fund members and security holders, all sourced and printed from external suppliers, was 480.2 tonnes across the five territories.

Internal: We used 83.5 tonnes of paper in our own offices.

Total paper used for mailing and our own office use was therefore 563.7 tonnes. This is significantly higher than last year (FY2015: 479.6 tonnes), which we believe to be largely due to the inclusion of Superpartners, Link Market Services (New Zealand) and HCE Haubrok.

The environmental performance of the paper we used, based on the information provided by our suppliers, was as follows. (NB totals are not mutually exclusive, so they add up to more than the total 563.7 tonnes of paper used):

- 481.3 tonnes (85%) were either FSC-, AFS- or PEFC-certified or ISO14001-compliant;
- 349.0 tonnes (62%) were plantation sourced (this includes all paper identified as FSC- or PEFC-certified);

- 421.8 tonnes (75%) utilised Elemental Chlorine Free (ECF) or Totally Chlorine Free (TCF) pulp bleaching;
- 76.3 tonnes (14%) were carbon neutral; and
- 13.1 tonnes of paper (2%) was recycled stock.

(It is highly likely that some of these totals, particularly the first three, are higher than reported; they are not lower. We are seeking more complete information from our suppliers about the precise amounts of recycled content, carbon neutral stock and chlorine-free bleaching, so we can report these figures more accurately.)

Paper recycling: In addition to the paper we sent externally, we also recycled 129.3 tonnes of paper, almost all from forms, letters and mail received in our mailrooms from investors and super fund members. All items were scanned then sent for recycling.

Cardboard: Total board consumed in Australia was 1.2 tonnes, all of which was made from recycled stock.

Plastics: As well as a small part of our day-to-day office supplies, we use limited amounts of plastic, all of it derived from non-renewable sources, and are seeking to reduce it over time. We use three main types of plastic:

- Stretch polymer film is used by our printers and mail houses to wrap multi-document mailings and pallets. We are reviewing what we can do to reduce our use of this plastic;
- Biaxially-Oriented Polypropylene (BOPP) is used to make the clear window in window envelopes. There is no real alternative, however as our clients progressively move from paper towards electronic statements and communications we expect volumes to reduce; and
- Rigid PVC member cards are provided by super funds to all members. Funds are moving towards providing digital versions which will, over time, reduce and eventually eliminate the need for plastic member cards.

Plastics consumption during FY2016:

Three types of plastic were used in our Australian businesses, all from non-renewable sources

- **1.5 tonnes** of polymer film (used for shrink-wrapping larger mailed documents and packs) were used;
- **0.4 tonnes** of Biaxially-Oriented Polypropylene, or BOPP (used for window envelopes) were used; and
- **8.4 tonnes** of rigid PVC were used for producing super fund membership ID cards. This figure includes discarded off-cuts but excludes off-cuts sent for recycling.

Waste: In all major offices we provide facilities for employees to separate personal waste into recycled waste, organic waste and landfill. In future years we plan to report on

- Our disposal of end-of-life IT hardware, and
- Non-paper personal waste (recycled waste, organic waste and landfill) generated in our offices.

Reporting methodology

The report has been prepared in accordance with the 'Core' requirements of the Global Reporting Initiative's 4th Generation guidelines, or GRI-G4. We referred to GRI's Financial Services Sector supplement, however the majority of issues covered in that supplement relate to potential impacts arising through investments or the financing of projects. These have no relevance to our business and we do not refer to them in this report.

Identifying Material Aspects and Boundaries

In terms of defining the Report Content and Aspect Boundaries, we decided to utilise the same approach and Material Aspects as last year. This was for a number of reasons:

- Above all, despite our listing on the ASX in November 2015, moving to 100% ownership of a subsidiary and completing a couple of acquisitions, there had been no material changes to our business that required us to change our thinking in any significant way;

- In FY2015, in our first Sustainability Report, many disclosures only covered Australia and we wanted to extend them to more of our overseas operations;

- The decisions we made last year still apply: namely, that employee impacts are fundamental to our business and apply across the company and in all countries; that environmental impacts are very limited and typical of companies operating in office environments; and that community impacts are limited but can be positively increased via the company's own initiatives; and

- Some potential impacts, such as those related to human rights and corruption, have limited relevance in the five territories covered by this year's report. As more overseas jurisdictions fall within the scope of the report, we will review the number of Material Aspects that we report on.

Of all the possible Material Aspects listed in the GRI-G4 standards, we established last year that:

- Many were not applicable to our business and therefore could be excluded;

- Others had some relevance to us but we determined that their potential impact was insignificant to us so they could be excluded; and

- Some clearly were relevant to us, such as use of materials (G4-EN3), but whilst some materials are used in very small quantities, others have more significant impacts. We selected the Material Aspects with the greatest relevance to our businesses, and over which we have some measure of control.

We have therefore kept our reporting to the 16 disclosures of the greatest relevance and significance to Link Group, contained within 12 Material Aspects. These are: Market presence; Materials; Energy; Transport; Employment; Training and education; Diversity and equal opportunity; Equal remuneration for women and men; Labour practices grievance mechanisms; Anti-corruption; Compliance; and Customer privacy.

Material Aspect boundaries

The impacts for Employee Aspects are entirely inside the Group, whilst Environmental and Community impacts occur both inside and outside the Group.

Defining Report Content

Defining Report Content requires us to consider the expectations of stakeholders. In the end, in determining Content we excluded what was clearly NOT relevant, or material, to our business. Sustainability Context was determined in a similar way. This process will evolve as we develop a greater understanding of broader sustainability trends and the expectations of stakeholders.

We chose to make a number of disclosures which we see as important to our company but for which either no Material Aspects apply or for which Material Aspects do exist but we did not wish to make complete disclosures (ie because while some impacts were significant, others were clearly not). The key disclosures in this group (with an indication of the specific topics we chose to report on) were:

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

- *Other indirect GHG emissions* – business travel, specifically air travel. We have reported this under disclosure G4-EN30, since it is indirect GHG emissions related to transport of employees. Emissions from couriers, ground travel by our people or the carriage of freight we judged to be insignificant; and

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

We are continuing to review both current and emerging risks, to determine whether and how we will report them. The criteria for inclusion in the Report will continue to be whether they are material to our business and significant in their potential impacts on our long term sustainability.

Stakeholder engagement

For this year's report we engaged directly with a select group of internal stakeholders with the greatest likely impact on our business success. These senior managers and executives have many years experience of working in their markets and business environment; they were also able to draw on information and perceptions from their interactions with:

- Regulators, Government and industry bodies such as APRA, ASFA, ATO, ASX, ASIC and AIST (Australian Institute of Superannuation Trustees), regularly consulting on industry reporting, tax and regulatory matters and participating in key industry meetings, conferences and forums;

- Every client, via regular scheduled meetings, to review our performance and identify issues and future needs; and

- Fund members and shareholders, from the millions of phone calls we take and the millions of letters and emails we receive.

This engagement gives us a clear and multi-faceted picture of stakeholders' expectations. It enables us to devise system and process improvements and develop new mobile, tablet and desktop apps to enhance the end user experience, improve access to services, reduce the use of paper-based communications and help our clients reduce their costs. We engage regularly with employees about suppliers and, on a regular basis, with Link Group institutional investors, and we anticipate extending direct engagement about sustainability issues to more external stakeholder groups in the future.

For this year's report we have gathered diverse information from across the globe. Stakeholders consulted have been from departments with relevant sustainability responsibilities, including Risk & Compliance, Human Resources and Finance as well as divisional executives in each territory.

Future reporting

For next year's report we expect that our stakeholder engagement will be broader and deeper, with more external stakeholders consulted and more internal engagement. We are engaging with other overseas offices to establish processes to capture accurate data on key impacts and performance,. As this process continues we will assess its impact on the Material Aspects we select. Our goals for next year's report include to:

- extend reporting to all the territories in which we operate;

- include information about our key suppliers; and

- re-assess the number of Material Aspects we select if we feel there is a need for further disclosures.

The issues we are reporting on in this year's report are those we believe have the greatest potential material impact or that are of the greatest interest and relevance to our stakeholders.

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 continue reporting our sustainability performance annually, covering each financial year from 1 July to 30 June. A Summary Sustainability Report, including key performance metrics, will be included in each Annual Report and the full Sustainability Report will be available on the Link Group website.

External assurance

No external assurance was sought for this report. We have not yet determined whether future reports will be subject to any assurance process.

Queries about this report

All questions on the Sustainability Report or Link Group's sustainability initiatives should be addressed to our Sustainability Manager.

Controlled entities

The Controlled Entities included in Link Group's Financial Statements as at 30 June 2016 are listed below.

Subsidiaries	Country of incorporation	% Ownership interest consolidated 2016	% Ownership interest consolidated 2015
Link Administration Pty Limited	Australia	100.0	100.0
Link Digital Solutions Pty Limited (formerly Link Infrastructure Services Pty Limited)	Australia	100.0	100.0
Link Investor Services Pty Limited	South Africa	88.9	88.9
Link Market Services Group Pty Limited	Australia	100.0	100.0
Link Market Services Holdings Pty Limited	Australia	100.0	100.0
Link Market Services Limited	Australia	100.0	100.0
Pacific Custodians Pty Limited	Australia	100.0	100.0
Link MS Services Pty Limited	Australia	100.0	100.0
Link Share Plan Pty Limited	Australia	100.0	100.0
Link Market Services South Africa (Pty) Limited	South Africa	88.9	88.9
PNG Registries Pty Limited	Papua New Guinea	100.0	100.0
Orient Capital Pty Limited	Australia	100.0	100.0
Orient Capital Limited	United Kingdom	100.0	100.0
Corporate File Pty Limited	Australia	100.0	100.0
Open Briefing Pty Limited	Australia	100.0	100.0
Australian Administration Services Pty Limited	Australia	100.0	100.0
AAS Superannuation Services Pty Limited	Australia	100.0	100.0
aaspire Pty Limited	Australia	100.0	100.0
Atune Financial Solutions Pty Limited	Australia	100.0	100.0
Primary Superannuation Services Pty Limited	Australia	100.0	100.0
The Superannuation Clearing House Pty Limited	Australia	100.0	100.0
Complete Corporate Solutions Pty Limited	Australia	100.0	100.0
Company Matters Pty Ltd	Australia	100.0	100.0
The Australian Superannuation Group (WA) Pty Ltd	Australia	100.0	100.0
Link DigiCom Pty Limited (formerly City Mail Room Pty Limited)	Australia	100.0	100.0
Link Intime India Private Ltd	India	100.0	100.0
Link Business Services Pty Ltd	Australia	100.0	100.0
Link Administration Services Pty Limited	Australia	100.0	100.0
Money Solutions Pty Limited	Australia	100.0	100.0
Link Super Pty Limited	Australia	100.0	100.0
PSI Superannuation Management Pty Limited	Australia	100.0	100.0
Empirics Marketing Pty Limited	Australia	51.3	51.3
FuturePlus Financial Services Pty Limited	Australia	100.0	100.0
Link Property Pty Limited	Australia	100.0	100.0
FuturePlus Legal Services Pty Limited	Australia	100.0	100.0
Accrued Holdings Pty Limited	Australia	51.3	51.3
Synchronised Software Pty Limited	Australia	100.0	100.0
Link Market Services (EMEA) Limited	United Kingdom	100.0	100.0
Link Market Services (Germany) GmbH	Germany	100.0	100.0
Registrar Services GmbH	Germany	100.0	100.0
HCE Haubrok AG	Germany	100.0	-
Pacific Custodians (Nominees) (RF) Pty Limited	South Africa	88.9	88.9
D.F. King Limited	United Kingdom	100.0	100.0
Link Administration Support Services Pty Limited	Australia	100.0	100.0
Superpartners Pty Limited	Australia	100.0	100.0
Link Administration Resource Services Pty Limited	Australia	100.0	100.0
Link Market Services (New Zealand) Limited	New Zealand	100.0	100.0
Pacific Custodians (New Zealand) Limited	New Zealand	100.0	100.0

Glossary

Definitions	terms used in the Report
CO_2e	When greenhouse gas emissions are calculated, they are usually reported as being equivalent to a given volume of CO_2. This is the CO_2 equivalent, or CO_2e, the internationally recognised measure of greenhouse gas emissions, useful because it amalgamates the warming effects of different greenhouse gases into a single unit. The main greenhouse gases are water vapour, carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O) and ozone (plus a few synthetic gases such as perfluorocarbons). For different quantities and types of greenhouse gases emitted, CO_2e signifies the amount of CO_2 that would have an equivalent global warming impact.
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.
Headcount	All employees, no matter how many hours a week they work – includes full time, part time, temporary, casual, contractor, people on maternity leave etc.
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.

2016 Sustainability Report, Content Index Tool for GRI-G4 'Core' adherence

General Standard Disclosures

Disclosure	Description	Reference or link	Omissions
Strategy and analysis			
G4-1	Statement from the Managing Director about the relevance of sustainability to Link Group	Managing Director's message, page 3	
Organisational profile			
G4-3	Name of the organisation	Link Group	
G4-4	Primary brands, products and services	Website, 'What we do'	
G4-5	Location of the organisation's headquarters	Outside back cover	
G4-6	Countries of operation	Website, 'Global reach'	
G4-7	Nature of ownership	Up to October 2015, a privately-owned limited company. From October 2015, an ASX-listed public company	
G4-8	Markets served	Website, 'What we do'	
G4-9	Scale of the organisation	About Link Group p4 IPO Prospectus Section 1.1	
G4-10	Workforce	Our People, page X Supplementary information, page XX	
G4-11	Collective bargaining agreements	Our People, page 7	
G4-12	Supply Chain	Not addressed in this Report	
G4-13	Significant changes during reporting period	Supplementary information, page 13	
G4-14	Precautionary approach	Not applicable	
G4-15	External charters, principles or other initiatives	Supplementary information, page 13	
G4-16	Membership of associations	Supplementary information, page 13	
Identified Material Aspects and Boundaries			
G4-17	Entities included in the organisation's Consolidated Financial Statements	Controlled entities, page 20	
G4-18	Process for defining report content and aspect boundaries	Reporting methodology, page 18	
G4-19	Material aspects	Reporting methodology, page 18	
G4-20	Aspect boundaries within the organisation	Reporting methodology, page 18	
G4-21	Aspect boundaries outside the organisation	Reporting methodology, page 18	
G4-22	Effects of any restatements	Not applicable	
G4-23	Significant changes from previous reporting period in the Scope and Aspect Boundaries	No change	
Stakeholder engagement			
G4-24	List of stakeholders engaged	Reporting methodology, page 19	
G4-25	Basis for identifying and selecting stakeholders to engage with	Reporting methodology, page 19	
G4-26	Approach to stakeholder engagement	Reporting methodology, page 19	
G4-27	Key topics and concerns raised by stakeholders	Reporting methodology, page 19	
Report profile			
G4-28	Reporting period	1 July 2015 to 30 June 2016	
G4-29	Date of most recent previous report	November 2015	
G4-30	Reporting cycle	Annually	

Disclosure	Description	Reference or link	Omissions
G4-31	Contact point for questions regarding report	Reporting methodology, page 19	
G4-32	In accordance option chosen	GRI-G4 'Core' adherence	
G4-33	Assurance	Reporting methodology, page 19	
Governance			
G4-34	Governance structure of organisation	Our Governance and management, page 10	
Ethics and integrity			
G4-56	Ethics and integrity	Our Governance and management, page 10	

Specific Standard Disclosures

Disclosure	Description	Reference or link	Omissions
Economic			
Energy			
G4-EC6	Senior management local hires	Our People, page 6	
Environmental			
Energy			
G4-EN1	Materials used, non-renewable and renewable	Our Environment, page 8	IT consumables
G4-EN3	Fuel consumed from renewable and non-renewable sources and types of energy used	Our Environment, page 8	Coal, steam used (none) Energy sold (none)
Transport			
G4-EN30	Environmental impacts of transporting products/ employees	Our Environment, page 17	Ground travel (insignificant); commuting

Social - Labour practices and decent work

Disclosure	Description	Reference or link	Omissions
Employment			
G4-LA1	Rates of employee hires and turnover	Our People, page 6	
G4-LA2	Benefits ONLY available to full-time employees	Our People, page 15	
G4-LA3	Return to work/retention rates after parental leave	Our People, page 7	
Training and education			
G4-LA9	Training hours by gender/category	Our People, page 7	On-the-job training, gender
G4-LA11	Rates of performance review	Our People, page 7	
Diversity and equal opportunity			
G4-LA12	Breakdown of governance bodies and employee categories	Supplementary Information, page 14	
Equal remuneration for men and women			
G4-LA13	Men's and women's remuneration comparison	Supplementary Information, page 15	

Social - Society

Disclosure	Description	Reference or link	Omissions
Anti-corruption			
G4-SO3	Assessment and identification of corruption risks	Our Governance and management, page 11	
G4-SO5	Incidents of corruption and actions taken	Our Governance and management, page 11	
Compliance			
G4-SO8	Fines and sanctions for legal non-compliance	Our Governance and management, page 11	

Social - Product responsibility

Disclosure	Description	Reference or link	Omissions
Customer privacy			
G4-SO3	Assessment and identification of corruption risks	Our Governance and management, page 11	