

# Sustainability Report 2023

link



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# About Link

Link is a leading global marketing services business. We deliver innovative, disruptive marketing activations with passion, expertise and integrity.

Link sources +115 million products each year from +2000 suppliers globally. We have an obligation to operate this value chain in the most responsible possible way. We are committed to driving positive change by designing effective & sustainable marketing activations, assessing their impact before campaign execution, and making responsible choices about their sourcing, deployment & disposal.

Our teams in 50+ countries across six continents combine local knowledge with sector expertise to develop compelling, sustainable marketing communications materials to worldwide audiences on behalf of the worlds biggest consumer brands.



With a clear focus on circularity, our expert teams drive value through the proactive management of sustainable marketing supply chains in 200+ markets worldwide.



“Link is not like so many companies that talk big but do nothing. We are walking the walk.”

**Alec Pettigrew**

Chairman, Link

<p><b>LEADER</b></p>  <p>Leading global marketing services business</p>	<p><b>EXPERTISE</b></p>  <p>30+ years experience with global brands</p>	<p><b>GLOBAL</b></p>  <p>Teams in 50+ countries across 6 continents</p>	<p><b>INNOVATION</b></p>  <p>Fresh thinking to delight consumers</p>
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# One World 2030

From the beginning of our One World strategy in 2020, we recognized the importance of identifying the most pressing social and environmental challenges that Link's business activities have an impact on. We have developed our strategy and defined our ESG targets around these challenges and have since focused on rolling out a detailed implementation plan to drive towards these targets.

We continue to be dedicated to transparency about our operations and their sustainability. We believe that it is critically important to report our commitments and progress towards our goals.

This annual report provides a clear picture of our goals and accomplishments for the year 2022. It contains all the necessary information for our stakeholders regarding our One World 2030 strategy. The Global Reporting Initiative Standards, the Global Compact of the United Nations, and ISO 26000 all provided guidance for the report.

This report's data exclusively relates to the reporting period of 1 January 2022 through 31 December 2022 for all Link offices. Contact our ESG & Sustainability team at [one.world@link-worldwide.com](mailto:one.world@link-worldwide.com) for additional details.

“Driving positive change through the creation of effective & sustainable marketing activations.”

**Emma Pomeroy**

Chief Sustainability Officer, Link





## Message from our Chairman



**Alec Pettigrew**  
Chairman Link

It is with great pride that we present our latest Sustainability Report. At Link we are driving change and 2022 is the year where our ESG targets became fully formed. We have started making significant progress towards building a more sustainable future for ourselves, and the communities in which we operate around the world.

As we look ahead it is pleasing to report such positive progress against our ESG targets. Launching our own PLA calculator, and seeing this now integrated into our clients' wider marketing guidelines, is a positive sign of how collaboration can create huge value and drive ESG targets for ourselves, our clients and our suppliers.

The creation of Link's formal Sustainability Committee underscores our commitment to, and accountability for, sustainability as a strategic pillar for our business as we move forward.

In 2022, Link's spirit of cooperation and entrepreneurial flair remained as strong as ever. Despite almost doubling in size since 2018, an overwhelming 94% of Link's employees say they have a great working relationship with their colleagues.

I believe this Link family culture is central to our continued success, as is the delivery on our ESG targets, as we grow our business into the future.





# Message from our Chief Sustainability Officer



**Emma Pomeroy**

Chief Sustainability Officer

2022 was the year that Link took a huge step forward with the implementation of a full suite of ESG targets for 2030. We made significant progress against many of these targets, with a 50% reduction in our Scope 1 & 2 emissions compared to our baseline year, 100% ethnic parity on our Senior Leadership Team and a significant increase in Link employees taking their 'One Day' opportunity to volunteer in their local community.

We have achieved our goal of creating a healthy balance between using local and offshore manufacturers and the launch of our verified PLA calculator has revolutionized our capacity in our capability to accurately track and report carbon and water footprints.

The integration of this calculator into our operating system enables us to offer clients a fully systemised order management process which provides specific CO2e and water usage data for each order placed, in advance of production.

Overall, we have made significant strides since we started this journey in 2020 and it's great to report so much tangible progress in the past three years. Our new ESG targets provide us with a clear roadmap to 2030 based on openness and transparency.

I hope you enjoy reading our latest Sustainability Report, we are proud of the progress made on this exciting, and essential, journey to becoming the most sustainable business we can be.





# 2022 OVERVIEW





# Our Sustainability Journey

## 2019

In-depth sustainability training programme implemented for all staff.

Attained ISO 45001 Occupational Health & Safety accreditation.

New emissions tracking & waste management systems implemented for Link offices.

## 2020

Completed our materiality assessment and Stakeholder Engagement initiative, leading to the creation of our One World Strategy and its 3 pillars.

Started voluntary reporting to the Carbon Disclosure Protocol.

We committed ourselves to the Science Based Targets initiative's 1.5C ambition and had our 2050 targets verified & approved by SBTi.

## 2021

Became a Carbon Neutral company through having our company's environmental footprint calculated and verified by leading carbon reporting provider, Climate Partner.

Created our bespoke Product Lifecycle Analysis (PLA) Calculator to help capture the environmental footprint of the products we source for our clients.

Implemented our 'One Day' volunteering initiative, which supports dozens of community projects in 50+ countries worldwide.

## 2022

Offered to our clients tailored ESG report using our PLA calculator.

Integrated our PLA calculator into our ordering/quoting system and also created a high level calculator app.

Became the first UK business to receive the [Climate Partner Certification](#).





# Our Targets

We have a clear set of ESG targets which help drive positive change in the most effective way. All of these targets are aligned to the Global Compact Sustainable Development Goals, specifically Goals 3, 5, 8, 9, 10, 12, 13, 14, 15 and 17.



## PILLAR 1

### POSITIVE IMPACT

Proactively working to reduce Scope 1,2 & 3 emissions, waste & water usage.

50% Emissions reduction

20% Water reduction

100% Recyclable packaging

90% Recyclable products

25% Renewable energy



## PILLAR 2

### THRIVING COMMUNITY

Promoting Diversity, Equity & Inclusion in our own business, our suppliers & our local communities.

100% Ethnic parity on SLT

50% Female SLT

90% Volunteer days

x4 Disabled employees

+50% Diversity supplier spend



## PILLAR 3

### CREATING VALUE

Creating positive collective impact through the value chain, delivering on our ESG aspirations.

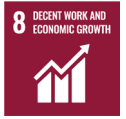
100% CSR trained

50% Local spend

100% Transparency

100% Products scored

50% Supplier improvement





# 2022 Key Achievements

## ENVIRONMENT

**14%**

Reduction of office paper

**100%**

Carbon Neutral Business

CDP Climate Change Questionnaire

PLA calculator certified & launched

## SOCIAL

**67%**

Female representation on SLT

**100%**

Ethnic parity on SLT

**40%**

Employees taking Volunteer Day

## GOVERNANCE

**100%**

Staff Sustainability trained

**100%**

Products with full ESG score

**50%**

Spend with Local Suppliers



# Material Topics

Organizations employ the materiality analysis approach to pinpoint and rank their most important sustainability challenges. By using materiality analysis, companies may concentrate their attention on the sustainability issues that are most important to their stakeholders and have an outsized influence on their operational performance.

Our actions have an impact that goes well beyond financial outcomes. Long-term success requires that we connect our corporate performance with societal expectations as well as those of our stakeholders. A thorough understanding of the subjects that matter the most to the various stakeholder groups is necessary to accomplish this goal.

We conducted our initial materiality assessment in 2019, in accordance with the GRI framework to solidify our dedication to communication, validate our presumptions, and determine the key areas for our sustainability strategy and report. We utilize this materiality evaluation to give the highest priority to the issues that our customers and other important stakeholders have voiced their concern about. This year we internally re-evaluated our key focus areas and created our revised One World 2030 strategy.



## Material Topics List



Climate change



Governance & Business conduct



Human Rights



Supply Chain Sustainability



Diversity, inclusion & people development



Employee health & safety & wellness



Local community development



Product quality & safety



# Stakeholders

## How we engage

## Key topics & concerns discussed

### Customers

Strong engagement with our customers enables us to understand their needs and anticipate market trends.

- Customer sustainability requests
- Customer and industry conferences and events
- Key account manager relationships – ongoing dialogue
- Leveraging digital capabilities to enhance insights in consumer trends

- Climate change
- Supply Chain Sustainability & Social Responsibility
- Diversity, inclusion & people development
- Product quality & safety

### Suppliers

Our suppliers are an integral part of our business, and we work together towards mutual value creation.

- Assessments & audits
- Collaborations to improve performance
- Supplier events: capacity building, discussing issues
- Direct engagement with supplier relationship managers

- Climate change
- Supply Chain Sustainability & Social Responsibility
- Diversity, inclusion & people development
- Product quality & safety

### Employees

Engaging with our people fosters an open dialogue environment that helps everyone grow.

- Employee engagement surveys
- Online Learning Hub
- Annual performance dialogue
- Learning and development opportunities

- Climate change
- Governance & Business conduct
- Human Rights & DEI
- Employee health & safety & wellness
- Local community development

### Shareholders & Board of Directors

Our active dialogue with our Shareholders ensures transparency and helps us improve.

- Annual General Meeting
- Quarterly meeting of committees
- Senior Leadership Monthly Meetings

- Climate change
- Governance & Business conduct
- Supply Chain Sustainability & Social Responsibility
- Diversity, inclusion & people development
- Employee health & safety & wellness
- Local community development
- Product quality & safety

### Local Communities

Open discussion builds respect and allows us to collaborate with communities and neighborhoods on projects and causes that benefit create value.

- Local site community engagement programmes
- Ongoing dialogue with local authorities and community organisations
- Employees engaged in social activities within the communities in which we operate

- Climate change
- Human Rights & DEI
- Local community development
- Product quality & safety

### Public & regulatory agencies

To motivate and set an example as a responsible business, engagement and teamwork with external partners are crucial.

- Amongst those we engage with:
- United Nations Global compact
  - CDP
  - Ecovadis
  - Together for Sustainability (TfS)

- Climate change
- Human Rights & DEI
- Supply Chain Sustainability & Social Responsibility
- Employee health & safety & wellness
- Local community development
- Product quality & safety



# Looking Ahead

We are proud of the strong progress made against the ESG goals we have set ourselves as a business. As we move into the fourth year of the One World sustainability initiative, we are in a strong position to keep driving forwards to meet these ESG targets.

We have made great progress but there is much more to do, and we remain committed to continuing our journey, along with our clients and suppliers, towards environmental sustainability and social responsibility.

## Our next steps include:



Proactive development of our sustainable supply chain



Increased spend with SME and minority-owned businesses



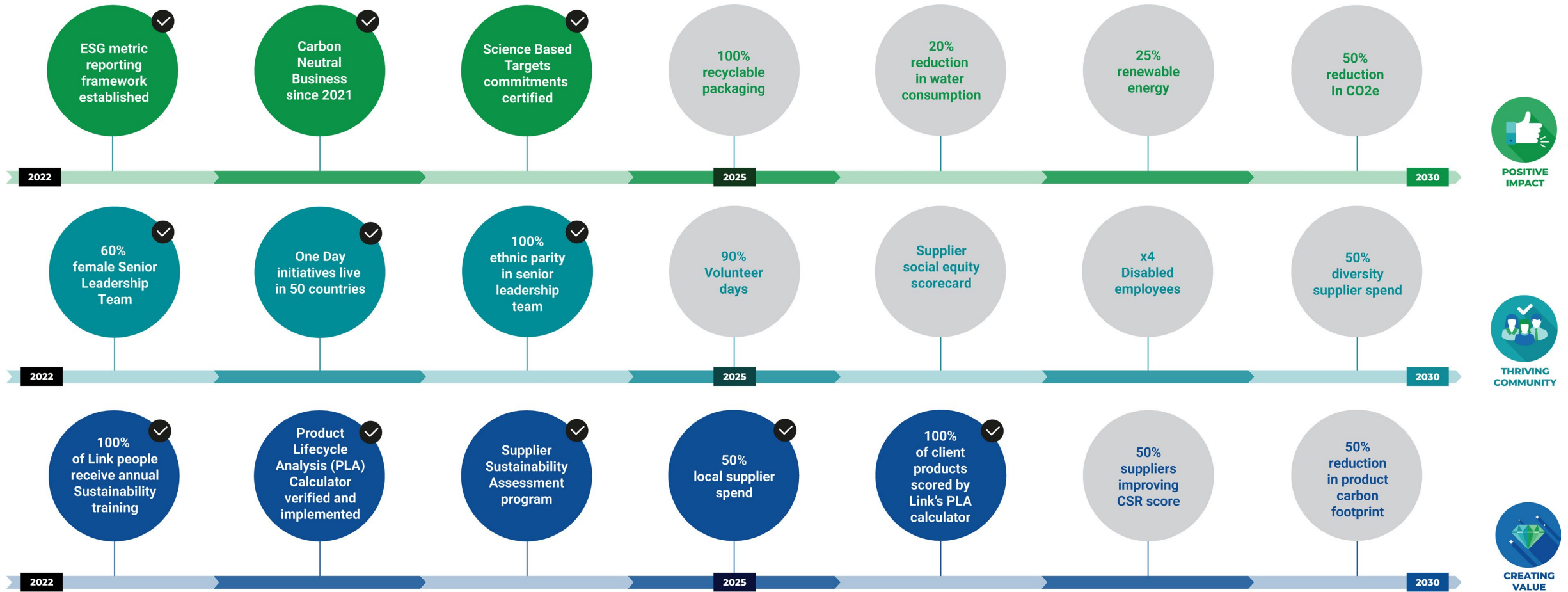
Eradication of single use plastic packaging



Increase the use of renewable energy through our value chain



Increase the % of recyclable products and packaging





# Governance





# Overview

	Goal	2022 Position
	100% Staff CSR Trained	100%
	50% Local supplier spend	75%
	100% Sustainable Products scored	100%
	100% Transparency (ESG reporting)	100%
	50% spend with CSR Gold Rated suppliers	tbc 2023
	50% Suppliers showing CSR improvement	tbc 2023

At Link we believe that good Governance Practices need to reflect societal values and concerns. Governance for us is based upon which corporate social responsibility and sustainability activities are built and evaluated. When we built our One World strategy and more specifically our Pillar: 'Creating Value' we focused on risk management, accountability, and transparency.

With these key topics in mind, we established a clear structure of responsibility within our company to reflect the needs our business and those of our One World 2030 strategy. Our governance structure aims to help the identification and management of sustainability risks inside and outside of our company boundaries that could affect our stakeholders.

Creating long-term value is important for us and for our stakeholders. Our annual CSR training offers our people valuable insights into our sustainability activities and helps them understand how they can make their own contribution. Developing a tailored ESG reporting suite for each of our clients supports their sustainability aspirations, drives important conversations, and promotes informed decision-making.

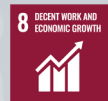
In order to be fully transparent a company needs to have a good understanding of its supply chain. Understanding the level of sustainability our suppliers through our Sustainability Questionnaire is key to creating share value. This assessment provides various benefits to various of our stakeholders.



## PILLAR 3 CREATING VALUE

Creating positive collective impact through the value chain, delivering on our ESG aspirations.

- 100% CSR trained
- 50% Local spend
- 100% Transparency
- 100% Products scored
- 50% Supplier improvement





## Our Accreditations

# Governance Structure

## Ensuring Transparency and Accountability

There is board-level oversight of sustainability issues within our organization. Our Chairman heads the Sustainability Committee and receives a monthly report on progress relating to Link's CSR strategy.

The responsibility for our sustainability strategy lies with our Chief Sustainability Officer (CSO). They lead our Sustainability Committee, which is informed by all relevant members according to their responsibilities. Our CSO provides governance and oversight over our strategy and our operations.

The Sustainability Committee includes C-suit officers that can provide information on the various facets of our business and assess potential related risks and opportunities while ensuring business continuity.

Our strategy is built with three time horizons in mind:

**Short-term 0-2 years:** Our services revolve around the needs of our clients, as driven by market demand and innovation. Therefore, a short-term time horizon is critical and highly relevant for our business.

**Medium-term 2-5 years:** A longer horizon of 5 years or less, allows us to look at our Strategic and financial planning, which are directly linked to our short horizon, from a different perspective.

**Long-term 5-10 years:** Due to the nature of our operations, this horizon can be less certain. The rapidly changing environment in which we operate in directly affects any long-term plans while it is not necessarily predictable.

**CDP / SCIENCE  
BASED TARGETS**

Helps capture, report & understand our environmental impact. This report also informs our on-going supplier evaluation programme.

Link's carbon reduction goals have been verified & approved by SBTi.

**WE CONNECT  
INTERNATIONAL**

WEConnect international is a global network that connects women-owned businesses to qualified buyers around the world.

Link is a registered supplier with WEConnect and actively builds registered & certified suppliers.

**UN GLOBAL  
COMPACT**

Participant of United Nations Global Compact since May 15, 2017. Link's One World strategy is fully aligned to the United Nations Sustainable Development Goals.

**SEDEX  
MEMBER**

Link is a long-standing membership of sedex. In 2021, Link first underwent a SMETA 4 Pillar audit with outstanding results, reflecting our commitment to social responsibility through the value chain. The audit has recently been successfully updated for 2023.

**RESPONSIBILITY  
BEAUTY INITIATIVE**

Working collaboratively with EcoVadis and many of our Beauty clients, Link is actively involved in this initiative which aims to improve sustainability throughout the entire beauty supply chain.

**CARBON NEUTRAL  
BUSINESS**

Link reports carbon emissions, waste & water usage via leading independent Carbon Action provider, Climate Partner.

Climate Partner provides verified carbon neutral status through Link's support for various community & environmental projects.

**TOGETHER FOR  
SUSTAINABILITY**

With an outstanding auditory performance, Link is a fully fledged supplier member of this initiative committed to raising CSR standards through the chemical industry and its supply chains.





# ESG Reporting

## Measuring Impact & Driving Change

Strong engagement with our customers enables us to understand their needs and anticipate market trends. Using our sustainability capabilities and tools we have worked together with customers to offer sustainable solutions that have a positive impact and create value.

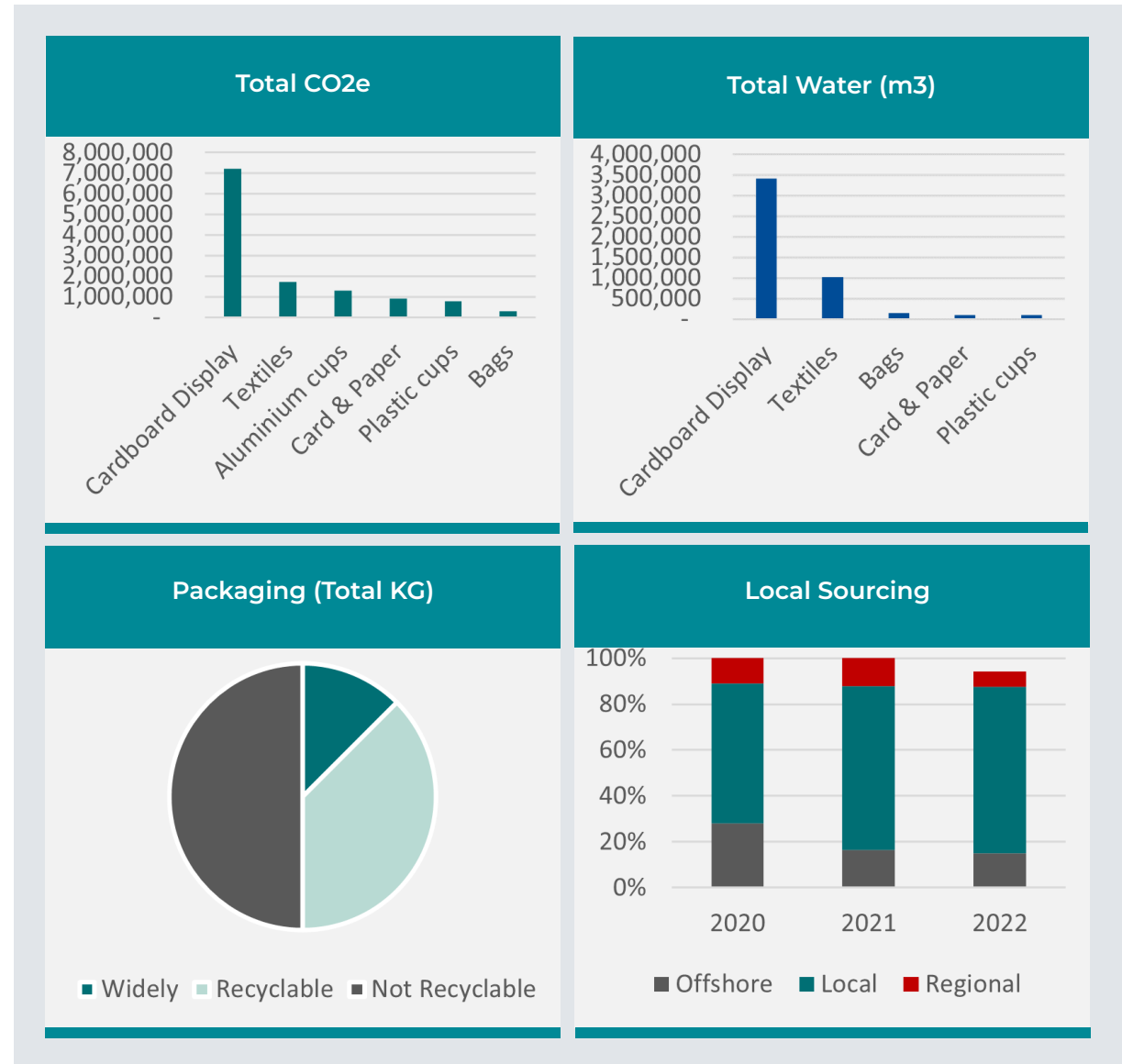
As part of our One World 2030 sustainability strategy, we are committed to proving our clients with the all the information needed to make informed decisions. We want to help our clients understand the environmental footprint of their campaigns as well as the social responsibility of the supply chain.

For this reason, we have developed a tailored ESG Reporting Suite for each client. This suite includes information like CO2 emissions for each order placed, the amount of recycled materials used, diverse supplier spend, local production, and much more.

This ESG reporting suite gives the opportunity to discuss opportunities for improvement as well as identify actions that are linked with each client's strategy and targets.

Much of the data included in these dashboards are generated by our own, externally verified, Product Lifecycle (PLA) calculator and the reporting is integrated into our operational system.

In this way, we capture and build a detailed, transparent baseline of real-world data to track progress and proactively drive positive change, aligned to client ESG objectives.





# Sustainable Supply Chains

## Creating shared value through the supply chain

By adopting sustainable practices throughout the supply chain, businesses can reduce their environmental impact, ensure social responsibility, and improve their financial performance. With this in mind, we have created a Sustainability Questionnaire that helps identify the state of each supplier in terms of ESG. Currently we are in the process of engaging with our supplier base and using the questionnaire to assess them using ESG criteria.

The reviewing process includes questions regarding areas like sustainability planning, policies & accreditations, climate action, occupational health & safety, innovation and many others. Suppliers are given a Sustainability score and level. These process also takes into account the size of the supplier, the market they operate in, as well as their industry.

This benefits our clients, as they can have a holistic view of the supply chain that provides information on various ESG criteria. Our suppliers also gain from this approach as this gives them the opportunity to benchmark themselves, understand any areas of improvement through our feedback and gain more projects as their score improves.

As we make progress with this sustainable supply chain initiative the Supplier Sustainability levels are included in our ESG Reporting Suites for clients.





# Spotlight on: Mars

## Product Sustainability Scorecard

Link collaborates with clients to build lasting, strategic sustainability partnerships. Focused on creating positive collective impact through the value chain to deliver on our clients' ESG aspirations. We have joined forces with Mars Corporation to implement initiatives that promote sustainability and support each other in achieving our ESG targets.

As a strategic global supplier of marketing premia, Mars challenged Link to create a scorecard that could analyze not just the effectiveness of marketing materials, but also their environmental impact. We developed an integrated version of Link's groundbreaking Product Lifecycle Analysis calculator within the existing scorecard, and criteria now include carbon emissions, water usage, and end-of-life for every marketing product ordered by Mars across their 50+ iconic brands around the world.

The updated scorecard is used to drive responsible decision-making and helps capture important ESG data which informs strategic sustainability improvements.

We believe transparency is the key to any successful endeavour and Mars recognizes our important contribution to understanding the environmental impact of their marketing materials. In 2022 we started creating the ESG footprints for all Mars catalogue products using our Product Lifecycle Analysis calculator.

Through this work, we also create a tailored ESG metrics dashboard that highlights best practices and improvement areas. This initiative offers valuable information that can lead to enhanced decision making, as well as more robust reporting.

# MARS



“The new scorecard was effectively developed and rolled out by Link to the global Mars business and is proving vital in helping us deliver our global promotional requirements and drive positive change in support of our ESG commitments. I am delighted that Mars in collaboration with Link are at the forefront of driving the sustainability agenda and protecting the planet”

### **Niamh Fitzmaurice**

Senior Global Sourcing Manager, Mars Global Corporate

“A very impressive scorecard, and very well thought out”

### **Allison Lin**

Global VP Packaging Sustainability, Mars Global Corporate



# Environment



# Overview

We have developed our ESG framework through careful consideration of the environmental, social, and governance impacts of our operations. The following are key areas we have considered when building our ESG framework:

1. Carbon emissions: Measure the company's greenhouse gas emissions across the entire supply chain and set targets for reduction.
2. Resource use: Assessing Link's use of natural resources such as water, land, and energy, and developing strategies to reduce consumption and increase efficiency.
3. Waste management: Develop and implement policies and programs to reduce waste generation, promote recycling and responsible disposal, and minimize negative impacts on the environment.

	Goal	2022 Position
	25% of suppliers using renewable energy	10%
	90% Recyclable products	78%
	100% Recyclable packaging	23%
	50% Reduction in Product emissions	Baseline established 0.787 CO2e(kg)
	20% Reduction in Water consumption	Baseline established 0.186 cubic metres
	50% Sustainable products selected	tbc 2023

Overall, an effective ESG framework for any company should include a comprehensive assessment of environmental, social, and governance risks and opportunities across the entire supply chain.

By implementing this framework, we are striving to reduce risk, increase efficiency and demonstrate our commitment to sustainable practices to stakeholders.



## PILLAR 1 POSITIVE IMPACT

Proactively working to reduce Scope 1,2 & 3 emissions, waste & water usage.

- 50% Emissions reduction
- 20% Water reduction
- 100% Recyclable packaging
- 90% Recyclable products
- 25% Renewable energy





# Product Lifecycle Calculator

## Measuring Impact

Because of the wide range of products we source for our clients, in 2021, we identified the need for a tool that could measure the environmental footprint of many different products and materials. There was no 'off the shelf' analysis tool that provided an accurate enough footprint, and so our CSR team started work to develop our own Product Lifecycle (PLA) calculator.

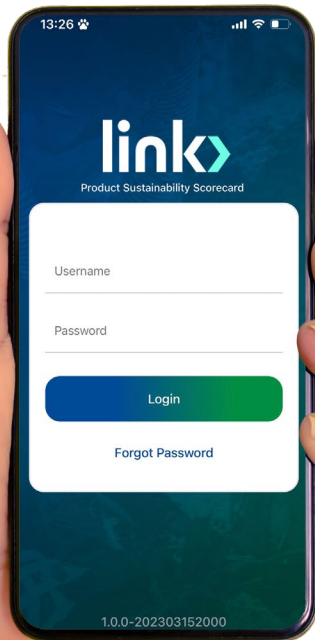
This tool follows a lifecycle approach when creating the environmental footprint of a product, pulling data from established databases as well as real-time data directly from our supply chain.

After a year of development and rigorous testing our PLA calculator has been independently verified by Climate Partner,

As of 2023, the calculator is integrated within our operating system, creating a carbon & water footprint for every quotation in advance of production.

Sustainable alternatives are offered, driving better behaviour and responsible decision-making. The PLA Calculator also populates our tailored client ESG dashboards.

Using the PLA Calculator methodology, we have created the Link Product Sustainability Scorecard Application, providing emissions & water footprint for a wide range of products, and allowing for local and offshore production comparison.





# Spotlight on: Heineken

## Reducing Product Category Impact

We believe that the key to making a positive impact is collaboration. By using our own Product Lifecycle (PLA) calculator we are calculating the environmental footprint of our client's orders. Heineken and Link have an established long-term relationship that enables cooperation at all levels. Together we decided to investigate products' sustainability and find alternative solutions to key areas.



Plastic packaging – elimination of 86% polybags across all markets. Mexico & Brazil at zero, other markets to follow in 2023.

Organic Cotton Migration – migration from conventional cotton on all textiles. Pilot project delivered 56% CO2e/67% water reduction in 2022.

Circularity Labelling – introduction of standardised label templates demonstrates brand accountability & informs/educates consumers.

Sustainability workshops – interactive workshops for all Heineken stakeholders, focused on sharing best practice, industry trends, new materials & ESG training.

Local Sourcing – proactive initiative to source more orders in-country region, supporting local communities, e.g. 51% to 86% in EU since 2019.

CO2 footprint 2021 - 2022





# Social







# OVERVIEW

Being a proactive member of society is a vital component of Sustainable Development. Our people are at the heart of our business and their well-being is essential for a healthy, productive workplace. We strive to ensure that all our employees are treated fairly and provided with the necessary resources to do their job effectively. We have a range of areas that we focus on such as providing skills training, fair wages, health benefits, and other forms of support. We conduct our yearly Employee Survey to better understand what our people need and offer them another medium for communication and contribution.

It is equally important for us to manage how our operations impact the local communities in which we operate. We have an intern programme that we aim to expand to all our locations and our One Day Initiative offers a way for our people to give back to their communities. The One Day Initiative was created back in 2020 and since then our people engage in more than 20 projects a year.

As a global company we believe that Diversity, Equity and Inclusion is fundamental and strive to create a workplace that values the wide range of backgrounds, experiences, and perspectives.

	Goal	2022 Position
	100% Local Ethnic Rep. on SLT	100%
	50% Female Rep. on SLT	67%
	90% Staff taking Volunteer days	38%
	+1% Disabled Employees	0.25%
	10% Junior/Senior Employees	6% Junior, 3% Senior
	50% Increase in Diversity supplier spend	tbc 2023

We are a women-owned business and we believe in embracing what makes us different. Through our Sustainability Questionnaire we also look into our supply chain's DEI status and focus on helping our suppliers in relevant behaviour that respects human rights.



## PILLAR 2

### THRIVING COMMUNITY

Promoting Diversity, Equity & Inclusion in our own business, our suppliers & our local communities.

100% Ethnic parity on SLT

50% Female SLT

90% Volunteer days

x4 Disabled employees

+50% Diversity supplier spend





# Link LEARNING HUB

## Driving Employee Development

In today's fast-paced business world, Link has recognized the need to help with the development and growth of its employees. That's why we have created our Learning Hub, an online tool for our people.

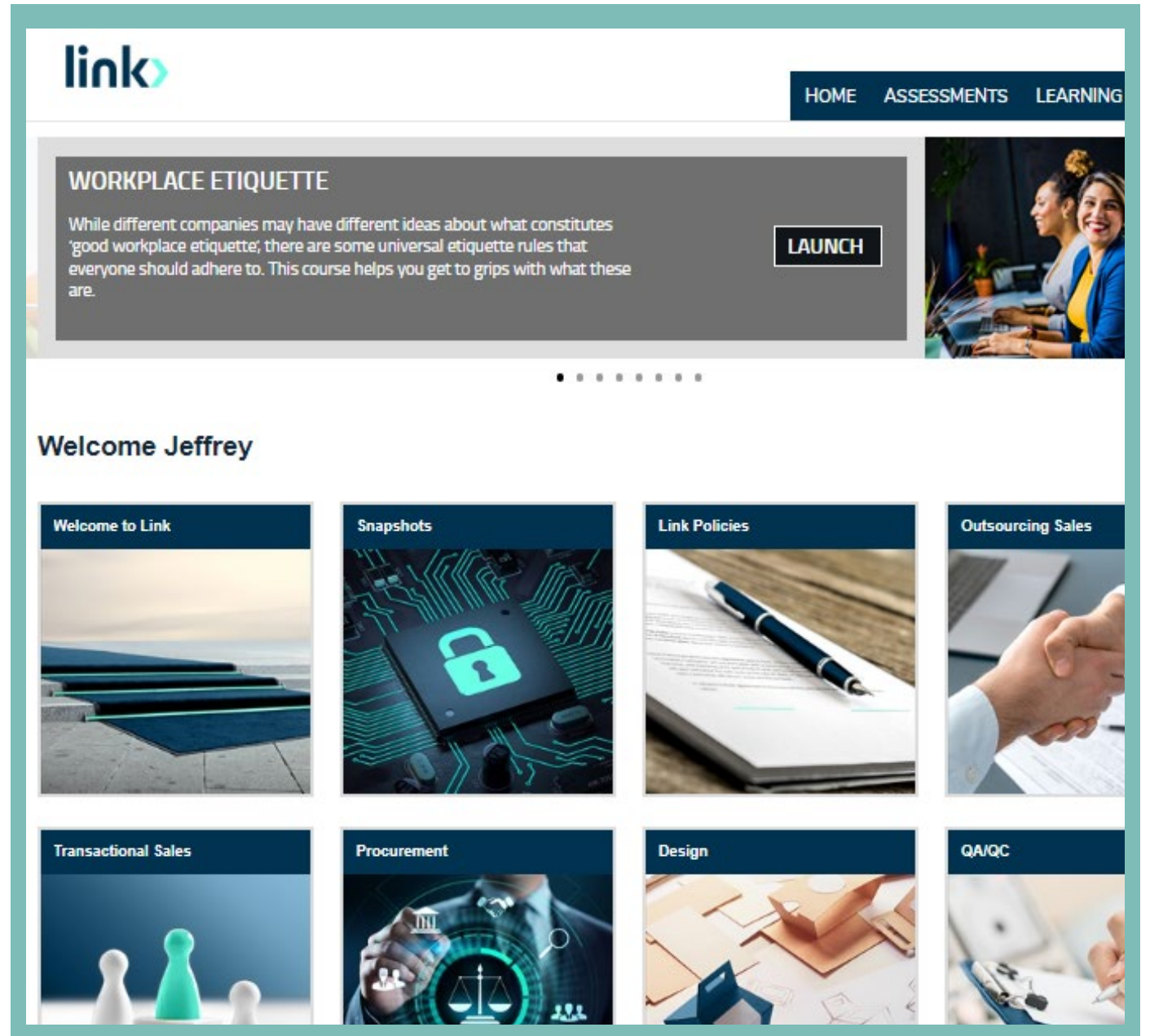
The Learning Hub is a comprehensive resource that provides our employees with access to a range of training materials, courses, and workshops to help them improve their skills and advance their careers. This online platform not only offers access to company policies, but it is also an invaluable resource of information on topics such as Linkeadership, communication, and innovation.

One of the key benefits of the Learning Hub is that it allows employees to take control of their own career development. By giving employees access to a wide range of training materials and courses, the Learning Hub empowers them to identify areas where they need to improve and take action to develop their skills. This is not only beneficial for the employees themselves, but it also helps to build a more skilled and knowledgeable workforce for Link.

The Learning Hub also enables our people to keep up to date with the latest industry trends and developments. With access to a range of training materials and courses, employees can stay informed about the latest technologies and best practices in their field, and apply this knowledge to their work. Link's Learning Hub is an invaluable resource that underscores Link's commitment to investing in its people and building a sustainable future.



Staff consider Link's Learning Hub useful





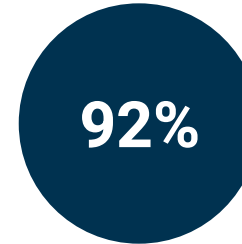
# Link Employee Survey

## Fostering an inclusive culture

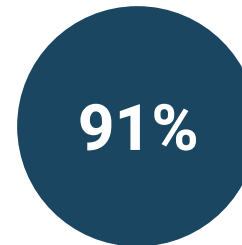
Conducting an annual employee survey is essential for any organization that wants to maintain a positive work environment and foster a culture of engagement and productivity.

One of the primary reasons why employee surveys are so important is that they provide valuable insights into the experiences, attitudes, and opinions of employees. By asking employees for their feedback on a range of topics, such as job satisfaction, work-life balance, and communication, we can gain a better understanding of the issues that matter most to our people.

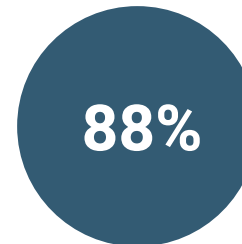
Our 2022 Employee Survey showed that Link people love the team spirit that exists in our company, appreciate the good working relationships that last and believe that the recognition they receive is important.



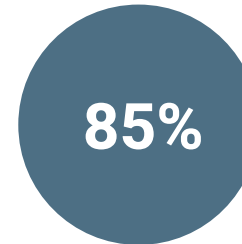
**Think employees treat each other with respect.**



**Have a positive relationship with their supervisor.**



**Understand the contribution they can make to Link's Sustainability Strategy.**



**Believe that Link is taking proactive steps to tackle climate change.**



# Spotlight On - Link's Big Clean Up

## Link's Big Clean Up Campaign

Every year, Link celebrates World Oceans Day on June 8 by hosting a clean-up of the ocean and waterways in our local communities. This year, our 'Big Clean-Up 2022' campaign involved Link colleagues getting out with friends and family for group litter-picking all around the world.

For the second year running, Link teams came together for this activity as part of Link's One World sustainability initiative. The 'Big Clean-Up 2022' built upon our commitment to provide a better world through sustainable business practices. This involved making positive contributions to local communities in which we live, both inside and outside of our working environment.

Our efforts aim to make a difference not just for one day, but for many days to come. In 2022 Link employees joined forces with over 100 volunteers across 8 countries who collected over 900 kilos of rubbish between them - well done team!

Emma Pomeroy, Link's Chief Sustainability Officer, spoke about the global event "This campaign shows that our wonderful Link colleagues really do walk the walk when it comes to sustainability. The Big Clean-Up is a great example of how people can come together and inspire others to do their part in keeping our oceans clean and healthy. It was also lots of fun to get together away from the office!"

**3 fold**

**Increase in staff taking  
volunteer action days  
since 2020**





# Appendix





# GRI INDEX

## GRI Disclosures

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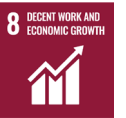
**PILLAR 1**  
POSITIVE IMPACT



**PILLAR 2**  
THRIVING COMMUNITY



**PILLAR 3**  
CREATING VALUE





# ESG & Sustainability Department

Thank you for reading our 2023 Sustainability Report.

This report's data exclusively relates to the reporting period of 1 January 2022 through 31 December 2022 for all Link offices.

For any questions or comments please contact our ESG & Sustainability team at [one.link-worldwide.com](mailto:one.link-worldwide.com).

## OTHER REPORTS



Available in English  
2022 CSR Report  
Online Version



Available in English  
2021 CSR Report  
Online Version



Available in English  
2020 CSR Report  
Online Version