

Link Financial Outsourcing Limited Section 172 Statement

Section 172 of the Companies Act 2006 requires a director of a company to act in the way he or she considers, in good faith, would most likely promote the success of the Company for the benefit of its members as a whole. In doing this, section 172 requires a director to have regard, amongst other matters, to the:

- likely consequences of any decisions in the long-term;
- interests of the Company's employees;
- need to foster the Company's business relationships with suppliers, customers and others;
- impact of the Company's operations on the community and environment;
- desirability of the Company maintaining a reputation for high standards of business conduct; and
- need to act fairly as between members of the Company.

The directors of Link Financial Outsourcing Limited are fully aware of their responsibilities to promote the success of the Company in accordance with Section 172. The board has considered the factors above, as well as any other factors which they considered relevant, in carrying out its activities throughout the financial year. As a provider of loan servicing activities, the directors believe that our stakeholders comprise our employees, our suppliers, our customers, our clients, our investors, those who regulate us and our local communities. The directors of the Company are clear that building strong relationships with these stakeholders will help us to deliver on our strategy in line with our long-term objectives.

As a responsible business, we continually engage with our stakeholders to define and refine our strategy and to ensure that we deliver relevant services that meet the needs of our customers, our investors and our wider stakeholders. The board has regular and direct engagement with employees and investors.

The Executive Management of the Company meet with the Board on a regular basis. These meetings provide the opportunity to consider matters that are strategically important to the business. For example, the most impactful ongoing event continues to be the Covid-19 pandemic and the impact it has on employees, our customers and clients and the operations of the business.

As an entity regulated by the Financial Conduct Authority, the Company places significant importance on treating customers fairly and ensuring the circumstances of its customers are given appropriate consideration.

Stakeholder Engagement Statement

The directors have considered who the Company's stakeholders are, how these important relationships have been managed and how the views and interests of stakeholders are brought to the attention of the Board when principal decisions are made. A summary by stakeholder is outlined below:

- **Our employees** – the Company provides regular updates to its employees on matters that are relevant to them through its intranet site, to which all employees have access. In addition, there are regular employee forums which enable employees to engage with management, where they can share and contribute their views on business matters;
- **Our suppliers** – the relationships that we maintain with our suppliers are important for us to be able to deliver on our objectives. Our colleagues will engage our key suppliers on a regular basis to ensure there is a regular dialogue between them and the wider business;

- **Our customers** – we regularly engage with our customers to ensure they receive the high quality of service that we are proud to deliver to them. In doing so, the Company ensures that it treats its customers fairly, as is required of by the Financial Conduct Authority and is fully aware and complies with its responsibilities towards Vulnerable and other special categories of customers;
- **Our clients** – our important relationships with our clients mean that we are often in dialogue with them about how we treat customers to meet their objectives and responsibilities;
- **Our investors** – our valued investors are provided with the key information they need in order to understand the aims, objectives and performance of the Company. Our minority institutional shareholder is able to monitor and contribute to the direction of the Company, since it has representation on the Group's Board;
- **Our regulators** – given that the nature of our business is that of a loan servicer, it is imperative that we comply with the Financial Conduct Authority's ("FCA's") rules and regulations. As a business, we take compliance matters extremely seriously, and will engage with the FCA, or other bodies, where required to ensure this area continues to be maintained to a high standard

The directors are committed to effective engagement with all of the company's stakeholders and seek to understand the relative interests and priorities of each group and to have regard to these, as appropriate, in their decision-making. Their voice is brought into the boardroom throughout the annual cycle through information provided by the management team. The relevance of each stakeholder group may increase or decrease depending on the matter or issue in question, so the board seeks to consider the needs and priorities of each stakeholder group during its discussion and as part of its decision-making.