ALLIED UNIVERSAL®
There for you.

ESG Report 2022

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INTRODUCING ALLIED UNIVERSAL

Allied Universal® is There for you®, serving and safeguarding customers, communities and people around the world.

We play an important role in society - delivering critical security and facility services that create safer, healthier and stronger environments in which millions of people live and work.

Our vision is to be the world's most trusted services provider.

We lead the industry by providing proactive and innovative business solutions through cutting-edge technology so that our customers can focus on their core business. We are dedicated to delivering the highest quality services, contributing to building safe and sustainable communities generating social value through our services and being a trusted business partner.

- **Delivering industry leading security solutions to our customers.**
- **Providing rewarding work for hundreds of thousands of employees.**
- **Making positive social and economic contributions in our communities.**
- **Building a company that creates significant and sustainable value for our key stakeholders.**

We are committed to doing business the right way. Our values set us apart in the industry and are carefully and deliberately embedded in all our systems, policies and processes.

PURPOSE

There for you®, serving and safeguarding customers, communities and people around the world.

VISION

Be the world's most trusted services provider.

MISSION

Allied Universal®, through its unparalleled customer relationships, provides proactive solutions, cutting-edge smart technology, and tailored services that allow customers to focus on their core business.

VALUES

We are AGILE, RELIABLE and INNOVATIVE. Our CARING culture puts people and SAFETY first. We deliver through TEAMWORK and always act with INTEGRITY.

ALLIED UNIVERSAL

IS THE **WORLD'S LEADING PROVIDER** OF MISSION CRITICAL SECURITY SERVICES.

DELIVERS SERVICES IN MORE THAN 100 COUNTRIES, ACROSS SIX CONTINENTS.

IS THE **THIRD LARGEST PRIVATE EMPLOYER** IN NORTH AMERICA.

IS THE **SEVENTH LARGEST PRIVATE EMPLOYER** IN THE WORLD.

SERVICES OVER 100,000 CLIENTS WORLDWIDE.

In North America, we operate our business chiefly under the Allied Universal brand. We operate chiefly under the G4S brand throughout the rest of the world.

Comprehensive Staffed Security Services

- Security professionals
- Visitor management
- Vehicle patrol
- Canine security services
- Intelligence services
- Executive protection

Technology Services

- Security technology integration
- Retail technology solutions
- Electronic tracking and alarm monitoring
- Access control and video monitoring

Other Services

- Corporate risk services
- Consulting and investigation
- Cash processing and transportation
- Facilities management
- Care and Rehabilitation (approximately 2% of total revenue)

OWNERSHIP

Allied Universal is privately held, owned by funds controlled by Warburg Pincus LLC and a fund managed by a wholly-owned subsidiary of Caisse de dépôt et placement du Québec, which together represent approximately 73% of the ownership of the company, and by other institutional investors including affiliates of Partners Group and the J. Safra Group, and by members of management.

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GLOBAL CHAIRMAN AND CEO'S STATEMENT

As a global company, operating in many different and complex environments, it is important that we work ethically and sustainably while generating social value for our customers and communities we serve.

Allied Universal's second environmental, social and governance (ESG) report reiterates our commitment to doing business the right way, and describes how we are delivering on this promise.

In 2022, we signed the UN Global Compact, demonstrating our ongoing commitment to sustainability and the core principles of the Compact, which are being reflected in our values, policies and business practices.

We continue to make positive progress in all areas of our ESG strategy while recognizing - as part of our ongoing journey - that there is more we can do to continuously improve our sustainability performance, and to help deliver on global sustainable development goals.

This will continue to be a focus of my management team as Allied Universal continues to develop in the coming years.

Embedding our values

Our business has grown exponentially in recent years, but our culture and ethos remain steadfast. Underpinning our culture are the company's values that are reflected in our everyday actions and behaviors. Regardless of the country in which we work, our values bring us together and set us apart from our competitors.

The values of G4S were closely aligned to those of Allied Universal prior to our acquisition, but it was important to the management team and me to redefine a core set of values that are meaningful for our global organization. Thus, in 2022, we completed a group-wide initiative to review the two companies' legacy values and launched the new guiding statements in July that year, including values, purpose, vision and mission. The values were purposefully formulated as statements to help make them more accessible, understandable and relatable for employees all around the world. Feedback from our stakeholder groups has been positive, and we are now embedding them across the company.

We conducted an awareness and communications program, led by our values champions, to ensure that our people around the globe understand the new values, what they mean in practice and what we expect as a result.

Where behavior is not in line with our standards or values, I urge colleagues to stand up and speak out, enabling us to continue to do business the right way. We are trusted by our partners and are relied upon to always act with integrity, so if colleagues see or suspect wrongdoing, they are actively encouraged to do the right thing and report it. The Speak Out service provides confidential channels 24/7 in multiple languages. Colleagues and other stakeholders are able to raise any concern about ethical wrongdoing without fear of retaliation. At Allied Universal, we are committed to ensure that concerns are always taken seriously, investigated thoroughly and addressed promptly.

Employee safety

One area of our business that continues to demand my focus and that of my executive team is employee safety. We have made substantial progress in improving our safety standards, resources and accountability for safety issues, but there is still much to do in this area.

I regret to report that although we have achieved significant improvement over the past decade, 29 colleagues lost their lives during the course of their duties last year, principally as a result of higher levels and greater intensity in armed attacks by criminal elements. As we look ahead, we will maintain our vigilance in all areas of safety and work towards achieving our goal of zero harm to ensure that each of our colleagues goes home to their family at the end of their shift.

Creating safer communities

I am extremely proud of the role Allied Universal plays in society. Our employees, including hundreds of thousands of professionals around the globe, are all working to keep people safe so that our communities can thrive.

Each and every day, they are preventing crime and violence, protecting critical infrastructure - such as energy grids, financial institutions, transportation systems and responding to both man-made emergencies and natural disasters.

Within our society, security officers are the unsung heroes who run to danger instead of away from it.

All too often, the mainstream media reports negative stories about security officers as part of an agenda that I struggle to understand. They don't recognize the heroic actions of security professionals, the lives saved, the crimes prevented and deterred.

Together with colleagues across the industry, I have called for society to reexamine how it views and portrays the millions of men and women who work every day to make the world safer, and I look forward to a future in which all society recognizes the work they undertake to safeguard customers, communities and people.

Steve Jones
Global Chairman and CEO, Allied Universal

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OUR 2022 ESG HIGHLIGHTS

ENVIRONMENT

- Reduced global carbon intensity by **10.4%**.
- Rolled out a fleet of **hybrid-electric ambulances,** serving patients in the UK.
- Over **15%** of our electricity consumption was generated by renewable sources.
- **Achieved CDP climate change score of 'C'** in our first submission.

SOCIAL

- Over 418,000 people participated in our global employee engagement survey, with an **overall favorable score of 85%**.
- Launched a **Global Human Rights Policy.**
- Launched a **Global Diversity, Equity & Inclusion Policy.**
- Over **6.5m** online training programs completed.

GOVERNANCE

- Announced our **guiding statements,** supported by a global communications program.
- Joined the **UN Global Compact.**
- Refreshed a **Global Anti-Bribery & Anti-Corruption Policy.**
- EcoVadis partnership extended to **26 counties, with 56% of in-scope suppliers** exceeding our supply chain ESG due-diligence minimum rating.

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IN CONVERSATION - OUR COMMITMENT TO ESG

An interview with Steve Jones, Allied Universal global chairman and CEO, and Ashley Almanza, executive chairman of Allied Universal International on our commitment to ESG.

Steve Jones

Ashley Almanza

How important are environmental, social and governance (ESG) issues to the success of Allied Universal's global strategy?

SJ: We are committed to being a responsible and ethical company that operates in the right way. We conducted our first ever materiality assessment as Allied Universal this year, because we recognize the importance of ESG issues and want to focus on the most material matters to our stakeholders. Any business needs to be sustainable to be successful, and at Allied Universal we recognize the importance of ESG and the role it plays in our success.

AA: I completely agree. Prior to the acquisition, G4S used materiality reviews as the base for our ESG strategy and the fact that Allied Universal, as a private company, has continued this important practice demonstrates the importance of ESG to the global business. Not only do our customers expect us to take ESG seriously, but it makes good business sense. We are committed to doing business in the right way.

What are you doing to help your customers deliver their ESG ambitions?

SJ: We know the responsibility is shared between a company and its contractors for all ESG matters, in particular human rights and climate change. Our vision is to be the world's most trusted services partner, and part of that trust is built on us playing a responsible role in society. It is important for our customers to know that they are working with a responsible and ethical provider that will partner with them in their ESG ambitions.

AA: In the international business, we have engaged with customers on ESG matters for many years, working with them to integrate sustainability matters into our operations, and we are focused on supporting our customers to achieve their goals.

What are your net-zero carbon emission commitments?

SJ: Last year, we committed to achieving net-zero emissions globally by 2050 and plan to define our science-based targets and reduction pathways in the future.

AA: In addition, in the UK and Ireland, we have committed to reduce our Scope 1 & 2 greenhouse gas (GHG) emissions by at least 42% by 2030 and to reduce our absolute Scope 3 GHG emissions from purchased goods and services, and capital goods, by 25% by 2030. By 2050 our Scope 1, 2 and 3 carbon emissions will all be net-zero.

How important is diversity, equity and inclusion to Allied Universal?

SJ: DE&I is not just important, it is essential. Given our size and geographical reach, we are naturally a diverse organization and recognize the benefits that can bring. We launched a new global DE&I strategy and policy in 2022 which demonstrates our commitment to improving diversity in our industry and furthering equity and inclusion in our organization. The security industry historically has been a male-dominated field and we are committed to ensuring representation of women and minorities in management roles.

AA: Similarly, in the international business DE&I is a key priority. We have an increasingly diverse leadership team and have an Inclusion Council, led by two of our regional CEOs, which is responsible for ensuring that diversity and inclusion are on our business agenda at all times.

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What are your ESG ambitions?

SJ: As a private company, we are at the beginning of our ESG journey, but we recognize it is an important part of our strategy. Providing rewarding career opportunities for our colleagues around the world is a particular, personal ambition of mine and supports UN SDG 8. In 2022, we continued our program to establish Allied Universal as an employer of choice. Attracting, nurturing and developing our people is more important than ever given the tight labor market around the world.

AA: In many markets internationally, we use our influence to improve standards in the industry. Our ESG strategy can provide a vision of how each business can progress from a level of compliance to a level of differentiation, where Allied Universal leads the industry in all ethical and sustainable practices.

Describe your role in leading key priorities of the ESG strategy?

SJ: With hundreds of thousands of employees, it is our role to ensure we have a positive social impact. It is important that we lead by example and ensure our employees, customers and stakeholders understand the importance of ESG to the business.

AA: Safety has been a key priority for me throughout my career and I'm grateful to our colleagues for embracing the positive safety culture that G4S has promoted since 2013. It's important that we demonstrate why sustainability matters, across all areas of the business. ESG is important to all our stakeholders, not just our customers.

What role do the employees of Allied Universal have in the success of your ESG strategy?

SJ: The success of our entire organization rests upon our phenomenal people - they are the heroes who keep our customers and communities safe and secure, and are key to implementing our ESG strategy. Every individual has an important role to play in our success, regardless of the job they do. We are one team and one united global group.

AA: Our team members have always been the public face of our company, and we expect them, and rely on them, to act in line with our values and deliver service excellence for our customers. We also actively encourage all our team members to speak out if they see or suspect any wrongdoing, and we are very proud of our Ethics Codes, which describe the right way to do business.

Tell us which examples of social value at Allied Universal you are most proud of?

SJ: It has been a busy year following the acquisition of 13 companies and the continued integration of G4S. We have accomplished a lot in a relatively short period of time - a global employee survey, a new DE&I framework, a new human rights controls audit program to name a few. I'm so proud of all that we have accomplished since the acquisition of G4S in April 2021.

AA: One of our strengths is our size, scale and ability to positively influence the role of our industry in society, by raising standards and compliance. In many markets we actively work with industry bodies and other regulators to raise standards for employees and enforce compliance with employment laws. I think we have also successfully changed the culture of our international business over the past decade to ensure we are always focused on doing business in the right way. Safety is one of our values and every single team member knows our commitment to ensuring we achieve zero harm.

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ENGAGING OUR STAKEHOLDERS

Our key stakeholders are those who most materially impact our strategy, or who are directly impacted by it. Engagement with our stakeholders is essential to Allied Universal - given our role in society, the local and global nature of our business and our substantial workforce.

Communities

…can be confident that Allied Universal will behave ethically in all its dealings with stakeholders in the community, such as employees, customers, partners, and governments.

They can be sure that Allied Universal will always strive to have a positive social impact within the community and bring shared value to the members of that society.

We make a valuable contribution to the communities in which we live and work, through our payment of taxes and employment of hundreds of thousands of people.

Where particular concerns or complaints are made, we will seek to engage with relevant bodies, and stakeholders can be sure that their concerns will be taken seriously and dealt with appropriately at the right level of the organization, or if necessary, by independent experts.

Customers

…can be sure that they are working with a moral company which has high ethical standards and makes a positive impact on society, not just due to the service it offers, but also because of the way it behaves.

They can be confident that we will always strive to operate to the highest standards and will not compromise their reputation because of unethical conduct. They will know that we have systems and processes in place to ensure that employees operate to the highest ethical standards.

We build and maintain positive relationships with our customers, applying a rigorous approach to customer satisfaction monitoring and relationship management.

HOW WE ENGAGE

Employees

…can be confident that they are working for a company with high standards and be clear about the expectations that the organization has of them in terms of behaving ethically and representing the Allied Universal brand in an appropriate way.

Our employees have an important role to play in helping to maintain a healthy, respectful, and productive working environment.

They will feel comfortable reporting any concerns about unethical behavior within the organization and can be confident that their concerns will be investigated and acted upon in confidence.

In 2022 we conducted our largest global employee survey to date. Overall feedback was positive.

We are continuing to analyze the results and implement action plans based on the feedback received.

Multilateral Organizations and Governments

…can be sure that we will support regulation that is designed to improve standards. It is important to ensure that legislative developments do not create unfair competitive environments or unnecessary burdens on business activities.

In addition to this, governments are also some of Allied Universal's largest customers, and we strive to maintain good customer relationships.

As a leading global business, Allied Universal participates in consultation regarding industry specific issues and broader legislative initatives.

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ENGAGING OUR STAKEHOLDERS

Industry Bodies

…establish strong benchmarks wherever we operate and play a pivotal role in raising standards in the wider industry and society as a whole.

HOW WE ENGAGE

Many managers and employees play an active role in industry bodies and associations across the world, such as the International Security Ligue, the National Association of Security Companies (US) (NASCO), the UK Confederation of British Industry (CBI), or the United Nations Global Compact.

Investors and ESG Analysts

…can be confident that they have invested in a company that has high ethical standards which provide an important differentiator for the company and help to build a sustainable reputation and business performance.

We have strong relationships with our investors. We participate in regular investor meetings and respond to ad-hoc requests for ESG information.

At the start of 2023, we created a new leadership position within the organization, Global Chief Communications and Investor Relations Officer, charged with overseeing our investor communications strategy.

We have engaged with ESG analysts seeking their views and insights into the development of our latest ESG Materiality Review.

Partners and Suppliers

...may be confident that any business venture entered into with Allied Universal will be carried out on the basis of strong ethics and that any form of unethical behavior will not be tolerated.

They will be sure that our employees will not compromise the reputation of a supplier or partner as a result of unethical conduct, and they will be clear about our expectations of them as a partner or supplier to Allied Universal and our zero-tolerance policy in terms of unethical transactions or behavior.

Our ethical and sustainability standards have been integrated into key business processes, including our international supplier code of conduct and due-diligence processes.

Independent Experts

…engaged on key ESG issues requiring independent expertise.

Where criticisms or complaints are made, stakeholders can be sure that they will be taken seriously and dealt with appropriately at the right level of the organization or by independent experts, if necessary.

We work with independent experts on specific topics to help the group ensure that its policies and practices are aligned with best practice.

During 2022, Allied Universal engaged with and sought the expertise of recognized specialists on a number of specific ESG issues:

- Black Sun: UN SDG analysis, ESG reporting
- Corporate Citizenship: Net-Zero strategy, ESG materiality
- EcoVadis: Supply chain assessment
- UN Global Compact: ESG approach, modern slavery, ESG materiality

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Our ESG Strategy and Approach

PRIORITY AREA

To ensure that Allied Universal's approach to ESG remains focused on the areas that are most relevant to the business and its stakeholders, we regularly undertake a wide-ranging materiality assessment of ethical and sustainability issues.

From a baseline of 17 core ESG issues, all of which are important to Allied Universal's success as a responsible business and our objective to be the world's most trusted services provider, our 2023 assessment confirms five crucial priority areas:

1. **Employee safety and well-being**
2. **Anti-bribery and corruption**
3. **Human rights and duty of care**
4. **Governance, compliance and industry standards**
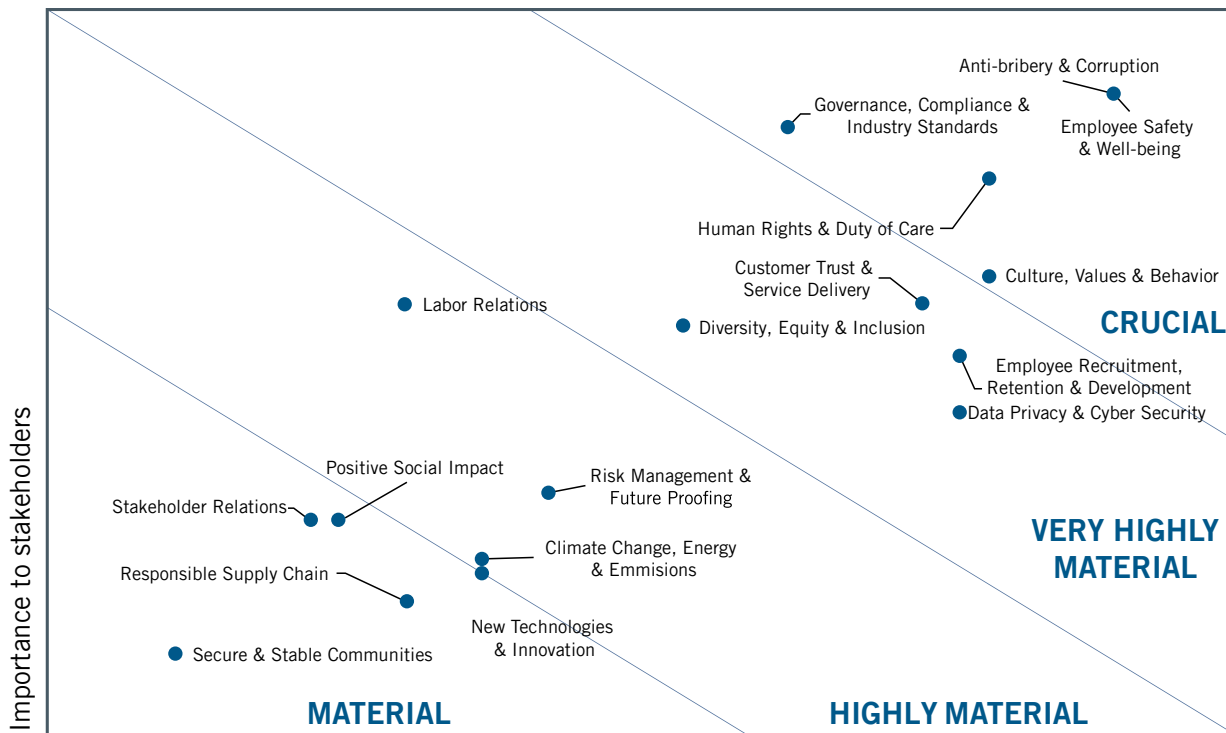5. **Culture, values and behavior**

Working in partnership with independent experts, we reviewed and identified issues, both existing and emerging, which may potentially impact our business, our stakeholders, and the wider security industry.

Together with our partners, we conducted a series of interviews and surveys with executive members of the Allied Universal management team, and a broad range of external stakeholders, including sustainability analysts, industry associations, customers, investors and NGOs. We sought views and opinions on which elements present the greatest risk or opportunity to the organization's performance, strategy, reputation, as well as societal impacts.

These findings reinforced the importance of ethics, compliance, culture, values and behaviors preventing poor performance across core ESG matters.

We recognize that issues placed lower in the matrix are still material and core to our business. For example, while climate change, energy and emissions have a lower direct impact on our business, we are committed to a net-zero transition and the development of a new climate action strategy.

Our next materiality assessment is scheduled for 2025.

Materiality matrix — Impact on business (x-axis) vs Importance to stakeholders (y-axis). Quadrants: MATERIAL, HIGHLY MATERIAL, VERY HIGHLY MATERIAL, CRUCIAL. Plotted issues: Anti-bribery & Corruption; Governance, Compliance & Industry Standards; Employee Safety & Well-being; Human Rights & Duty of Care; Culture, Values & Behavior; Customer Trust & Service Delivery; Diversity, Equity & Inclusion; Labor Relations; Employee Recruitment, Retention & Development; Data Privacy & Cyber Security; Positive Social Impact; Risk Management & Future Proofing; Stakeholder Relations; Climate Change, Energy & Emmisions; Responsible Supply Chain; New Technologies & Innovation; Secure & Stable Communities.

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SUSTAINABLE DEVELOPMENT GOALS

DELIVERING AGAINST THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

We touch the lives of millions of people every day, providing direct employment to hundreds of thousands and delivering crucial services to keep society safe and secure.

The United Nations Sustainable Development (UN SDGs) call upon businesses to advance sustainable development through the investments they make, solutions they develop and the practices they adopt.

We identified a range of social and economic impacts where Allied Universal supports the realization of the goals and makes a positive difference to society and communities around the globe.

We can make the greatest contribution to four UN SDGs and indirectly support the delivery of many more.

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UN SDG:	UN SDG:	UN SDG:	UN SDG:
5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	13 CLIMATE ACTION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Achieve gender equality and empower all women and girls.	*Promote sustained and inclusive economic growth, full and productive employment and decent work for all.*	*Take urgent action to combat climate change and its impacts.*	*Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.*
We have a clear commitment to diversity, equity and inclusion, ensuring opportunities and taking positive steps to ensure representation of women and minorities.	**Our aim is to be an employer of choice. Our HR strategy is facilitated by establishing industry-leading employment practices.**	**Our ambition is to become a net-zero carbon emissions company by 2050 or sooner, in step with society.**	**We play an important role in society - creating a safe and positive environment in which millions of people live and work.**
How we support realization of Goal 5: • Promoting diversity, equity and inclusion throughout our policies. • Commitment to eliminating bullying, harassment and discrimination in the workplace. • Increased gender balance in leadership roles. • Empowering female team members through information and communication technology equipment and training. • Access to Speak Out programs to raise concerns about mistreatment.	How we support realization of Goal 8: • Creating technology focused and high-skill roles. • Creating direct and indirect employment opportunities for millions of people. • Safety programs that are reducing workplace injuries and fatalities over time, particularly in markets where the safety culture and infrastructure are less established. • Commitment to and implementation of international labor standards. • Providing career opportunities through our steadfast "promote from within culture".	How we support realization of Goal 13: • Incorporating adverse weather and climate change impacts into business risk and continuity planning. • Commitment to reducing carbon emissions in line with science-based targets. • Incorporating education on climate change issues into our net-zero carbon strategy.	How we support realization of Goal 16: • Reducing violence, crime and conflict related harm through provision of proactive security services. • Enabling the rehabilitation of offenders in our care. • Anti-bribery and corruption awareness and procedures, helping to reduce illegal finance flows. • Supporting innovation and delivery within public institutions. • Commitment to anti-discrimination within our own organization and operational procedures.
For more information about our diversity, equity and inclusion practices and related targets, see page 26.	For more information about our commitment to people and related targets, see page 21.	For more information about our climate action approach and commitment to net-zero carbon emissions, see page 14.	For more information about our security services, innovation and expertise, visit: aus.com and g4s.com.

ENVIRONMENT
Managing Our Climate Impact

Alongside the risks faced by people and infrastructure from climate change are the challenges presented by global economic conditions. We recognize that these threats are an important and ongoing concern for our organization, customers, employees and communities.

Managing fuel costs and the impact of climate legislation through programs to improve the organization's energy efficiency and reduce its environmental impacts are important to the continuing effectiveness and sustainability of Allied Universal.

Beginning with our businesses in the UK and Ireland, we have committed to achieving net-zero carbon emissions, as defined by the net-zero standard, by 2050 or sooner.

In 2022, G4S UK and Ireland committed to the Science Based Targets Initiative (SBTi) to reduce its emissions in line with climate science and, subsequently, published the details of its net-zero strategy and science-based targets for UK and Ireland. G4S has submitted its UK and Ireland targets to the SBTi for validation.

Building on the lessons learned from our experience in the UK and Ireland, we will undertake a review of our current global approach to environmental impact and reporting, with the aim of developing a new climate action strategy.

A program to review our approach and develop a full road map and science-based targets to achieve this ambition will commence in the future.

NET-ZERO STRATEGY (UK AND IRELAND)

G4S UK and Ireland has committed to achieving net-zero emissions by 2050, in line with the international Paris Agreement goals and the UK Government's target.

In addition, G4S has also set science-aligned targets to achieve near-term emission reductions across its value chain for UK and Ireland operations, which are aligned with the SBTi's methodologies.

2020 Baseline

By **2030**, G4S UK & Ireland will:
> Reduce absolute Scope 1 and 2 GHG emissions by at least 42%
> Reduce absolution Scope 3 emissions from purchased goods and services and capital goods* by 25%

By **2050**, or sooner, G4S UK and Ireland will meet all net-zero global targets.

Pathway Actions

Decarbonize the fleet by transitioning to low-carbon and electric vehicles:

Zero emissions cars by 2030
ON TRACK

Zero emissions fleet >3.5t
ON TRACK

Continue procuring 100% renewable electricity
COMPLETE

Decarbonize heating in buildings
IN DEVELOPMENT

Reducing supply chain emissions by identifying high-carbon supply chain hotspots and engaging with key suppliers to decarbonize
UNDERWAY

Improving scope 3 data quality to identify further opportunities to reduce value chain emissions
UNDERWAY

t/CO2e market based	2022	2021	2020
Scope 1 and 2	23,168	22,578	30,457
Scope 3*	120,315	149,244	140,842

* c.80% of UK and Ireland Scope 3 emissions have been generated by our supply chain.

UN SDG:

13 CLIMATE ACTION

GREENHOUSE GAS EMISSIONS

We follow World Business Council for Sustainable Development and World Resources Institute's Greenhouse Gas Protocol to measure our Scope 1 and 2 emissions - vehicle fleet, fuel, refrigerants, and electricity usage for Allied Universal businesses over which the company has financial control. In addition, we measure global Scope 3 emissions from employee business air travel, and the material scope 3 emissions of our businesses in the UK and Ireland region.

The businesses that reported data in the 2022 GHG measurement represent 96% of Allied Universal's global operations across a 12-month period. This level of measurement allows reliable calculation of the total GHG emissions for 100% of the organization.

DECARBONIZATION

We continue to source and implement new technologies into our business which help to reduce carbon emissions.

Operating around the globe, Allied Universal's fleet comprises more than 19,000 vehicles of many different sizes and roles, from small patrol vehicles to armored cash transports. It is our fleet that is responsible for around 75% of our core Scope 1 and 2 GHG emissions, and therefore the primary focus of our decarbonization efforts.
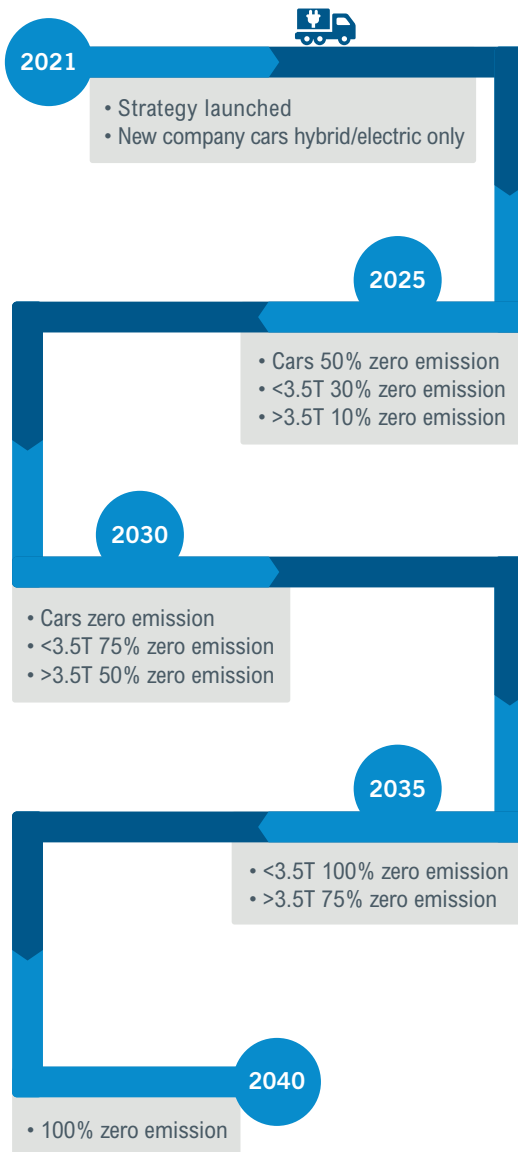
For over a decade we have been installing telematics systems in operational vehicles to significantly improve fuel efficiency and reduce emissions, investing in driver skills training and behavior monitoring systems, and where possible, introducing more efficient engine options and vehicle types into our fleet.

2022: 10.4% Reduction in Carbon Intensity (t/CO2e per $m revenue)

Additionally, we continue to drive the integration of business intelligence applications into traditional patrolling operations, thus reducing vehicle use.

ROAD TO ZERO (EUROPE)

2021
- Strategy launched
- New company cars hybrid/electric only

2025
- Cars 50% zero emission
- <3.5T 30% zero emission
- >3.5T 10% zero emission

2030
- Cars zero emission
- <3.5T 75% zero emission
- >3.5T 50% zero emission

2035
- <3.5T 100% zero emission
- >3.5T 75% zero emission

2040
- 100% zero emission

- As part of a global partnership to explore low carbon solutions, Shell Mobility and Fleet Solutions is providing G4S in the UK with a countrywide public charging infrastructure for its growing electric vehicle fleet; and in 2023 will begin a program to install EV chargers at G4S managed facilities, including cash transportation branches, patrol and response depots, and care and rehabilitation facilities.

- During 2022, 74% of all vehicles ordered in the UK were low emission vehicles. These include 10 state-of-the-art electric cash transport vehicles, as part of a city-based trial; and 136 hybrid-electric powered patient transport ambulances, which will operate across the southeast of the country. In total 35% of the addressable fleet are now hybrid-electric or full electric low emission vehicles (62% including ordered vehicles).

- In Europe, starting with the Netherlands, Shell is supporting G4S to implement the Accelerate to Zero program, a tailored roadmap for decarbonizing fleet operations.

- In key markets, where the infrastructure permits, such as the United States, UK, Netherlands, Denmark and Belgium, we are exploring the use of electric vehicles in corporate car fleets and specific operational contexts.

- Implemented global programs to ensure vehicles are well maintained, delivering safety and environmental benefits.

- In collaboration with a valued customer in Belgium, we are executing mobile opening and closing rounds using bicycles.

Allied Universal occupies a wide range of buildings across the globe, covering almost 10 million square feet. Our managed facilities include corporate offices, technology centers, cash processing facilities, employee accommodations and vehicle depots.

Around 25% of our Scope 1 and 2 GHG emissions are generated by energy and fuel usage at these buildings, and we are continuing to carry our equipment replacement programs and explore opportunities for sourcing renewable energy.

Since mid-2020, all businesses in the UK, which represent 15% of our global electricity consumption, have procured electricity from certified renewable sources, saving c.7,000 t/CO_2e over the past two years.

UN SDG:

13 CLIMATE ACTION

UN SDG:

SUPPORTING OUR CUSTOMER'S OBJECTIVES

As well as striving for a more sustainable business, by embedding carbon reduction strategies into our business, we are supporting our customers' ambitions for a low carbon supply chain.

By utilizing renewable energy sources in our operational delivery, embracing new technologies such as A.I. analytics or drone surveillance, or integrating the latest business intelligence applications into our service design, we are reducing vehicle use. With more and more of our security officers being technology enabled, they can capture and provide data directly back to customers thus demonstrating our efforts in this space. In addition, we participate in leading climate reporting initiatives, such as the CDP Climate Change and Supply Chain Surveys, providing information to our customers.

We are proud of our strong heritage of engaging with our clients to ensure their business continuity and the safety and security of their personnel and infrastructure in the event of extreme weather and other challenging geopolitical circumstances.

THERE FOR YOU: SECURING SERBIA'S GROWING WIND FARMS (EUROPE)

Serbia intends to double the amount of energy it generates from renewable sources to 40% of total energy production by 2040 and a large proportion of that is expected to be generated by wind power.

In the last decade, eight wind farms were constructed in Serbia and many more are planned to meet government targets, but the security of those farms is an important consideration. The threats farms face from criminals can risk valuable assets and costly project delays.

Allied Universal has built significant expertise in securing large-scale wind farm construction projects in the country. While Serbia has very low crime rates in towns and cities, wind farms are built in rural areas and the main risk they face is from malicious or opportunistic criminals, if the security is not properly planned. The number of incidents can be small, but the potential losses can be extremely large in monetarily.

The most vulnerable point in the life of a wind farm is during the construction phase. Before a turbine is assembled, its mammoth components lie on site, ready to be assembled using cranes and other heavy machinery. The worst mistake to make when securing a wind farm site, which is usually a vast area in a remote setting, is to attempt to cover that area with patrolling security officers as your main line of defense. It's impossible, and very inefficient, to secure such an expanse with security professionals alone.

At Allied Universal, we have successfully used an integrated security solution that combines wireless intrusion detection capability, a perimeter video-alarm system and 24/7 alarm monitoring with video verification - all fully integrated and monitored from a dedicated control room. Where we have implemented this, our approach has had a significant and timely impact on the number and severity of incidents.

The teams we have on the ground are highly trained professionals and their presence at the sites is a deterrent in and of itself. Employing professionals who know the local community, where possible, also has important benefits in reinforcing the function of the operation and improving site safety, where issues arise.

Should a silent alarm be set off, the monitoring center can view video in real-time to see whether the threat is real or a false alarm. At rural sites, our technology is battery powered as it is not yet connected to the power grid, but this has not stopped us from innovating. We install sensors in the turbine parts prior to assembly so that our control room can track temperature changes or other weather-related events in real time allowing us to respond quickly and effectively.

By making the most of these innovative security solutions and taking a risk-based approach to security that far more effectively detects and mitigates against threats, wind farm owners have peace of mind that their sites and assets are safe and secure.

UN SDG:

13 CLIMATE ACTION

Greenhouse Gas Emissions			
	2022	**2021**	**2020**
Carbon intensity (t/CO2e per $m revenue) - market based	17.2	19.2	21.4
Total GHG emissions (t/CO2e) - market based	332,637	303,737	309,393
Total GHG emissions (t/CO2e) - location based	337,981	306,180	306,558
t/CO2e (Based on 96% measurement) - market based			
Scope 1	216,742	190,569	189,298
Scope 2	55,518	60,612	66,407
Scope 3 (Air travel)	8,857	4,019	4,023
t/CO2e (Based on 96% measurement) - location based			
Scope 1	220,275	190,569	189,298
Scope 2	57,736	63,137	63,621
Scope 3 (Air travel)	8,857	4,019	4,023

PROGRESS AGAINST 2022 COMMITMENTS

Achieve a minimum 42% reduction in UK and Ireland Scope 1 and 2 carbon emissions by 2030

ON TRACK 👍

Achieve a minimum 25% reduction in UK and Ireland Scope 3 carbon emissions by 2030.

ON TRACK 👍

Extend net-zero carbon strategy to our global footprint

UNDER DEVELOPMENT

— GOALS —

Achieve 3.5% reduction in carbon intensity (t/CO2e per $m revenue)

Extend net-zero strategy to our global footprint

SOCIAL
Becoming An Employer Of Choice

Following the successful integration of G4S and Allied Universal, we have focused on expanding our strong foundation. We plan to further engage and empower our employees by facilitating their professional growth as we move ahead in the market. Central to these plans was the launch of our new company values and the refreshed Human Resources (HR) and Diversity, Equity and Inclusion (DE&I) strategies.

Our new HR strategy sets out our aim to be the employer of choice in the marketplace and the lasting changes being made to achieve it. It is targeted at both our existing employees so they can see opportunities for career progression, as well as anyone considering a career in security and not sure where or how to take their first step.

For us, being an employer of choice means providing an exceptional employee experience. We want our employees to feel that they belong, that they are cared for, their voices are welcomed and heard, their efforts are recognized, and they have the opportunity to develop and grow.

The HR strategy focuses on four core workstreams, managing the ways in which employees are:

Recruited and On-boarded
Reaching out to the widest talent pools in an effective and efficient way and ensuring new employees quickly feel like they belong and can perform.

Trained and Developed
Providing employees with the tools, skills and knowledge to do their jobs well and progress their career to the next level.

Engaged and Included
Building relationships and engagement early, taking care of the safety and wellbeing of our people so they can do the same for our customers.

Rewarded and Recognized
Promoting fairness and equity and encouraging the right behaviors in line with our values and exceptional efforts made every day.

UN SDG:

8 DECENT WORK AND ECONOMIC GROWTH

Toward the end of 2022, we made progress by launching new employee onboarding programs both in North America and our international businesses. With higher levels of employee turnover occurring during their first three to six months with the company, ensuring that the initial experience of our business is a positive one is vital to our continued success.

We want all new employees to be confident and competent to perform their duties successfully, to be well-equipped, and to receive early and ongoing feedback about how they are doing.

Listening to our employees' needs and ensuring that we act to address concerns they raise is core to our employee experience and our development as an employer of choice. In 2022, significant efforts were made to refine and improve opportunities to capture employee feedback at various stages - from onboarding to exit interviews.

Our whistleblowing hotlines provide vital feedback about concerns and our onboarding and engagement surveys help us assess the satisfaction of our employees who are the heartbeat of our organization.

In 2023, we are further streamlining our employee listening mechanisms to ensure response times and follow up are quicker and there is visibility of actions taken.

SAFETY AND WELL-BEING

PRIORITY AREA +

Our priority is to keep our employees and the customers and communities we serve safe. Our goal of zero harm means that we will always make safety our primary concern. Over the last ten years we have invested more resources to embed a safety culture which is challenging given the nature of what we do and where.

Our efforts have been rewarded with improvements in safety performance and a reduction in fatal incidents of over 44% since 2012, but we still have a long way to go. In 2022, 29 employees sadly died while carrying out their duties. Our thoughts are with their families and friends and we resolve to do more to prevent other employees from paying such a high price.

Over half of these fatalities resulted from increased levels of violent crime in some parts of the world where we operate. We work tirelessly to predict these events, provide training and equipment to help protect our employees and operate dynamically to respond to identified threats. Our efforts also extend to our subcontractors and customers, using the lessons learned to improve our safety practices throughout.

The perpetrators of these senseless and heinous crimes must be held accountable and we will continue to work with the appropriate agencies to bring them to justice without delay.

Of the remaining 12 fatalities, six were due to road traffic incidents and six related to workplace related issues.

A large part of keeping people safe is raising awareness of risks and ensuring everyone thinks about safety and acts safely at all times. Being confident to raise concerns if there are problems is also crucial. Our Golden Rules, developed many years ago, reinforce the safe behaviors that we know from experience help ensure everyone goes home safely at the end of their shift.

In 2022, these Golden Rules were refreshed and reminders sent to help keep them central in people's minds and to encourage employees to raise concerns about potential unsafe practices which may break these rules. In 2023, a similar refresh of our road safety rules will follow to address the ongoing challenges and risks our employees face with unsafe transport and travel.

Safety improvement plans are in place for every business with clear ownership at senior levels. Our rules apply to everyone, not just those following them when serving our customers, but also those involved in creating, implementing and overseeing these rules. Our starting point is always, how the incidents have been prevented and so we investigate rigorously to identify root causes and learn from them. Our leaders set the safety culture in their businesses and along with their executive teams strive for delivering safety improvements, maintaining healthy and safe environments and deal with the consequences when things go wrong.

UN SDG:

8 DECENT WORK AND ECONOMIC GROWTH

FIREARMS SAFETY

Approximately 30,000 officers are required to regularly carry firearms in the course of their official duties for Allied Universal. To manage the deployment of these firearms, we have a framework of comprehensive policies, covering a range of issues relating to firearms safety, including their control, procurement, storage and transportation. Regular refresher training, appropriate screening of employees and ongoing maintenance and repair of firearms ensure the safekeeping of both employees and the firearms they use. The implementation of this policy is reviewed through a process of compliance audits and reviews are carried out by the local business and Internal Audit.

TALENT ACQUISITION 🔍

Throughout 2022, in line with most employers, many of our businesses continued to face restrictive labor markets in their country of operation. Efforts to streamline resourcing, adopt new technology and reduce applicant wait times have been intense both to maintain excellent service delivery but also to support our journey towards becoming an employer of choice.

Every step of the candidate experience has been under the spotlight. This has resulted in updated approaches or plans being made for updates where more long term systematic changes are needed. Further training for people involved in resourcing, better metrics and a revised screening policy are just a few of the actions completed last year. The latter remains robust to protect our brand but is better aligned to meet our customers' needs and the emerging risks our operations face. Overall, such efforts are showing promising signs with a significant increase in qualified applicants.

LEARNING AND DEVELOPMENT

As an employer of choice, once a new employee has joined the organization, they are encouraged to develop their skills and continue to grow their career. We believe that the only limitation on progression should be ability and not lack of opportunity and our businesses work hard to support learning and a promote from within culture where everyone can succeed.

2022: 21 hours (average) mandatory training per full-time employee

2022: 42 hours (average) non-mandatory training per full-time employee

This year we have further invested in our learning technology and now have more than 5,000 learning resources. These include an extensive range of e-books, audio books, virtual live classrooms, interactive games and e-learning courses, many of which are available in multiple languages for employees to access at a time to suit their schedule and learning preferences. The courses support orientation and onboarding programs for new employees, and the development of professional and operational skills for frontline staff.

We also introduced "Perform", and "Success Factors", performance management modules, within our learning platforms. This technology has given us the ability to manage our performance management and objective-setting processes online. Moving forward, this new approach will provide better links between the learning needs identified and the digital learning resources available. It will also reduce time spent inputting information from performance management conversations and allow more time to support the performance management needs of an employee.

2022: 6.5m online training programs completed

The Next Level Leadership Program (NLL) is our global leadership program, designed to prepare future leaders to fill key strategic roles across the company, building our talent pipeline for the future.

In 2022, we saw a cohort from our Africa region graduate and four new cohorts start their NLL journeys. In 2023, we will welcome an additional 80+ delegates to our NLL alumni. With past delegates from around the world, this forum, along with our G4S Academy, provide important opportunities for leaders to share ideas and collaborate in building scalable solutions for our customers' latest security challenges.

The NLL program uses virtual reality simulations to test delegates' expertise, building their security knowledge and competence to apply back in their business and country of operation. As well as covering a number of practical tools and methods to aid effective decision making, the program also provides a unique opportunity to instill our values and reinforce our I-Care culture. I-Care Leadership training is included in the NLL program and focuses on cultivating leaders who, in line with our values, care about the wellbeing and success of our people. We want them to create effective and high performing teams, always put safety first and help progress toward our goal of becoming an employer of choice. Once completed, NLL program delegates are expected to support the wider delivery of I-Care Leadership training to managers in their own businesses. In 2022, the NLL training was delivered to 85 managers and in 2023 the plan is to run four new cohorts (c.80 managers) across our global business.

We have made good progress embedding I-Care Leadership training into our management community.

The program has been delivered to over 5,800 managers in North America in 2022, with a further 1,200 managers undertaking the training during the first half of 2023. Since the launch of I-Care Leadership in our International business, in 2023, a further 160 managers have completed the training.

2022: 5,800 North American managers completed I-Care Leadership training

As well as our commitment to leadership development, we are also a strong advocate for apprenticeships which are helping to bring new skills, increased flexibility and more diversity into our talent pipeline at different levels across the organization.

In England, our businesses have spent almost $12.5m on apprenticeships in the last five years, supporting the development of new and existing employees. To date, over 500 G4S employees have successfully completed an apprenticeship and there are currently 690 employees undertaking one.

UN SDG:

DIVERSITY, EQUITY & INCLUSION ★

Diversity, Equity and Inclusion (DE&I) is intrinsic to our success not just because it is a core component of our values which are about doing the right thing, but also because having a more diverse workforce and inclusive workplace is vital for us to become an employer of choice.

In 2022, we laid the foundations for our DE&I plans going forward launching our new strategy and policy. Put simply, the strategy focuses on caring for our people, connecting with our customers and supporting the communities we serve.

Download the Global Diversity, Equity and Inclusion Policy: aus.com/diversityequityinclusion

Our geographical footprint and the broad range of our services offered, means we already employ people from all corners of the globe, representing many customs and cultures, history and heritage. Our leadership commitment is to ensure that we continue to focus on our DE&I strategy to ensure that our work environment is one where all our employees, no matter their differences, feel they are cared for, they belong and can be themselves. In such an environment, ideas and innovation will thrive, employees' voices and views will be heard, and our customer needs will be better served.

UN SDGs:

Care	Customer	Community
Using I-Care Leadership we will ensure our people have a safe and inclusive environment in which they can excel and develop their careers with us.

This will also help attract and retain the best people. | Our aim is to connect better with our customers and deliver excellent service and solutions that meet their needs.

To achieve this, we will seek and listen to diverse perspectives ensuring everyone has a voice and their views are heard. | We have a reputation for supporting the communities we serve, adding value as an employer of choice and working with all our stakeholders to do business the right way. |

Like all other priorities in our business, the DE&I strategy is being embedded in our core processes with business and country managers taking responsibility for tailoring it locally to their culture and markets.

We have two dedicated forums, one focused on North American operations, the other on our international business, which facilitate strategy implementation. Chaired by Regional CEO's and DE&I leaders, these forums are also responsible for building awareness, coordinating and participating in events such as International Women's Day and Inclusion Week and developing and reviewing DE&I materials being issued. Forum members are allies working on their own inclusion journeys. They give their time voluntarily to support the DE&I work that we do, and we are enormously grateful for their effort, insights and the commitment to making changes that they bring. Their particular focus at present is to help diversify our talent pipelines encouraging more women into operational leadership and minorities into management and leadership positions.

It is important to us that our workforce reflects the diversity of the communities in which we live and work and that this diversity applies throughout the organization. There is more work to be done to continue to increase the diversity in the talent pipeline across the organization.

> 2022: **21%** Female employees (2021: 21%)
>
> 2022: **26%** Female managers (2021: 24%)

Each day, our businesses must overcome stereotypical views of security, challenging conventions that have existed for decades both internally and externally. The best security professionals or leaders do not conform to one gender or race. Alongside the law, we truly don't believe and welcome everyone with the right aptitude and attitude to apply.

To help us build momentum and also ensure we make progress and hold ourselves accountable for doing so, we are setting DE&I goals (see below). In support of these goals, we are busy gathering more diversity data from employees and our suppliers. Often this is challenging for data protection or practical reasons, but where it is possible and lawful to do so, such as in the US and UK, we are working hard to ensure we have metrics and measures in place.

GENDER PAY GAP (UK)

In 2022, we published our fifth gender pay gap report for our UK businesses in scope of the regulations. Where gaps exist, they are mainly caused by having fewer women than men at senior levels because these are the roles where pay and the bonus potential is higher. To help narrow any gaps, we are working to ensure that our talent pipeline is diverse and applicants from any under-represented groups are encouraged for roles at all levels. This means applicant searches have to be broad and any barriers, actual or perceived, to resourcing, training and development processes must be removed.

To achieve this, we have continued to embed our new DE&I Recruitment Code which applies internally and to our external resourcing partners. In 2022, we also facilitated a number of resourcing workshops covering everything from unconscious bias to inclusive adverts. Participants from the UK and wider international businesses shared ideas and took time to consider where we look for applicants, who we work with to find them, what we say and display in our adverts, and how diverse our shortlists are. In North America, branch teams involved in resourcing have been encouraged to extend and intensify their outreach activities in support of Affirmative Action Plans and increase the diversity of our applicant pool.

Download the UK Gender Pay Gap Report:
g4s.com/genderpaygapuk

UN SDG:

5 GENDER EQUALITY

While there is no statutory requirement to report ethnic pay gaps for our UK businesses, we are committed to fairness and transparency in our pay processes so we are gathering the metrics to enable us to report on ethnicity too and are planning to do this voluntarily from 2025.

The new DE&I Policy sets out the company's commitments to achieving such goals. It also explains the specific responsibilities all employees have for creating a more inclusive workplace and the behaviors required to help achieve it. In line with our Ethics Code, the policy focuses on always doing the right thing, regardless of where employees work and what they do. The policy is explicit about valuing different perspectives, experiences and ideas, never discriminating or harassing others and always using one of the many channels available to report a concern, if there are fears the latter may be occurring. The policy makes it clear that behaviors which exclude or create a hostile or intimidating environment for others will not be tolerated. Putting safety first, both physical and psychological, is our primary concern.
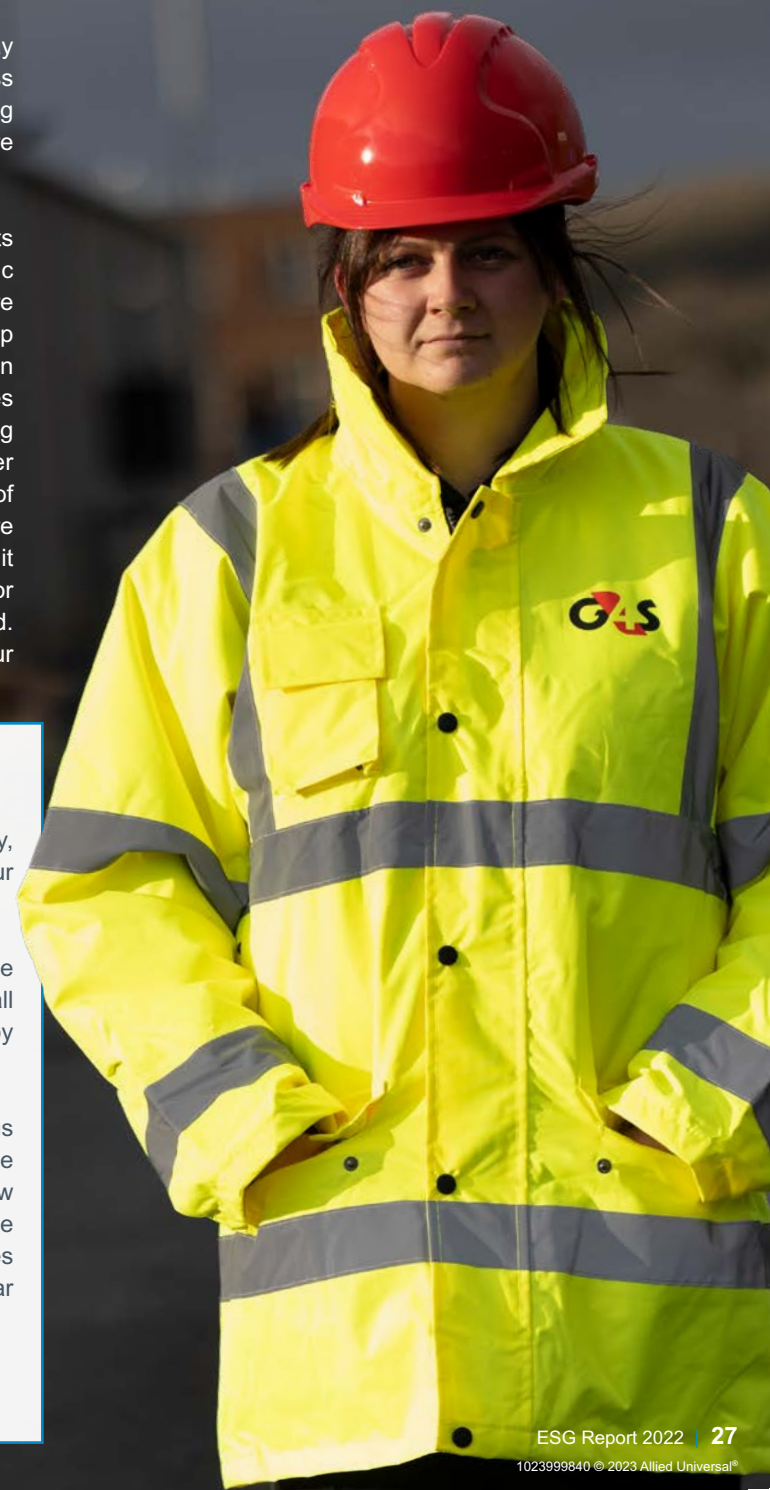
SUPPLIER DIVERSITY

Under the community pillar of our DE&I strategy, procurement teams have been extending the reach of our established supplier diversity program in North America.

Our supply chain offers an opportunity to build value in the communities in which we operate seeking to use more small businesses and minority suppliers such as those owned by women, veterans, disabled and the LGBTQ+ community.

The benefits of supplier diversity are two way. It brings value into our supply chain with increased flexibility, range and fresh ideas while offering diverse suppliers new opportunities for growth. Working with external partners like MSDUK, we seek to maximize the benefits on both sides and are setting goals for the UK and US for a year over year increase in spend with diverse suppliers.

Download the Supplier Diversity Policy:
aus.com/supplierdiversity

UN SDG:

Women in Leadership (Global)

IMELDA LUTEBINGA

General Manager, Tanzania

MIMI LANFRANCHI

President, Enterprise Accounts

FIONA WALTERS

CEO, UK & Ireland (Co-Chair International Inclusion Council)

Joining the company eight years ago, initially working as HR Director, Imelda became General Manager for G4S Tanzania in July 2022. Imelda is a member of our International Inclusion Council, and represents G4S as a member of the Tanzanian Security Industry Association's board, where she has recently been appointed to a leadership role as Vice Chair.

"Throughout my career with G4S, I have championed the role of women both within the company and wider security industry. I am proud to have been part of radical and positive change for female representation, at many different levels in the organization, helping to break the stereotype that the security industry is just for men.

Although from the outside, the security industry can seem to be male dominated and potentially unwelcoming for women, I can say that this company embraces diverse skills and experience, nurtures talent, and gives women at all levels, the opportunity to do great things in the business."

Since joining Allied Universal 2000, Mimi has held a number of key roles within our business. Mimi currently serves as President of our Enterprise and Global Accounts division and is a member of our North American DE&I Committee.

"Over the years, I've seen the enormous progress we've made to improve the representation of women across the organization, particularly in leadership roles. I'm excited about our DE&I journey and the commitment we have made to build a more diverse and successful workforce and business.

A major part of our success thus far is attributed to changing attitudes and perceptions of the industry and encouraging more women to consider the opportunities to apply their knowledge, skills and experience to our organization".

Since joining G4S in 1992, Fiona has held a number of key roles within our business, both in the UK and United States. In May 2022, Fiona was appointed as CEO for the UK and Ireland region. Fiona is also co-chair of our International Inclusion Council.

"As Co-Chair of the International Inclusion Council, I've seen the enormous progress we're making to improve the representation of women across the organization, particularly in leadership roles. By building awareness and embedding new policies, processes, such as our recruitment code, and talent development programs, we can build a more diverse and successful business. To do this, I know that we must continue to work together, to find allies, and to change attitudes and perceptions of the industry, encouraging more women to add their skills, experience, and voices to our team.

UN SDG:

8 DECENT WORK AND ECONOMIC GROWTH

EMPLOYEE ENGAGEMENT ⊕

One of the aims listed in the new DE&I Policy relates to taking action based on feedback from employees. This includes the results from our global employee survey and any pulse surveys conducted in between.

With several diversity related questions, the survey provides helpful insight on the extent to which employees believe the company is a diverse and inclusive organization.

In the last survey in 2022, the overall response favorable score for the statement "The company respects and values people from different backgrounds" increased to 87% from 86% in 2019.

More broadly, the engagement survey results were extremely positive and heartening to see especially given the pandemic and the business changes since the last global survey in 2019.

> ## 2022: **85%** Overall favorable score (2019: 84%)

The survey reached out to well over half a million of our colleagues with more than 418,000 responding to share their views on what they thought and felt about working for the company and what we need to do to become an employer of choice. The feedback has been reviewed and actions to maker further improvements are well underway with regular progress updates being shared. This will continue throughout 2023 until our next global survey in 2024 when we look forward to seeing the results of our efforts.

As well as acting on employee feedback from surveys, building more effective employee communication and consultation mechanisms is key to becoming an employer of choice. We already have established employee forums like the European Works Council and relationships with recognized trade unions both locally and at a global level. Currently, more than 31% of our employees are covered by collective bargaining agreements. We invest in these relationships which support our efforts to drive up employment standards on key issues like working conditions and safety. Not only is Freedom of Association a core human right, it brings benefit via feedback and insights as well as healthy challenges on our operations, too.

Safety			
	2022	**2021**	**2020**
High consequence injury rate (per 200,000 hours worked)	0.40	0.45	0.43
Work-related employee fatality rate (per 200,000 hours worked)	0.02	0.02	0.01
Work-related employee fatalities	29	22	16
- Attack	17	10	8
- Non-attack	6	7	5
- Road traffic incident	6	5	3
Non-natural deaths in custody (UK and Australia)	0	1	1

People			
	2022	**2021**	**2020**
Female employees	21%	21%	32% (Legacy AU) 16% (Legacy G4S)
Female managers	26%	24%	22% (Legacy AU) 25% (Legacy G4S)
Promotions (Internal)	40% (year-over-year increase)		

PROGRESS AGAINST 2022 COMMITMENTS

Year-over-year reduction in injury rate.

ACHIEVED

Year-over-year improvement in work-related fatality rate.

ONGOING

Year-over-year improvement in number of female managers.

ACHIEVED

Year-over-year improvement in internal promotions for filing all management positions.

ACHIEVED

Match or exceed the response rate and favorable score of the 2019 employee engagement survey.

ACHIEVED

GOALS

Year-over-year improvement in the number of female managers.

Year over year increase on spend with diverse suppliers in the US and UK.

Progress action plans developed from 2022 Global Employee Survey and prepare for next survey in 2024.

Protecting Human Rights

PRIORITY AREA

We are proud of the role that Allied Universal and its employees play in society and the positive contributions that they make each day to the protection of human rights through our range of services and the standards which we apply.

However, we are clear that, as a business, we have a responsibility to ensure that we are not at risk of violating human rights through the services we provide, the customers with whom we work, the suppliers we use, or through the treatment of our colleagues and others in our care.

Our respect for human rights is core to the sustainable success of the business and continues to be an important part of our risk assessment and mitigation process.

Allied Universal's Global Human Rights Policy and its related framework are based upon the UN Guiding Principles on Business and Human Rights. Alongside our values, the framework reinforces the continued development of a business model which aids the realization of the UN SDGs through the creation of employment opportunities, the global improvement of industry standards and by helping to create secure and stable communities around the world.

Led by our Global Human Rights Policy, which was launched in 2022, human rights matters are embedded into key business policies and processes, such as our Ethics Codes, Human Trafficking Policy, labor management

standards and the G4S Supplier Code of Conduct that was refreshed in 2022. We have commenced a review of our human rights guidance for managers and our due-diligence framework guidance.

We have refreshed our global human rights heat map. The review identified 26 countries where we operate, which are considered to have a high-risk human rights environment. The results of the review inform several of our business processes, such as our internal audit program and risk assessment.

We operate human rights controls, due-diligence frameworks, and control self-assessments for higher risk businesses, which are integrated into risk and compliance systems.

Thematic audits of specific human rights matters are conducted by internal audit. Five were undertaken in 2022, covering migrant worker employment and welfare matters. In addition, relevant topics such as workplace safety and labor management are incorporated into the wider audit program.

2022: Nine thematic and human rights control audits undertaken

Additionally, in 2022 we commenced a new program of human rights control audits. In the past 12 months, we have completed three audits in Africa and one in Asia.

We conduct human rights due-diligence reviews of major international business opportunities, as part of the executive review process.

Human rights awareness programs are organized for senior management and key functional officers, such as human resources and procurement staff. More widely, human rights matters are embedded into relevant operating procedures and training programs, such as those for employee safety and use of force.

We encourage our employees to use our Speak Out services should they have any concerns about human rights violations either in the business, our supply chain, or customer sites.

Download the Global Human Rights Policy:
Allied Universal (North America):
aus.com/humanrightspolicy
G4S (International): g4s.com/globalhumanrightspolicy

RESPECTING HUMAN RIGHTS IN OUR SUPPLY CHAIN (INTERNATIONAL)

In our international business, G4S, has partnered with leading sustainability analytics providers, Integrity Next and EcoVadis to ensure that our suppliers meet the ethical standards set out in G4S's Supplier Code of Conduct, most recently refreshed early in 2023.

The EcoVadis program has been applied to suppliers in high-risk categories and requires in-scope suppliers to complete an assessment tailored to their industry, size and location. The assessment covers 21 criteria including labor and human rights, ethics, the environment and sustainable procurement.

The supplier's responses are analyzed by EcoVadis, which provides both the supplier and G4S with a detailed report setting out the supplier's sustainability performance. Where performance does not meet the required levels, a corrective action plan must be submitted to G4S to address any issues raised.

Since it began in 2019, the program has been implemented in 26 countries. Within these markets, around 5.5% of suppliers (c.560) have been categorized as potentially high-risk, including manufacturers of electronics and uniforms, and providers of cleaning services and temporary labor.

Approximately 400 EcoVadis assessments have been completed, representing over 70% of in-scope suppliers. As we extend into less developed markets, it is encouraging that more than half continue to achieve a satisfactory rating.

400 EcoVadis supplier assessments undertaken

We are working with all organizations that have not achieved a satisfactory rating or that have declined to take part in the program to address any shortcomings and encourage participation. A number of organizations have failed to fully engage and have been excluded from our supplier database as a result.

Alongside our partnership with EcoVadis, in 2021, we began to implement Integrity Next into our supply chain management. Integrity Next is an online supplier monitoring platform that assesses a broad range of ethical and sustainability matters, providing G4S with a real-time overview of our suppliers' sustainability performance. To date, the system has been applied in six countries, representing around 45% of international procurement spend outside of North America.

We continue to utilize this experience and expand the program globally.

Download the G4S Supplier Code of Conduct:
g4s.com/suppliercode

UN SDGs:

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

PROTECTING THE HUMAN RIGHTS OF MIGRANT WORKERS (MIDDLE EAST)

Allied Universal is a leading global employer, committed to the highest standards of employment. This includes ensuring that migrant workers are treated fairly and with dignity and respect.

Our policies and procedures reinforce the expected behaviors of all stakeholders for migrant workers. These include the Ethics Codes, G4S Migrant Worker Policy, and Speak Out whistleblowing service. Benchmarked against external organizations where appropriate, these policies and procedures add rigor to our internal audits and have provided further opportunities to establish improved standards, assess compliance and drive change.

In 2020 we adopted the Employer Pays Principle, as set out in the Principles of the Leadership Group for Responsible Recruitment (LGRR). As of 2023, we have completed the implementation of the principle in all directly managed G4S businesses, where migrant employees are deployed.

We continue to encourage and support the external management of G4S Qatar to address local challenges and complete implementation of this principle ahead of the LGRR objective date of 2026.

Our 20+ strong team of migrant worker coordinators (MWC), welfare officers and other related roles continues to support migrant worker employees on the ground.

- During 2022, our MWC has ensured that migrant worker employees were represented well in our Global Employee Engagement Survey. Over 23,000 migrant worker employees participated in the survey, making up 90% of the region's total respondents.

Overall, the survey had a 74% response rate in the Middle East and achieved a 91% overall positive score. 84% of respondents indicated that they felt they were treated fairly by G4S and 88% felt that their managers took their concerns seriously.

- Supporting the program of face-to-face assurance interviews, we are developing a new interactive technology solution which will be located in all migrant worker accommodation facilities. This portal will enable employees to 24/7 access information, complete survey responses, ask questions to regional management, and register any concerns or issues. In addition, welfare officers are being trained to conduct interviews with employees and to raise reports with the MWC.
- The program of face-to-face assurance interviews has recommenced in 2023.

2022: c.23,000 migrant worker survey participants

Chaired by the international chief HR officer, the Modern Slavery Committee oversees the implementation of our Migrant Worker Policy and standards, and other relevant case reviews.

During 2022, we continued to engage with interested stakeholders to ensure that opportunities to accelerate progress are not missed. These stakeholders include local business partners and government representatives.

Download the G4S Human Trafficking and Slavery Statement: g4s.com/modernslavery

UN SDG:

8 DECENT WORK AND ECONOMIC GROWTH
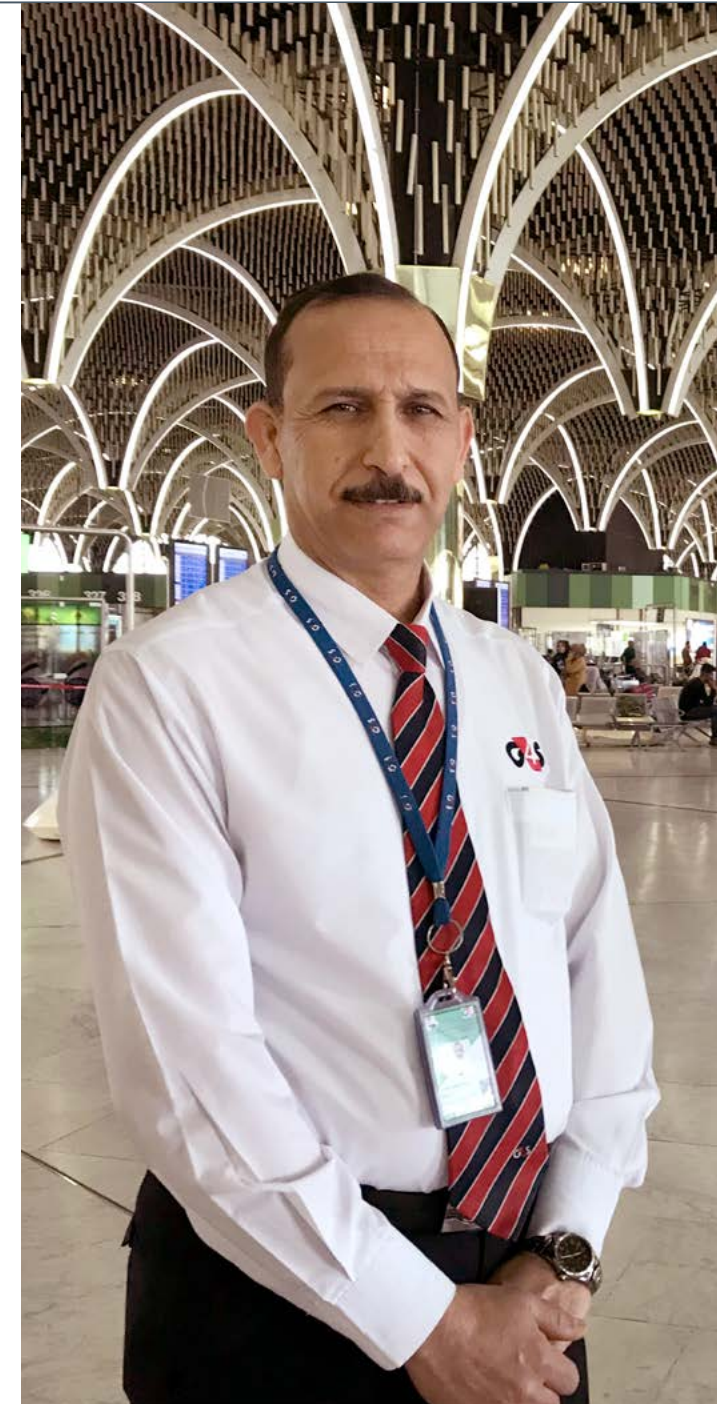
THERE FOR YOU: CARE AND REHABILITATION (INTERNATIONAL)

Focused on operations in Australia and the UK, our international business, G4S, does not manage our care and rehabilitation businesses in isolation. In addition to our own management and governance structures, we work with many different organizations 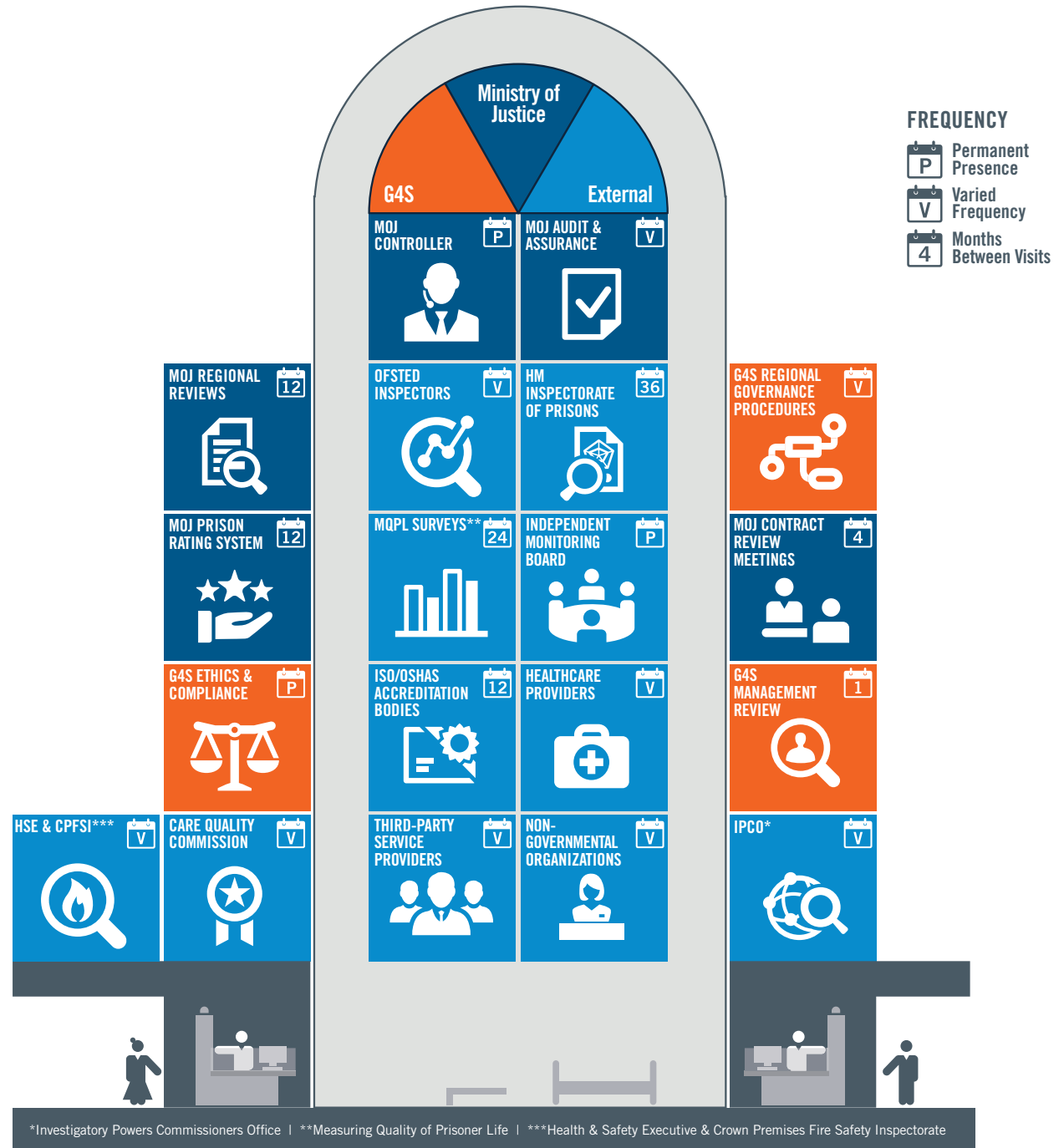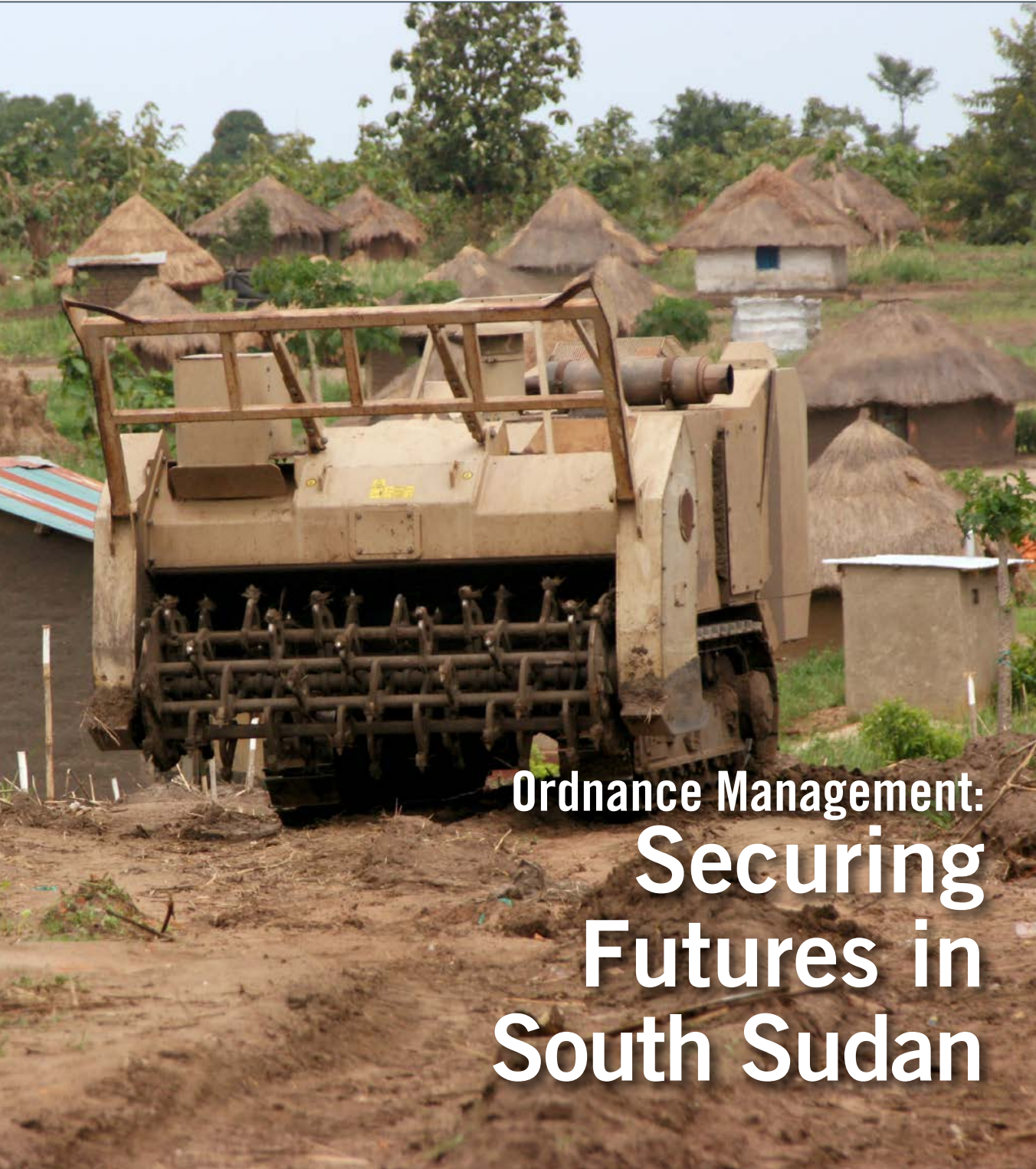to ensure that our facilities are closely monitored and meet the standards which are expected of them. The graphic represents the various internal and external bodies which are monitoring a typical G4S care and rehabilitation facility in the UK.

UN SDG:

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

FREQUENCY

P — Permanent Presence

V — Varied Frequency

4 — Months Between Visits

Ministry of Justice

G4S | **External**

MOJ CONTROLLER (P)	MOJ AUDIT & ASSURANCE (V)
MOJ REGIONAL REVIEWS (12)	OFSTED INSPECTORS (V) / HM INSPECTORATE OF PRISONS (36) / G4S REGIONAL GOVERNANCE PROCEDURES (V)
MOJ PRISON RATING SYSTEM (12)	MQPL SURVEYS** (24) / INDEPENDENT MONITORING BOARD (P) / MOJ CONTRACT REVIEW MEETINGS (4)
G4S ETHICS & COMPLIANCE (P)	ISO/OSHAS ACCREDITATION BODIES (12) / HEALTHCARE PROVIDERS (V) / G4S MANAGEMENT REVIEW (1)
HSE & CPFSI*** (V) / CARE QUALITY COMMISSION (V)	THIRD-PARTY SERVICE PROVIDERS (V) / NON-GOVERNMENTAL ORGANIZATIONS (V) / IPCO* (V)

*Investigatory Powers Commissioners Office | **Measuring Quality of Prisoner Life | ***Health & Safety Executive & Crown Premises Fire Safety Inspectorate

Ordnance Management:
Securing Futures in South Sudan

G4S's Ordnance Management company, in partnership with the United Nations Mine Action Service (UNMAS), is removing landmines and other explosive hazards in South Sudan.

Landmines and other explosive hazards, like cluster munitions, are a lethal legacy from South Sudan's devastating civil wars, which spanned more than half a century.

Clearing these items saves lives, helps lift the population from a cycle of poverty – and brings much needed security to the country.

G4S's Ordnance Management company specializes in this painstaking and dangerous work and has a 500-strong operation in South Sudan spread across various locations.

Clearance process

Before any clearance begins, each team carries out a series of surveys to gain a better understanding of the items they might come across or where they might be located. This includes examining historical data and news reports, interviewing community members and carrying out a detailed visual review of the area.

Expertly trained South Sudanese deminers will then be given allocated lanes so they are safely spaced out. Moving slowly and wearing protective equipment, they search the ground in their lane, foot by foot, using specialized mine detectors.

If an explosive hazard is located and confirmed, the item is excavated and marked for destruction. The team leader then assesses the threat and the best way to get rid of it: destroying it onsite or placing it aside for disposal at a later date if it is a mine.

Before any detonation takes place, the team moves to a designated area and ensures community members and livestock are at a safe distance too.

Recruitment and training

The job requires significant resilience. Most Ordnance Management employees are made up of former service members and trained in explosive ordnance disposal.

As well as the obvious mental demands of the job, the physical side can be equally grueling – high temperatures, armed violence, malaria, tough terrain, wildlife such as snakes and scorpions are not an unusual sight.

Teams also need to be self-sufficient as they will often have to travel to remote locations, which can take days to get to in 4 x 4 vehicles, where they will typically be based for two or more months.

So that continually high standards are maintained, all staff are required to undergo training and accreditation. First, they complete the G4S OM country specific management training and, on completion, are required to undergo and pass an accreditation with the current client. Another prerequisite is that they must have worked in South Sudan for at least five years to ensure they have a good understanding of the terrain, history and social and cultural nuances.

Local workforce

A number of team members are also drawn from the local workforce, like Beatrice Gale John. She joined G4S in 2013 as a cleaner before moving on to become a cook and is now an explosive ordnance disposal specialist undertaking her first assignment in the busy town of Bunj, Maban County.

This location poses a number of challenges for the team with hazards lying close to homes, markets and schools. She says:

> "I chose to work as a deminer to keep my community safe, feed and educate my children, and support my extended family."

Malakal Protection of Civilians Camp

Another team is currently clearing unexploded ordnance from land surrounding the Malakal Protection of Civilians Camp in Upper Nile State, to accommodate an additional 15,000 people fleeing fighting in the region.

Malakal is one of six similar camps across the country, originally constructed during the 2013-2018 civil war when millions of people became internally displaced. These camps were supposed to provide a short-term safe haven under the protection of the United Nations. However, due to continued violence they have become long-term homes for many.

Community liaison officers from G4S have also delivered specialized presentations to those living in the camp on how to safely live alongside ordnance until it is reported and removed. Using games and pictures, these lessons cover what mines and other hazards look like, what to do if a suspected item is found and locations to avoid.

A billion square meters of land released

Since 2006, G4S has cleared almost 150,000,000 m2 of land in South Sudan in support of UNMAS activities. This includes key roads, arable land and infrastructure, which in turn has been released back to communities by the National Mine Action Authority (NMAA).

It can then be used for agriculture to grow the staples of maize or sorghum, with communities selling off the excess. Similarly, development aid or medical care can more easily be delivered when roads are clear.

G4S has also removed over 8,000 cluster munitions, 10,000 anti-personnel mines and 1,000 anti-tank mines. When this tally is combined with unexploded ordnance and small arms ammunition disposed of, they have safely removed and destroyed almost 240,000 explosive hazards from South Sudan.

Philip Hill, managing director of G4S's Ordnance Management company, said: "This is difficult work but provides immense value to the people and communities we support. Not only are we and our partners at UNMAS helping to save lives, we are improving communities and opening up trade routes which are essential for a country that is still trying to recover from the turmoil of civil war."

"Once our team finishes, they will be tasked elsewhere in Upper Nile State. Other teams are continuing with similarly important tasks including clearance of five primary schools in South Sudan's second capital city, Wau, paving the way for education in that area."

> "While the work is dangerous by nature, the safety of our staff and civilians in the surrounding areas will always be our number one concern – and we have an exceptional safety record in this space of which are immensely proud."

UN SDG:

UN SDGs:

THERE FOR YOU: PROTECTING POLITICAL RIGHTS (MIDDLE EAST)

To help support and ensure the democratic processes, field observers from the European Union Election Observation Mission (EU EOM) and other EU organizations, were deployed before, during and after the Lebanese parliamentary elections in May 2022, to witness the final counting process and results.

The EU EOM is impartial and independent. Their role is to evaluate the electoral process and its compliance with regional and international commitments on political participation and democratic elections.

G4S was contracted to deliver a 70-day bespoke security operation using expertise in close protection and advanced technology to ensure the safety of the delegation from risks such as kidnap. This included

18 armored vehicles used to transport officials around Lebanon, each with a specially trained driver. The cars were also used to collect the delegation from airports and escort them to their hotel rooms.

The EU officials were protected by 24 highly trained close protection officers (CPOs), two 24/7 security operation centers (SOC) and emergency support was also mobilized when needed. Everyone on the mission, staff and delegates, were provided with the appropriate personal protective equipment, comprising a bulletproof vest and helmet.

For this particularly important deployment, two 24/7 operations centers were used: one by the mission and one for G4S.

The mission's and G4S's operations centers were located at the delegates' hotel and at G4S premises, respectively. They were linked to share real-time information, track

delegates and protection officers and to relay relevant information to the respective party. This enabled the protection team to keep the delegation safe at all times.

Their roles were vital. They acted as the central hub that monitored electronic security systems, surveillance cameras and alarms. The teams in the G4S SOC also processed all of the live security intelligence and emergency alerts. From the SOC, the entire security function and each of the deployments were coordinated.

In instances where there was a perceived heightened risk or a real threat, the SOC team was tasked with relaying live intelligence to CPOs on the ground. They also worked to seamlessly divert drivers when an unexpected detour was required or when an incident may have caused a delay or been a potential threat.

A certificate of appreciation was issued to G4S in Lebanon by the EU EOM at the end of the service.

PROGRESS AGAINST 2022 COMMITMENTS

Conduct face-to-face migrant worker assurance surveys with all new starters and at least 10% of the continuing migrant worker employee population annually.

PAUSED UNTIL 2023

Complete the implementation of the "Employer Pays" principle for migrant workers in all businesses ahead of the Leadership Group for Responsible Procurement Objective of 2026.

ACHIEVED

(in all directly managed businesses)

Extend the supplier ethics due-diligence program to cover 80% of international procurement spend by the end of 2024.

ON TRACK

GOAL

Extend the supplier ethics due-diligence program to cover 80% of international procurement spend by the end of 2024.

INTRODUCTION | ENVIRONMENT | SOCIAL | GOVERNANCE | APPENDICES

EMBEDDING OUR CULTURE & VALUES | OUR GOVERNANCE STRUCTURE | STRONG ETHICS & COMPLIANCE | ANTI-BRIBERY & CORRUPTION | WHISTLEBLOWING | KPIS & COMMITMENTS

GOVERNANCE
Embedding Our Culture and Values

PRIORITY AREA

Our new organizational values and guiding statements reflect the standards we set for ourselves internally and those our customers and other stakeholders judge us by externally.

WE ARE **AGILE, RELIABLE** AND **INNOVATIVE.**

OUR **CARING** CULTURE PUTS PEOPLE AND **SAFETY** FIRST.

WE DELIVER THROUGH **TEAMWORK** AND ALWAYS ACT WITH **INTEGRITY.**

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Properly implementing our new values requires their consistent and continuous reinforcement. We have developed a number of values-based training programs to achieve this. While the messages are the same in each program, the delivery and content is tailored to meet the diversity of language and learning needs across the organization.

The programs seek to bring our values to life by explaining the behaviors our employees must demonstrate whether or not others are looking and when there may be more expedient but less appropriate ways of doing things. These behaviors help set us apart as the employer and provider of choice in the marketplace.

2022: Values and Ethics training completed by 88% of target employees

Completing the values-based training program is mandatory for all existing and new employees. Our values are further reinforced in our policies, processes and everyday working practices. For example, our Ethics Codes have been updated to incorporate them, and our engagement survey questions and performance management processes have been aligned to them. Everyone is measured and developed against our new values using competencies which assess their contribution to building a caring culture where people and safety come first, where we strive for excellence in service delivery and where we are trusted to always behave in the right way.

Download the Ethics Codes:
Allied Universal (North America): aus.com/ethicspolicy
G4S (International): g4s.com/ethicspolicy

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OUR GOVERNANCE STRUCTURE

Responsible management is crucial to our success. We recognize that sound governance practices are key to supporting our long-term performance, and we are keen to make sure that ESG factors are an integral part of our business practices, from our growth strategy to our day-to-day operations.

The board oversees the company's governance framework, including ESG matters.

We are committed to ensuring that corporate governance is an integral part of our organization, our business strategy and our values.

We are committed to embedding the right organizational culture: showing that we are reliable, innovative and agile; focusing on zero harm and creating a culture of safety; and always acting with integrity.

The board maintains several committees to support the discharge of its responsibilities, including an Audit Committee and a Governance/Compensation Committee.

The board delegates responsibility for day-to-day management of the company to Steve Jones, the global chairman and CEO, and his leadership team. Together, they drive the organizational strategy and lead the global teams in accordance with agreed targets.

Ashley Almanza, executive chairman of Allied Universal International, leads the international leadership team, which is responsible for the day-to-day management of the international business outside of North America.

The team oversees the governance framework in place across the international business, implements the strategy, monitors management's performance against

agreed targets and ensures appropriate controls are in place and operate effectively. Executive decisions, development and implementation of strategy and the day-to-day running of the international business are delegated to the International Executive Committee.

The International Executive Committee is supported by the International Investment Committee and the International Ethics Committee, together with the regional committees for audit, risk and ethics.

We have a strong governance framework in place to support our ESG ambitions.

As a large organization, spanning more than 100 countries, we are mindful of our societal impacts and we take environmental and social issues seriously. We have a wide geographic footprint, significant scale and a diverse workforce. Diversity is a key area of focus for us and we are working to promote it at all levels within the organization. Diversity, whether of gender, ethnicity, nationality, skills, personal attributes or experience, brings fresh perspectives and understanding and make us a better performing team.

The Internal Audit function and externally hosted concerns and investigation processes also play a key role in helping us to identify issues that need attention.
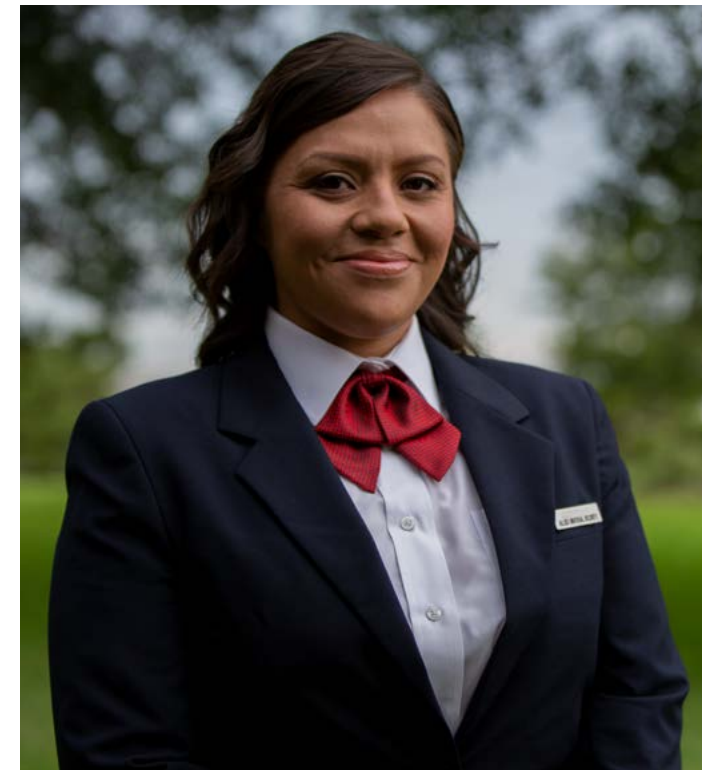
In addition, the board receives regular updates on ESG matters from the company's executive team and specifically from the global chief compliance officer.

Global governance of the organization is a top priority as we continue to expand and grow our global operations. Enhancing our approach to corporate governance for the enlarged enterprise is a key area of focus.

We continue to assess our corporate governance and control structures to ensure we have the right structures

in place to build strong yet agile foundations that support our company as it evolves and circumstances change. In doing so, we are mindful of the principles of good governance around board effectiveness, risk management and oversight, the need to maintain a sustainable business model, and the importance of building strong relationships with our key stakeholders.

Our expectations are to further bolster the structures in place for the international business, while harmonizing international structures with the North America governance environment.

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STRONG ETHICS AND COMPLIANCE

At Allied Universal, we are committed to leading the industry through uncompromising integrity and upholding the highest ethical standards. We believe in doing business the right way, which means legally, ethically, and always acting with integrity.

In 2022, we renewed our commitment to ethics and integrity with the appointments of a global chief compliance officer for Allied Universal and director of ethics and compliance for Allied Universal International.

Together, they lead the ethics and compliance department (E&C). E&C is a new organizational function that administers and oversees the global ethics and compliance program (program).

The program is the foundation for the company's key commitments to ethics, integrity and compliance with all laws, and doing business the right way. The program is built upon a very simple premise, "Always Act with Integrity," which is expected from all employees, contractors and subcontractors regardless of where they work or what role they perform. Acting with integrity means always being honest and having strong moral principles. Organizational integrity starts with leadership—the "tone at the top." Senior leadership is expected to "role model" and promote an organizational culture that encourages integrity, ethical conduct, and a commitment to compliance with all laws.

Equally as important as "tone at the top" is "tone in the middle" from all management. Managers are expected to reinforce ethics and compliance messaging and initiatives throughout their respective businesses and communicate the company's expectations around the

Ethics Codes and company values. Our Ethics Codes provide guidance for legal and ethical decision making. Importantly, as a global organization, we expect our teams and colleagues to always follow the law in their respective geographic regions, at a minimum.

In implementing and embedding the program, E&C works with businesses, functions, leaders, and individuals across the organization. E&C provides assurance, oversight, and governance to ensure the businesses and functions operate ethically with integrity and in accordance with the Ethics Codes and applicable laws. E&C supports the businesses and functions by implementing risk management processes, policies and procedures and communicating messages setting forth the company's expectations regarding ethical and compliant conduct.

The program is comprised of six elements, which play unique and important roles in identifying, prioritizing and mitigating risks related to ethics and compliance in the organization.

The program elements are as follows:

Ethical culture and leadership engagement	Management support, resources and oversight	Standards, policies and procedures
Communication, education and training	Monitoring, evaluation and risk management	Internal reporting, investigation and remediation

In the end, our goal is to drive a strong ethics and compliance culture that builds trust, promotes integrity and improves the way we engage with each other and our business partners.

ANTI-BRIBERY AND CORRUPTION

PRIORITY AREA

Anti-bribery and corruption (ABC) policy and procedures form a key element of the Ethics Codes for our North American and international businesses. Our ABC policy is supported by specific training and awareness programs globally. In 2022, we refreshed and relaunched the Global Anti-Bribery and Anti-Corruption policy to the global group. We summarize the key policy takeaways below, which are also incorporated into a variety of global communications.

The company's Anti-Bribery and Anti-Corruption Policy is simple:

- The Company does not accept or offer bribes
- The Company does not accept or offer kickbacks
- The Company does not tolerate corruption in any form

A company employee or anyone acting on the company's behalf, may not offer, make, promise, request or accept a bribe; provide or accept kickbacks; or otherwise provide or accept any improper payment, gift, favors or other item of value in connection with the company's business.

2022: ABC training completed by **81%** of targeted G4S employees. (686 courses delivered in North America)

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WHISTLEBLOWING:

SPEAK OUT!

In line with Allied Universal's commitment to ethical operations and integrity, we encourage employees with knowledge of an actual or suspected wrongdoing to speak out. "Speak Out" is a key element of the program. Speak Out is our confidential ethics and whistleblowing platform.

Speak Out provides a centralized system for intake and management of employee concerns relating to violations of our Ethics Codes, threats of violence, harassment and discrimination, health and safety risks, and breaches of the law and company policies. Any employee, subcontractor or third party can use the Speak Out system, anonymously (where permitted by law), in confidence, in multiple languages, and at any time of the day or night.

Speak Out is promoted to employees and third parties at onboarding, as well as through employee handbooks, Ethics Codes, posters, newsletters and many other channels.

Retaliation is strictly prohibited and any retaliation against those who speak out is treated as a serious disciplinary offense which may result in action up to and including dismissal (in accordance with local laws).

All matters reported are reviewed and evaluated to determine appropriate handling. Serious concerns are investigated or overseen at a senior and independent level. Where appropriate, a root cause analysis is undertaken and we develop and implement corrective and remedial actions resulting from the investigation.

The majority of matters raised via Speak Out are HR grievances which are managed by the local HR teams. About 6% of cases raised in 2022 were classified as more serious Category 1, covering issues such as harassment and bullying, discrimination, safety concerns and other policy breaches.

Findings and recommendations are reviewed and overseen by the global chief compliance officer, global chief of human resources, International Ethics Committee, Regional Ethics Committees and director of ethics and compliance- International. Sanctions may include disciplinary actions against individuals, reporting matters to the local authorities and/or changes to procedures and refreshed training programs.

Download the Whistleblowing Policy:
Allied Universal (North America): aus.com/whistleblowingpolicy
G4S (International): g4s.com/whistleblowingpolicy

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PROGRESS AGAINST 2022 COMMITMENTS

Speak Out			
	2022	**2021**	**2020**
Number of cases raised via Speak Out	11,793	10,107	8,816 (Legacy AU) 553 (Legacy G4S)
Employees feel able to speak out on unethical behavior.	85%		

Increase employee awareness and trust in the Ethics Hotline and Speak Out, achieving year-over-year increase in reported cases and global employee survey results.

ON TRACK

GOALS

Increase employee awareness and trust in Speak Out, achieving year-over-year increase in reported cases and global employee survey results.

Integration of the global Speak Out program onto one case management platform.

Refreshed investigator training for the new international Speak Out platform.

APPENDICES
ESG Performance
Environment

Greenhouse Gas Emissions			
	2022	**2021**	**2020**
Carbon intensity (t/CO2e per $m revenue) - market based	17.2	19.2	21.4
Total GHG emissions (t/CO2e) - market based	332,637	303,737	309,393
Total GHG emissions (t/CO2e) - location based	337,981	306,180	306,558
t/CO2e (Based on 96% measurement) - market based			
Scope 1	216,742	190,569	189,298
Scope 2	55,518	60,612	66,407
Scope 3 (Air travel)	8,857	4,019	4,023
t/CO2e (Based on 96% measurement) - location based			
Scope 1	220,275	190,569	189,298
Scope 2	57,736	63,137	63,621
Scope 3 (Air travel)	8,857	4,019	4,023

Energy Consumption *Based on 96% measurement (t/CO2e)*			
	2022	**2021**	**2020**
KWh	1,005,490,602	874,358,132	874,183,241
Renewable energy (%)	17.4	11.6	1.7

Social

People			
	2022	**2021**	**2020**
Total number of employees	690,000	698,000	214,000 (Legacy AU) 490,000 (Legacy G4S)
Total workforce (Including subcontractors)	750,000 approx.	800,000 approx.	
Female employees	21%	21%	32% (Legacy AU) 16% (Legacy G4S)
Female managers	26%	24%	22% (Legacy AU) 25% (Legacy G4S)
Promotions (Internal)	40% (year-over-year increase)		
Employee coverage by collective agreement	19% (US) 31.5% (International)	17% (US) 33% (International)	31% (Legacy G4S)
Employee voluntary turnover	34%	34%	53% (Legacy AU) 24% (Legacy G4S)
Training: Online programs completed	6.5m (Global)	4.7m (North America)	4.7m (Legacy AU)
Training: Employees completing ethics/ values programs (Targeted group)	88%		
Training: International employees completing anti-bribery programs (Targeted group)	81% (Note: 685 courses delivered in North America)		
Training: Average hours mandatory training per FTE	21		
Training: Average hours non mandatory training per FTE	42		
Employee engagement survey - response rate	59%		
Employee engagement survey - overall favorable score	85%		

Safety			
	2022	**2021**	**2020**
High consequence injury rate (per 200,000 hours worked)	0.40	0.45	0.43
Work-related employee fatality rate (per 200,000 hours worked)	0.02	0.02	0.01
Work-related employee fatalities	29	22	16
- Attack	17	10	8
- Non-attack	6	7	5
- Road traffic incident	6	5	3
Non-natural deaths in custody (UK and Australia)	0	1	1

Human Rights			
	2022	**2021**	**2020**
Human rights audits	4 control audits 5 thematic audits		
Migrant worker assurance program: Percentage of migrant worker employees who have completed an assurance interview.	Recommencing in 2023	23%	8%
Supplier ethical due-diligence program: % of in-scope suppliers that completed an EcoVadis assessment	71%	68%	57%

Governance

Speak Out			
	2022	**2021**	**2020**
Number of cases raised via Speak Out	11,793	10,107	8,816 (Legacy AU) 553 (Legacy G4S)
Employees feel able to speak out on unethical behavior.	85%		

ESG REPORTING FRAMEWORKS

We engage with a number of widely recognized sustainability reporting frameworks and place great emphasis on our engagement with the ESG and sustainability community, both through Allied Universal at a global level and through our international business, G4S.

We proactively seek feedback from our stakeholders, regularly holding meetings with ESG analysts and have had frequent dialogue with independent ratings agencies such as Sustainalytics and MSCI.

CDP

Incorporating the experience of our international business, G4S, Allied Universal completed its first CDP submission in 2022. We achieved CDP climate change score of "C" and a CDP supplier engagement rating of "C", both in line with our industry and North American averages.

Reporting to the CDP helps organizations demonstrate awareness of their greenhouse gas emissions, encouraging reduction targets to be put in place and actions to address the risks and opportunities that are associated with climate change.

ecovadis

Allied Universal and its international business, G4S, have completed assessments for review. EcoVadis, an independent organization that provides evidence based social responsibility ratings covering labor and human rights, business ethics, supply chain and environmental matters. EcoVadis has shared their score and feedback with our organization, which is helping to inform our future approach on a variety of ESG matters.

International Code of Conduct for Private Security Providers

G4S is a founder signatory to the International Code of Conduct for Private Security Providers (2010). Based on international human rights standards, the code sets out the principles for security operations in so-called complex environments - areas experiencing or recovering from disaster or unrest or where governments and the rule of law are weak. It covers recruitment, vetting and training of staff, the use of force by security officers, including the handling of firearms, health and safety, and reporting of complaints handling.

Our specialist complex environments business, G4S Risk Management, is a certified member of the International Code of Conduct Association (ICOCA) and since 2015, has been fully accredited to the ASIS PSC1 and ISO 18788 standards, demonstrating G4S Risk Management's commitment, conformance and accountability to the principles in the International Code of Conduct and the Montreux Document.

In addition, MSA Security, an Allied Universal company that was acquired in October 2021, was granted membership in ICOCA in 2020.

Task Force on Climate Related Financial Disclosures

The Task Fore on Climate Related Financial Disclosures (TCFD) has developed a framework to help organizations more effectively disclose information relating to the impacts of climate change in their ESG reporting process. These disclosures relate to four pillars of stewardship, governance, strategy, risk management, and metrics and targets.

Pillar	TCFD Recommendation	Progress and Next Steps
Governance	Describe the board's oversight of climate related risks and opportunities.	The board oversees the company's governance framework and receives updates on ESG matters from executive directors and specifically from the global chief compliance officer.
	Describe management's role in assessing and managing climate related risks through its risk and opportunities.	Management monitors global emerging risks through its risk and governance frameworks. Regular assessment of principal and emerging risks is undertaken, including those related to ESG matters.
Strategy	Describe the climate related risks and opportunities the organization has identified over the short, medium and long term.	The key risks include: • Potential impact of extreme weather events on our people, infrastructure and our ability to serve customers. Business continuity plans are prepared to address these in high-risk areas.
	Describe the climate related risks and opportunities on the organization's business, strategy and financial planning.	• Challenges presented by rising fuel costs and the opportunities presented by increasing availability of alternative energy sources. • Challenges and opportunities presented by the increasing requirements of stakeholders in relation to climate matters.
	Describe the resilience of the organization's strategy, taking into consideration different climate related scenarios including a 2x or lower scenario.	To be reviewed as part of our wider review of the organization's strategy and climate change management.
Risk Management	Describe the organization's processes for identifying and assessing climate related risk areas.	We continue to monitor and assess principal and emerging risks, including those related to the impact of extreme weather, through our risk and governance framework. Where a business continuity risk is identified, plans to address this are developed to ensure the impact on our business and customers is mitigated. Further areas of potential climate-related risk will be reviewed as part of our wider review of risk and governance processes and climate change management.
	Describe the organization's processes for managing climate related risks.	
	Describe how processes for identifying and managing climate related risks are integrated into the organization's overall risk management.	
Metrics and Targets	Disclose the metrics used by the organization to assess climate related risks and opportunities in line with its strategy and risk management process.	See above
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and related risks.	See page 45
	Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets.	See page 14

WE SUPPORT

UN GLOBAL COMPACT

Allied Universal proudly supports the 10 universal principles of the UN Global Compact, on human rights, labor, environment, and anti-corruption.

We align our strategies and operations with these principles.

Our international business, G4S, is a longstanding signatory to the UN Global Compact, and actively participates in the governing advisory group and various working groups of the UN Global Compact's UK Network.

In this ESG report, we have described the actions that we have taken at Allied Universal and G4S to build upon and further integrate the spirit of the Global Compact and its principles into our culture and values, business strategy and daily operations during 2022.

ESG Report 2022