



ESG REPORT 2021

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# INTRODUCING ALLIED UNIVERSAL®

**We are Allied Universal – the world's leading security and facility services company.**

**We play an important role in society. Operating in 96 countries, our workforce of approximately 800,000\* keep people safe every day, so that communities can thrive.**

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 committed 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.

The acquisition of G4S in 2021 vastly expanded our global footprint and we are delighted with the performance and progress of the combined group.

In North America, we operate our business chiefly under the Allied Universal brand. Our international business operates chiefly under the G4S brand. Together, we are one Allied Universal global group.

In today's world, we believe there is no greater purpose than keeping our customers, employees, and the communities we serve safe. They are secure knowing that whatever they do, and wherever they work, Allied Universal is There for you®.

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

\* Total workforce includes employees and subcontractors.



## PURPOSE

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

## VISION

Be the world's most trusted services partner.

## 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**.

# There for you.®





**The success of our business is driven by our people. The success of our people is driven by our culture. Our culture is driven by our values.**

Living those values every day drives the success of our company. Our values are the backbone of our organization.

Therefore, we prioritized the review and development of a new set of company values for the Allied

Universal global group. We are proud to share our combined company values.

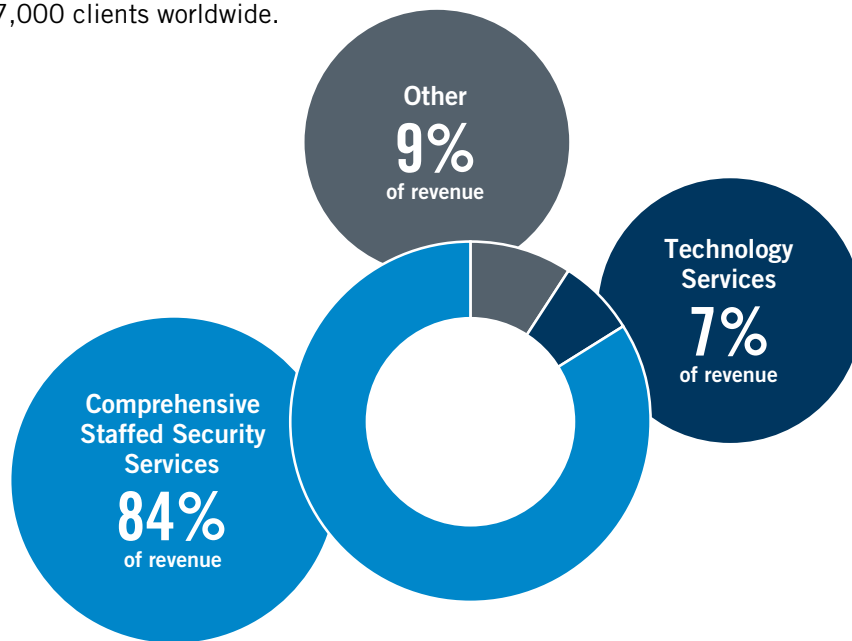
These new values and company guiding statements will be launched in July 2022, supported by a comprehensive communications and awareness program. Our guiding statements and values emphasize our global commitment and reflect our reasons for being.

For more information on our values, see page 40.



# WHAT WE DO

- Allied Universal is the world's leading provider of mission-critical security services.
- Recruit, train and supervise employees in six continents.
- Provide a range of security technology services, including systems integration, remote monitoring and access control.
- Our workforce of approximately 800,000\* operates in 96 countries.
- Organized by region across North America, UK & Ireland, Europe, Africa & Middle East, Asia-Pacific and Latin America.
- Service c.127,000 clients worldwide.



## Staffed Security Services

- Security Professionals
- Visitor Management
- Government Cleared Personnel
- Vehicle Patrol
- Canine Security Services
- Intelligence Services
- Executive Protection



## Technology Services

- Security Technology Integration
- Retail Technology Solutions
- Electronic Tracking & Alarm Monitoring
- Access Control & Video Monitoring



## Other

- Corporate Risk Services
- Consulting & Investigation
- Cash Processing & Transportation
- Facilities Management
- Care & Rehabilitation (less than 2% of total revenue)



# FOCUSED ON SUSTAINABILITY



## STEVE JONES

GLOBAL CHAIRMAN AND CEO  
ALLIED UNIVERSAL®

As CEO of one of the world's largest private employers providing security and facilities services across the globe, I understand the obligations we have to our employees, customers and the wider communities in which we live and serve.

In Allied Universal's first environmental, social and governance (ESG) report, we commit to working ethically and sustainably and describe some of the ways in which our colleagues around the world are delivering on this promise.

## FOCUSED ON SUSTAINABILITY (CONTINUED)

“Our values underpin and shape the culture of our organization. They are the standards we set for ourselves and are reflected in our behaviors and actions.”

### **Our commitment to operating ethically and responsibly – Critical to business strategy**

That promise is critical to the ongoing success of Allied Universal. It underpins what, where and how we do things – and for whom. Customers and other stakeholders trust us to safeguard them and their most precious assets, and we strive to place that responsibility at the heart of everything we do. It is our goal to be an employer of choice, providing rewarding employment and career development opportunities by investing in industry-leading employment practices.

Our values and our approach to embedding ESG strategies into our business model are key differentiators for Allied Universal, especially in developing markets. They help us attract and retain employees, win and keep customers and to attract appropriate investment in our organization – all of which are key to supporting our sustainable business performance.

### **A complex integration – Learning from each other**

The acquisition of G4S in 2021 was an important milestone for Allied Universal. The integration of two leading companies provides challenges and enormous opportunities, and I have enjoyed working with Ashley Almanza, Executive Chairman of Allied Universal International, and our leadership teams throughout the integration process, as we establish Allied Universal as the global leader in our industry.

Together, we have been working hard to integrate Allied Universal and G4S, harmonizing the policies and procedures of both companies – sharing our experiences and adopting the best from both organizations. The integration process is complex and will continue throughout 2022 and into 2023, but we have already made significant progress.

### **Our values**

Our values underpin and shape the culture of our organization. They are the standards we set for ourselves and are reflected in our behaviors and actions.

Before the acquisition of G4S, I was struck by the synergies between the institutional values of Allied Universal and G4S. Colleagues across both businesses recognize the need to act with integrity and respect, to build trust and reliability – doing business the right way!

To ensure that the integration of the new organization is sustainable, we have prioritized the review and development of a new set of global company guiding statements, including our values, which we will launch in July 2022.

(See page 3).

To ensure that we continue to do business in the right way, I urge colleagues to stand up and speak out if they see or suspect wrongdoing or behavior which is not in line with our values or standards.

The Ethics Hotline in North America and Speak Out service within our international business provide confidential channels 24/7 in multiple languages. Colleagues and other stakeholders are able to raise any concern about ethical wrongdoing without fear of retaliation. Concerns are always taken seriously and investigated thoroughly.

(See page 48).



### **Safety – Our goal is zero harm**

Our goal is zero harm and safety will always be our top priority. Over the past ten years our safety performance has improved significantly. However, sadly, in 2021, 23 colleagues lost their lives while carrying out their duties, and our thoughts remain with their families.

In the last 12 months, we have witnessed an increase in violent crime, particularly in regions where the economic effects from the Covid-19 pandemic have hit hardest. I condemn these unprovoked and senseless acts of violence which cause intentional harm to our employees – colleagues who were doing their jobs and deserved to return home safely at the end of their shifts. We will continue to work with the authorities to bring the perpetrators to justice and to increase our efforts to prevent future crimes.

(See page 35).

### **Our colleagues in Afghanistan and Ukraine**

We are deeply saddened by the tragic and appalling events in Ukraine. Since Russia's invasion earlier this year, our priority has been to ensure the safety and security of our colleagues and customers in Ukraine and to provide essential financial and logistical support where we are able. I join my colleagues around the world in saluting our Ukrainian colleagues' extraordinary courage and resilience.

I also wish to note how proud we are of our courageous and highly professional Risk Management team, who carried out a safe and secure demobilization in Afghanistan last year.

### **Our people and the UN Sustainable Development Goals**

I take great pride in the important role that colleagues across Allied Universal fulfill in society.

They make a difference by helping people to operate in a safe and secure environment where they can thrive and prosper.

At Allied Universal, we are helping to advance the United Nations Sustainable Development Goals, in particular Goal 5: "Gender Equality" – Goal 8: "Decent Work and Economic Growth" – Goal 13: "Climate Action" and Goal 16: "Peace, Justice and Strong Institutions." (See page 22).

### **My commitment to the UN Global Compact**

G4S, our international business, is a longstanding signatory to the United Nations Global Compact, and I am very pleased to commit Allied Universal to the Ten Universal Principles of the Global Compact on human rights, labor, environment and anti-corruption. We are making good progress aligning our strategies and operations with these foundations and are proud to have recently become a participant in this important initiative. (See page 60).

"I take great pride in the important role that colleagues across Allied Universal fulfill in society."

# Q&A

## OUR COMMITMENT TO ESG

An interview with Steve Jones, Global Chairman and CEO,  
and Ashley Almanza, Executive Chairman  
Allied Universal International



**STEVE  
JONES**

GLOBAL CHAIRMAN AND CEO,  
ALLIED UNIVERSAL®



**ASHLEY  
ALMANZA**

EXECUTIVE CHAIRMAN,  
ALLIED UNIVERSAL® INTERNATIONAL

# Q&A

## OUR COMMITMENT TO ESG

“We’re focused on supporting our customers to achieve their goals.”

**ASHLEY ALMANZA**  
EXECUTIVE CHAIRMAN,  
ALLIED UNIVERSAL®  
INTERNATIONAL

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

**SJ:** ESG is a priority for us. 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. ESG makes good business sense, and we are committed to doing business in the right way. A company of our size and scale has a responsibility to lead the way in this area for the entire industry.

### How can you help your customers deliver their ESG ambitions?

**SJ:** We recognize the shared responsibility between a company and its subcontractors for all ESG matters, in particular human rights and climate change. It is important for our customers to know that they are working with a responsible and ethical services 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. Recently we have seen an increasing number of our customers in North America working with their strategic suppliers to integrate sustainability matters into their operational services, and we’re focused on supporting our customers to achieve their goals.

### What are your net-zero carbon emission commitments?

**SJ:** Globally, we are committed to achieving net zero emissions by 2050 and plan to define our global Science Based Targets and reduction pathways in the near future.

**AA:** In addition, in the UK 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.

### What is your ambition to enable greater gender equality at Allied Universal?

**SJ:** The security industry historically has been a male-dominated field and we are committed to taking positive steps to ensure representation of women and minorities in management roles.

**AA:** In the international business diversity and inclusion (D&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 tasked with ensuring D&I is on our business agenda at all times.



## OUR COMMITMENT TO ESG (CONTINUED)

### What are your ESG ambitions?

**SJ:** My personal ambition is to be the industry leader in all areas of ESG. Allied Universal's 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. We are just starting our journey, but this 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.

**AA:** And that vision is relevant and important in all our businesses. We recognize that our businesses operate in different contexts and face varying levels of risk. 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:** Our role as leaders, for all key priorities of the ESG strategy, is to 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 we have 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 ESG strategy, and in fact, the success of our entire organization, rests upon our people – whatever their role and wherever they work. We are one team and one united global group.

**AA:** As a services business, our employees have always been the public face of our company. We actively encourage all our employees 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. Building on the similar cultures and values of legacy G4S and Allied Universal North America codes, one of our goals for 2022 is to develop a combined ethics code for the global company.

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

**SJ:** I'm so proud of all that we've accomplished since the acquisition of G4S in April 2021. Our primary goal was to integrate the North American businesses and we have achieved that within our targeted time frame. I'm equally proud that we have worked together with the two legacy businesses to develop a set of corporate values for our global company.

**AA:** There is much to be proud of, but there is also much to do! However, without doubt, I think we've successfully changed the culture of our international business over the past decade. Safety is one of our values and every single employee knows our commitment to ensuring we achieve zero harm.

“The success of our ESG strategy, and in fact, the success of our entire organization, rests upon our people.”

**STEVE JONES**

GLOBAL CHAIRMAN AND  
CEO, ALLIED UNIVERSAL®

# OUR PERFORMANCE IN 2021



## Employee Safety and Well-being

(See page 35)

- Continued our efforts to achieve our goal of zero harm.
- Ensured supplies of personal protective equipment to our employees working through the Covid-19 pandemic.
- Delivered safety training to employees working in operational and non-operational environments, across the globe.
- Continued our mental health awareness campaigns and facilitated a mental health first aid program to provide trained professionals to help employees manage mental health concerns.



## People, Culture and Values

(See page 40)

- Completed a review of our company purpose, vision, mission, and values, resulting in the development of a new set of core values and guiding statements for the enlarged organization.
- Launched updated and refreshed ethics codes for North America and the international business, supported by communications and awareness programs and mandatory training for all employees.
- Developed an employer of choice strategy that incorporates 'I-Care' leadership training to create an exceptional employee experience.
- Implemented a new Recruitment Code, setting out the best practices guidance for sourcing a more diverse and representative range of candidates.
- Launched the Resourcing Forums to identify and share good recruiting practices.



## Human Rights

(See page 26)

- Initiated a review of human rights policies and procedures, with the aim of implementing a harmonized strategy and approach across all operations.
- Reviewed the worldwide human rights heatmap, identifying 19 high-risk countries in which Allied Universal operates.
- Continued our efforts to respect human rights in the supply chain, adding Integrity Next to our supplier due-diligence toolkit.
- Continued our efforts to strengthen the protection of migrant worker employees, completing implementation of the 'Employer Pays' principle Bahrain, Macau, Oman, UAE and Thailand.
- Partnered with the Teen Project in North America, to help prevent human trafficking.



## Energy and Climate Change

(See page 50)

- Committed to achieving net-zero carbon emissions by 2050, in line with Science Based Targets.
- Measured 316,857 tCO<sub>2</sub>e in the first group-wide carbon emissions assessment of Scopes 1, 2 and 3 (airline travel).
- Commenced implementation of the Road to Zero strategy for Allied Universal's European fleet, targeting zero emissions by 2040.
- Commissioned an independent review of UK carbon emissions by the consultancy Corporate

Citizenship and developed a UK net-zero carbon strategy:

- 42% reduction in absolute Scope 1 and 2 emissions by 2030.
- 25% reduction in absolute Scope 3 emissions by 2030.
- Meeting global net-zero targets by 2050, or sooner.
- Submitting strategy to the Science Based Targets initiative (SBTi) for verification during 2022.



## Anti-Bribery and Corruption

(See page 39)

- Refreshed and translated anti-bribery and corruption training into 17 languages and communicated to employees across G4S.

## ESG HIGHLIGHTS

**26%**

reduction in the lost time injury (LTI) rate since 2019.

**53%**

reduction in the fatality incident rate since 2016.

**10,000+**

cases reported and managed via the Speak Out (G4S) whistleblowing service and the Ethics Hotline (Allied Universal) employee care service during 2021.

**4.7m+**

training courses completed by employees in North America, during 2021.

**52**

delegates completed the 2021 Leadership Program.

**7.4%**

reduction in carbon intensity since 2020.

**'B-'**

performance score awarded by the CDP to G4S in 2021.

**23%**

of migrant worker employees have participated in interviews about their welfare and recruitment experience since 2019.

**300+**

EcoVadis assessments completed by potential high-risk suppliers since 2019.

**\$198,000**

paid in grants from the Employee Trust Fund, during 2021. These grants support employees and their families who have experienced hardship following serious injury, illness or natural disaster.



# OUR GOVERNANCE FRAMEWORK

## Ownership

Allied Universal is 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 78% 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.

Responsible management is crucial to our success.

## Governance Framework

We recognize that sound governance practices are key to supporting our long-term performance and we are keen to make sure environment, social and governance (ESG) factors are an integral part of our business practices, from our growth strategy to our day-to-day operations.

Responsible management is crucial to our success.

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 corporate culture must be firmly aligned with our purpose, 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 and 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 across the world.

Ashley Almanza, Executive Chairman, Allied Universal International leads the international leadership team, which is responsible for the day-to-day management of the international business, for the implementation of strategy and the delivery of performance in accordance with agreed targets.



## OUR GOVERNANCE FRAMEWORK (CONTINUED)

The team oversees the governance framework in place across the international business, reviews and approves 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 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 96 countries, we are mindful of our

societal impact 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 hotlines and whistleblowing 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 executive directors and specifically from the Global Chief Compliance Officer.

Global governance of the organization is a top priority as integration continues. Harmonizing our approach to corporate governance for the enlarged enterprise is a key area of focus for us over the next 12 to 18 months. We are reviewing 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 implementing some of the international structures in North America.

### Risk Management

Our goal is to identify the principal risks to the business and mitigate those risks to achieve strategic objectives while safeguarding reputation.

The risk landscape is dynamic and constantly changing, with evolving economic issues. The supply of gas and oil, conflict in Ukraine, human rights challenges, shifting post-pandemic labor patterns, climate

change, technology advancement and cyber warfare are just a few of the factors influencing the risk environment and how we do business.

These factors have created both risks and opportunities for the security industry. Allied Universal continues to face the operational and health and safety risks often particular to the security industry, along with financial and commercial risks common to all

multinational companies. Regulations continue to be tightened with high penalties for non-compliance.

We continue to monitor global emerging risks through our risk and governance frameworks and confirm that there have been robust assessments of principal and emerging risks, including those related to ethics and sustainability matters.

# OUR KEY RELATIONSHIPS

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

## Our Stakeholders



### Society

We provide a wide range of positive social impacts in the communities in which we live and work.



### Customers

We understand our customers' needs and build enduring relationships with them.



### Employees

We develop relationships with our employees through a variety of representative forums and feedback methodologies.



### Multilateral Organizations and Governments

We participate in relevant consultations and support events where we can demonstrate our expertise on security-related issues.



### Industry Bodies

We aim to raise standards through membership of industry bodies, such as the International Security Lique, the UN Global Compact and the International Code of Conduct Association.



### Investors and ESG Analysis

We proactively seek feedback from ESG analysts and other stakeholders.



### Suppliers

We have implemented due-diligence processes to help ensure that our suppliers meet our ethical standards.



### Independent Experts

We harness independent expertise on key ESG issues.





# MANAGING OUR MATERIAL ISSUES

**To ensure that our strategy and approach to sustainability remain focused in the areas that are most relevant to the business and its stakeholders, we regularly undertake a wide-ranging materiality review of environment, social and governance (ESG) issues.**

The exercise helps us to identify the ESG priorities for the company for the coming two years and ensure that our approach and reporting continue to meet the expectations of our stakeholders.

Stakeholder engagement is an integral part of this process, and therefore in late 2020 G4S partnered with Corporate Citizenship (a global consulting firm, specializing in responsible and sustainable business) to conduct primary research with key stakeholders of its international organization. These included ESG analysts, investors, customers, government and NGO officials, members of G4S leadership, and former non-executive directors, to ensure that their views are reflected in the assessment of the organization's material ESG issues.

The outcomes of the materiality assessment, delivered in January 2021, have several parallels with previous findings, along with some important developments.

## The top four priority areas are:

- 1 Employee health, safety and well-being
- 2 Human rights
- 3 Anti-bribery and corruption
- 4 Culture, values and behavior

The findings reaffirm our understanding that culture and values represent the cornerstone of our management of other ESG issues, which underlines the importance of our employees' professional standards and behaviors in preventing issues and non-compliance.

The review also clearly demonstrated the growing importance of diversity and inclusion throughout our organization, and also that of climate change, energy consumption and emissions, to both the company and its stakeholders.

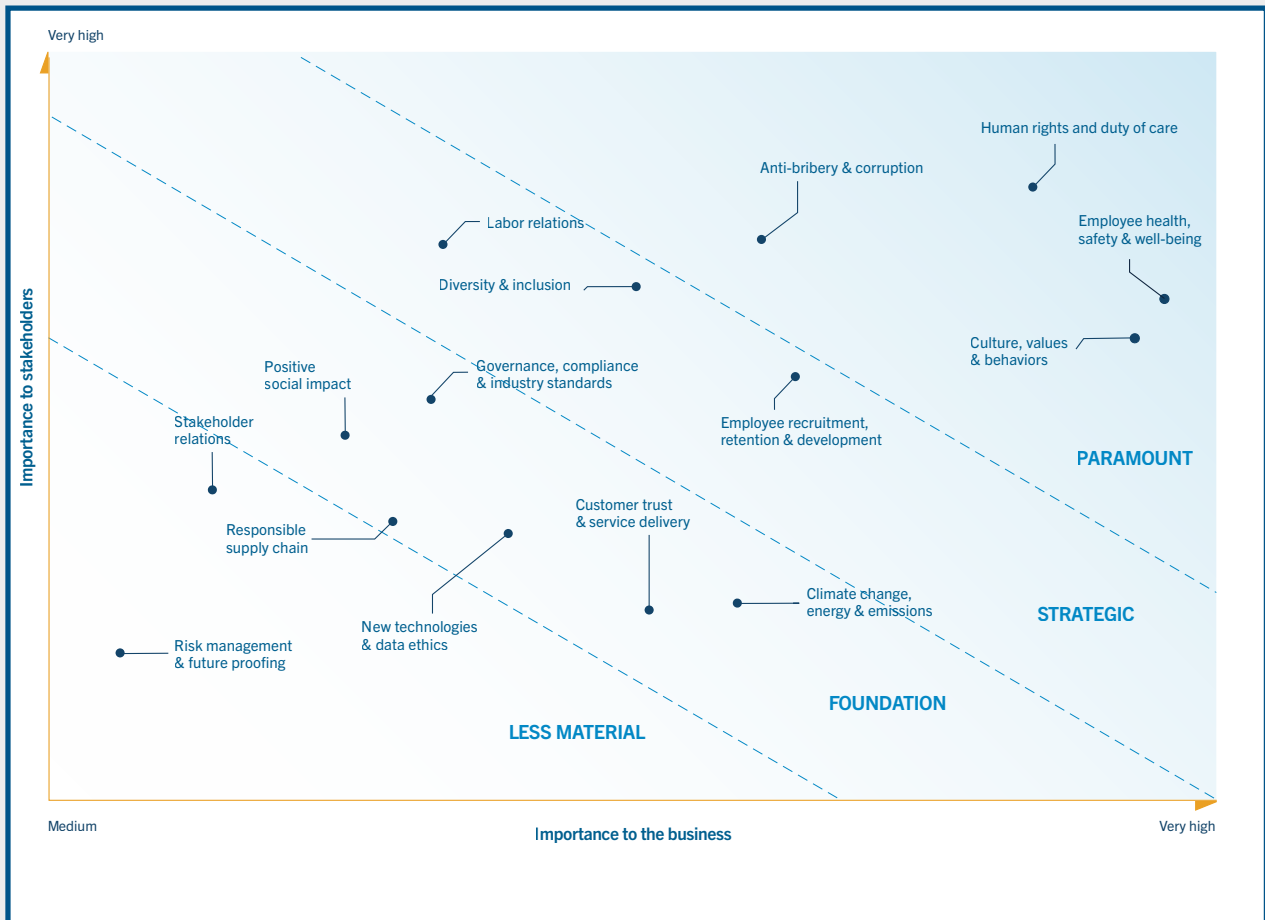
We believe the key issues and impacts of the G4S 2020 review continue to reflect those of our new organization. Nevertheless, we aim to undertake and refresh our ESG materiality assessment of Allied Universal in the near future.

Since Allied Universal's acquisition of G4S in April 2021, we have been working hard to integrate both companies. This has entailed reviewing existing strategies and approaches to harmonize policies and procedures—sharing experience and adopting the best from both organizations. The integration process is complex and will continue throughout 2022 and into 2023, but we have already made significant progress.

We believe the key issues and impacts of the G4S 2020 review continue to reflect those of the new organization.

# MANAGING OUR MATERIAL ISSUES (CONTINUED)

## Materiality matrix





The four priorities revealed by our materiality review, supported by a focus on diversity and inclusion and climate action, form the foundation of our global ESG strategy – which is delivered through a joined-up multi-function approach covering policy, engagement, intervention and reporting.



We recognize the growing importance of diversity and inclusion throughout our organization, and also the impact of climate change.

#### + Diversity and Inclusion

- Importance of reflecting the communities in which we operate and creating a more inclusive society.
- International Inclusion Council and Diversity Committee in North America are focused on building diversity and inclusion awareness and take positive steps to ensure representation of women and minorities in management roles.

#### + Energy and Climate Change

- Increasing stakeholder demand for positive action on climate impact.
- Commitment to achieve net-zero carbon emissions by 2050, or sooner.
- 'Road to Zero' European fleet strategy to decarbonize all vehicles by 2040.

# A JOINED UP MULTI-FUNCTION APPROACH TO ESG MATTERS



# DELIVERING AGAINST THE UN SDGs

**We touch the lives of millions of people every day: providing employment to people around the world and delivering essential services to help keep society safe and secure.**

The United Nations Sustainable Development Goals (SDGs) are a series of global objectives to improve sustainability and quality of life across the planet. The UN Global Compact calls upon businesses to advance the SDGs through the investments they make, the solutions they develop and the practices they adopt.

Through the range of professional and expert services that we deliver locally and globally, and the commitments and programs that form our ESG strategy, we have determined that we can make the greatest contribution to four SDGs and indirectly support the delivery of many more. Below, we outline our progress to date.



You can read more about the work we do to support the realization of the SDGs here: [g4s.com/sdg](https://g4s.com/sdg)



# DELIVERING AGAINST THE UN SDGS (CONTINUED)

**5** GENDER  
EQUALITY



**Achieve gender equality and empower all women and girls.**

We have a clear commitment to diversity and inclusion, ensuring equal opportunities and taking positive steps to ensure representation of women and minorities.

## How we support realization of Goal 5:

- Promoting diversity and inclusion throughout our policies.
- Commitment to eliminating bullying, harassment and discrimination in the workplace.
- Increased gender balance in operational leadership roles.
- Empowering female workers through information and communication technology equipment and training.
- Access to Allied Universal's Ethics Hotline and G4S's Speak Out programs to raise concerns about mistreatment.

For more information about our diversity and inclusion practices and related targets, see page 44.

**8** DECENT WORK AND  
ECONOMIC GROWTH



**Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.**

Our aim is to be an employer of choice. Our HR strategy is facilitated by establishing industry-leading employment practices.

## 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, 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'.

For more information about our commitment to people and related targets, see pages 35 and 40.

**13** CLIMATE  
ACTION



**Take urgent action to combat climate change and its impacts.**

Our ambition is to become a net-zero carbon emissions company by 2050 or sooner, in step with society.

## 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.

For more information about our climate action strategy and commitment to net-zero carbon emissions, see page 50.

**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



**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 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 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, reducing 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 security services, innovation and expertise, visit: [aus.com](http://aus.com) and [g4s.com](http://g4s.com)



# OUR STRATEGY IN ACTION

**HUMAN RIGHTS**

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**EMPLOYEE SAFETY AND WELL-BEING**

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**ANTI-BRIBERY AND CORRUPTION**

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**PEOPLE, CULTURE AND VALUES**

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**WHISTLEBLOWING: SPEAK OUT AND ETHICS HOTLINE**

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**ENERGY AND CLIMATE CHANGE**

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# HUMAN RIGHTS

**Our ethos is based upon fairness and respect for human rights. We are proud of the role our employees play in society and the positive contribution that they make each day to protect human rights around the world.**

Foundationally, our business protects people and enables them to enjoy their rights and freedoms. We also recognize we must ensure we are not enabling human rights violations through our services, our customers, our suppliers or through unfair or inappropriate treatment of our own employees and others in our care.

As a large-scale security group operating across the world, we must be vigilant when identifying human rights risks and violations, which can be complex and often hidden. Human rights risks in our industry may include the unnecessary or illegal use of force, modern slavery, limitations on freedom of movement, mistreatment of detainees, criminal and sexual exploitation, and child labor.

At Allied Universal, we are committed to the respect of human rights and the continued development of our ethical and sustainable business model. We will use our influence and geographical reach to help raise industry standards, provide decent employment opportunities and create secure and stable communities around the world.

Everyone at Allied Universal, whether a senior executive or frontline employee, is expected to respect and protect the human rights of the company's employees, the people in our care, those who supply our company, and those who live and work in the communities in which we operate. We know that any human rights abuse is completely unacceptable and it will not be tolerated under any circumstances.

Allied Universal will fulfill its responsibilities on human rights across all its companies around the world by applying the United Nations Guiding Principles on Business and Human Rights (2011).

## Key procedures and initiatives include:

- Human rights matters are embedded into key business policies and processes, such as our Ethics Codes, Human Trafficking policy, labor management standards, and G4S Supplier Code of Conduct.
- We carry out a regular human rights heat-map review that identifies the countries in which human rights risks are deemed to be high. This process informs several of our business processes, such as our audit program and risk assessment.
- Human rights due-diligence reviews of major international business opportunities, conducted 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.
- Human rights issues are embedded into relevant operating procedures and training programs, such as those for employee safety and use of force.

- 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 conducted by Internal Audit, e.g., on migrant worker welfare. In addition, relevant topics such as workplace safety and labor management are incorporated into the wider audit program.
- We regularly encourage our employees to use our whistleblowing services if they have any concerns about human rights violations.


Building on the experience of G4S, Allied Universal is currently developing its human rights policy and a framework for implementation across its global operations. This will be launched later this year, accompanied by awareness campaigns and a review of policies and procedures through a human rights lens.

You can download the Human Rights Policy for G4S here:

[g4s.com/humanrightspolicy](https://g4s.com/humanrightspolicy)

## HUMAN RIGHTS (CONTINUED)


### THE TEEN PROJECT (USA)



**What You Can Do to  
STOP HUMAN  
TRAFFICKING**

**ACTIONS TO TAKE**

Call 911 or local law enforcement immediately

KNOW THE SIGNS	
	Appears fearful, anxious or nervous/paranoid
	Avoids eye contact (or too much eye contact)
	Dressed inappropriately
	Shows signs of physical or sexual abuse
	Does not or is not allowed to speak for themselves
	Does not respond when questions are asked
	Appears malnourished
	Has few or no personal possessions
	You just have a “feeling” that something is not right

As part of our continued commitment to preventing human trafficking, Allied Universal has partnered with The Teen Project – a non-profit organization dedicated to providing hope to young women in California who have survived human trafficking and homelessness.

As part of a joint effort, Allied Universal and The Teen Project developed comprehensive training and educational tools for security personnel to educate them about all aspects of human trafficking and help them recognize what to look for while they are working at their respective posts.

#### SDGs





## Respecting Human Rights in the Supply Chain (International)

G4S, our international business has partnered with EcoVadis (a leading sustainability ratings agency) to help ensure that our suppliers in high-risk categories meet the ethical standards set out in G4S's Supplier Code of Conduct.

The program 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 13 countries. Within these markets, around 3.5% (c.450) of suppliers have been categorized as potentially high-risk, including manufacturers of electronics and uniforms, and providers of cleaning services and temporary labor.

Over 300 EcoVadis assessments have been completed, representing 68% of in-scope suppliers, and it is encouraging that 85% of these have achieved a satisfactory rating.

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 with the program and have been excluded from our supplier database as a result.

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

Additionally, we have:

- published a 'Supply Chain Social Principles' guidance document, to help procurement teams provide clarity to suppliers on the social standards expected of them
- implemented Integrity Next, an online supplier monitoring platform that covers key aspects of ethical and sustainability requirements – initially in the UK, but with plans to extend across five countries in 2022, representing around 44% of our international procurement spend
- delivered briefings on modern slavery to procurement teams and in-scope suppliers
- issued communications to colleagues about modern slavery challenges in the supply chain and our commitments.

You may download our G4S Supplier Code of Conduct here:

[➔ g4s.com/suppliercodeofconduct](https://g4s.com/suppliercodeofconduct)

### SDGs





## HUMAN RIGHTS (CONTINUED)



“What Parc has managed to achieve is just fantastic.”

**CHRISTINE FLINTOFT-SMITH**

HEAD OF AUTISM ACCREDITATION,  
NATIONAL AUTISTIC SOCIETY





## HUMAN RIGHTS (CONTINUED)

### Care and Rehabilitation (UK)

In 2021, HMP & YOI Parc, one of five rehabilitation centers managed by G4S in the UK, was the first such facility in the country to receive the highest accolade awarded by the National Autistic Society – the Advanced Accredited Award.

Since HMP Parc opened its doors to the Cynnwys unit – meaning ‘Inclusion’ in Welsh – the UK’s first dedicated wing for people with learning difficulties (LD), autism spectrum conditions (ASC) and significant brain injuries, the multidisciplinary team has worked tirelessly to transform the lives of those in their custody and care.

Specially trained operational staff, known as coordinators, help facilitate sensory sessions in a dedicated sensory room and use a range of communication tools for those who struggle to communicate their needs.

Signs reminding visitors not to slam doors and allowing people to collect food and medication at the start or end of the line in order to reduce sensory overload, are just a few of the simple changes Parc has implemented to make Cynnwys people’s lives more comfortable.

“What Parc has managed to achieve is just fantastic,” explains the

National Autistic Society’s Head of Autism Accreditation, Christine Flintoft-Smith. “The whole approach has been really good and required a high level of inter-departmental cohesion – Parc has set the bar high as a beacon of best practice. It goes far above and beyond what is considered best practice and is a really positive sign for the criminal justice system as a whole.”

“We understand how difficult it is to even get initial accreditation – so for Parc to have invested the time, and resources, and challenged archaic attitudes in order to implement some major developments that really give their inmates the best chance inside the walls – is a heck of an achievement,” she concludes.

Significant reduction in incidence of reportable and violent incidents, self-harm (down by 75%), adjudications and substance misuse have resulted from the support and interventions of the team. Their findings have helped set out the pathway for LD and ASC services in custody and support the Inspectorate and the UK Ministry of Justice in the development of research and policies for best practice for the support and management of offenders with neurodiverse conditions.

Deputy Director Ian Coles expressed how proud and thankful he was for his team in helping HMP Parc become the first rehabilitation facility to receive this prestigious award.

“We recognize how challenging the rehabilitation environment can be for people with autism, but the team at Parc has risen to the challenge in creating a specialist unit to support those in need, and has worked tirelessly to deliver high-quality services to meet those needs. The National Autistic Society have highlighted the excellent and creative work carried out by staff to deliver person-centered support and it is fantastic that their hard work has been recognized at such a level,” says Deputy Director Coles.

For more information see:

[g4s.com/parcnas](https://g4s.com/parcnas)

#### SDGs





## Protecting the Dignity and Welfare of Migrant Workers (Middle East)

In areas of the world where we employ migrant workers, we have robust systems and policies to ensure that those workers are treated with respect and humanity.

Over the past three years G4S has made significant enhancements to its existing policies and has invested in processes and controls to support migrant workers across the organization. We have:

- Refreshed our policies and procedures that reinforce the expected behaviors of all stakeholders in respect of migrant workers. These include the G4S Ethics Code, Migrant Worker Policy and Speak Out whistleblowing service. Benchmarked against external organizations where appropriate, these policies and procedures have added rigor to our internal audits and provided further opportunities to establish improved standards, assess compliance and drive change.
- Adopted the 'Employer Pays' principle as set out in the Principles of the Leadership Group for Responsible Recruitment (LGRR). Implementation of this principle began in 2020 and, employing a variety of measures has been completed in Bahrain, Macau, Oman, UAE and Thailand. We continue to work with businesses operating in Saudi Arabia and Qatar to address the local challenges and complete implementation of the principle ahead of the LGRR objective date of 2026.

- Appointed Migrant Worker Coordinators (MWCs) to conduct a program of checks to verify compliance with our standards. Their initial focus has been on interviewing staff and understanding the staff's experience. The MWCs are independent of the in-country management team and report directly to regional management outside the country. They conduct face-to-face interviews with migrant workers, wherever it is possible, and gather remote survey information where it is not. Originally migrant workers themselves, the MWCs have personal experience of the recruitment process and understand the vulnerabilities and anxieties migrant workers may have, so they seek to create an environment in which employees feel safe to share information. As of February 2022, 23% of our c.24,300 migrant worker employees have participated in the program. The resulting action plans from the businesses which employ migrant workers are the subject of regular scrutiny by the Modern Slavery Steering Group, which oversees the program and ensures progress is made.
- Undertaken modern slavery briefing sessions for the leadership teams of all businesses employing migrant workers.

- Established a Modern Slavery Steering Group. Chaired by the Chief HR Officer (International), the steering group oversees progress on implementing migrant worker policies and standards, and other relevant case reviews.
- Continued to engage with interested stakeholders to ensure that opportunities to accelerate progress are not missed, and we continue to make progress. These stakeholders include local business partners, government representatives, and UNI, the global union federation, under our Ethical Employment Partnership (EEP).

### SDG





# HUMAN RIGHTS (CONTINUED)

## Our progress in 2021 and 2022 to date

- Reviewed the worldwide human rights heatmap, identifying 19 high-risk countries in which Allied Universal operates.
- Continued efforts to respect human rights in the supply chain (see page 28).
- Continued efforts to strengthen the protection of migrant worker employees (see page 32).
- Conducted four thematic human rights audits covering matters such as migrant worker recruitment and welfare standards. The implementation of action plans and recommendations to address any issues are monitored by the Regional Ethics Committees, Modern Slavery Steering Group and Audit Committees.
- Published the annual Human Trafficking and Slavery Statement for G4S.

- Supported the Brook House Public Inquiry into the mistreatment of individuals detained at Brook House Immigration Removal Center in the UK, and continued to play an active role in helping it to address its goals.
- Undertook human rights control self-assessments of businesses in 19 high-risk countries and environments. The results of the self-assessments inform the internal audit program and additional follow-up activity.

Download the G4S Human Trafficking and Slavery Statement:

[g4s.com/modernslavery](https://g4s.com/modernslavery)

## Priorities in 2022

- Complete a review of human rights policies and procedures within Allied Universal and G4S and implement a harmonized strategy and approach across all operations, sharing the lessons learned across both.

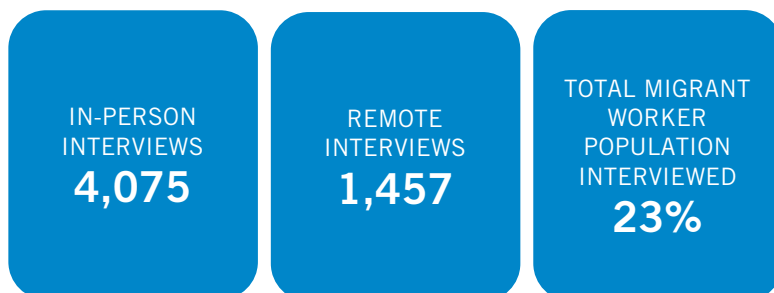
- Continue to build further awareness of human rights issues and responsibilities at all levels of the company, through employee communications and relevant training programs.
- Initiate a review of key policies and procedures, embedding human rights standards where relevant.
- Further implement the Integrity Next supplier sustainability monitoring program in Europe, including suppliers to our businesses in Austria, Belgium, Denmark, Greece and Netherlands.
- Undertake a review of our current due-diligence framework, including the toolkit which supports businesses conducting human rights due-diligence assessments.

## Targets

- Conduct migrant worker assurance interviews with all new starters and at least 10% of the continuing migrant worker employee population annually.
- Complete implementation of the 'Employer Pays' principle for migrant workers in all businesses ahead of the Leadership Group for Responsible Recruitment objective date of 2026.
- Extend the EcoVadis ethical supplier due-diligence program to cover 80% of international procurement spend by 2024.

## KPIs: Migrant Worker Assurance Program

November 2019 to February 2021



For more KPIs see page 57.



# EMPLOYEE SAFETY AND WELL-BEING

One of our core values, the safety and well-being of our employees and those in our care is a priority for our organization. Our goal is zero harm.

We believe that setting the highest standards for safety across our industry helps to keep our colleagues safe and builds loyalty and commitment to Allied Universal from our employees. Expertise in health and safety matters enables our employees to act as role-models for health and safety best practice, helping to secure the world of our customers and the communities we serve.

The nature of our work and the environments in which we operate mean that security and safety present a strategic risk to our business. Mitigating and managing these risks so that our people can return home safely every day remains our paramount concern.

## SDG



## Human Factors (North America)

Allied Universal has a dual approach to injury prevention: identify the hazardous conditions present and address the human factors that lead to errors which may cause a safety incident in the workplace.

All job sites in North America utilize job safety analyses, injury and illness prevention plans, incident investigations and hazard-specific policies, programs, and procedures in identifying and eliminating or mitigating the physical hazards present.

The 'Dirty Dozen' safety campaign, now in its second year, focuses on the 12 common human causes of error in the workplace with weekly discussion materials provided to all operations and video training available on the Allied Universal EDGE learning management system.



### The Dirty Dozen

- 1 **Lack of Communication:** Failure to exchange information.
- 2 **Complacency:** See and hear what one expects to see and hear.
- 3 **Lack of Knowledge:** Lack of understanding or experience for the task.
- 4 **Distraction:** Anything that takes your mind off the job at hand.
- 5 **Lack of Teamwork:** Failure to seek and consider input of others.
- 6 **Fatigue:** Loss of alertness.
- 7 **Lack of Resources:** Lack of material or support to perform safely.
- 8 **Pressure:** Urgency of matters requiring immediate attention.
- 9 **Lack of Assertiveness:** Failing to act in a confident manner.
- 10 **Stress:** Subconscious response to needs of the job.
- 11 **Lack of Awareness:** Lack of alertness and vigilance in observing.
- 12 **Norms:** Unwritten rules dictated and followed by the majority.



## Reporting Serious Incidents



Within 24 hours a preliminary set of actions is completed. Apart from the emergency response, this includes gathering the relevant information, contacting the relevant authorities and addressing the needs of the injured parties.



An investigation team is formed and a root cause investigation is carried out, usually within 14 days.



Within 30 days, the investigation report is submitted to the Corporate Safety & Risk function or the International Director of Health & Safety.



The investigation and root cause analysis is reviewed by the Corporate Safety & Risk function or the International Director of Health & Safety.



Lessons learned are shared within the regions and corrective actions are implemented.



The regional health and safety representative will formally track the implementation of recommended actions from the investigation.

The health and safety strategies of Allied Universal set the framework and vision for how each business can progress from a level of compliance with health and safety regulation to a level of differentiation – where we lead the industry in safety matters. We recognize that the differentiation level across the group will only be achieved where a culture of health and safety prevails and where thinking and acting safely is the norm for everyone.

Underpinning our strategies are core health and safety standards against which businesses are assessed regularly. Compliance is monitored and periodically audited, with reviews of performance conducted at a senior level.

The lost time injury (LTI) rate in 2021 of the combined organization is 4.10 per 1,000 employees. This is slightly higher than for 2020 (3.85) but remains lower than pre-pandemic levels, due in part to changes in the operating environment, Allied Universal acquisitions in 2019, and the continued efforts towards embedding a culture of safety.

Sadly, during 2021, 23 of our colleagues lost their lives on the job, principally resulting from violent crime by third parties in Africa and Latin America. These losses are truly tragic for their families, friends, colleagues and our global organization, and serves as a constant reminder of the importance of our commitment

to safety. To mitigate the risk of these violent incidents, we are working closely with the police and other in-country authorities, our customers and industry partners. Additionally, in South Africa, we have introduced new procedures and a variety of technology solutions which will deter criminals from attacking cash vehicles and cash couriers.

We are also deeply saddened that there was one non-natural death in G4S custody in 2021. All deaths in custody are investigated by the relevant authorities to determine the cause of death.

## EMPLOYEE SAFETY AND WELL-BEING (CONTINUED)

### Covid-19 Pandemic (Global)

The Covid-19 pandemic presented an unprecedented challenge for many organizations, but for Allied Universal it was an opportunity to demonstrate our business resilience and our ability to manage risk and to showcase the expertise and reach of our people.

Our people stepped up to every challenge, continuing to maintain good service delivery, while in many cases still working on the front line of the pandemic, at a time when many others had the flexibility to work from home.

Although rules were ever-changing, our organization and our employees were able to adapt quickly, identifying threats and opportunities. Additionally, our employees were accepting of new roles when they had to be diverted from former ones. For example, many learned new skills when transitioning from aviation and event security to running quarantine facilities and testing centers.

Our employees worked tirelessly, regardless of Covid-19 challenges at home, and showed compassion for their colleagues at work who were struggling. They gave unwavering support to our customers, who relied upon them to keep empty buildings secure, and also keep those in our care safe and secure, keep hospitals clean, and help food production facilities stay open.

These are just a few of the things our people continued to do throughout the pandemic. It is their efforts and capabilities over the past two years that have shown more than anything how Allied Universal is an organization which can be relied upon to deliver on its promises and no matter what the circumstances, to do business in the right way.

Of course, the pandemic took its toll and our employees across the world have been just as affected as people everywhere. At work, the health, safety and welfare of our employees is our overriding concern. Ensuring supplies of protective equipment to enable them to work safely continues to be a priority and we ensure that operational instructions are clear and aligned to local government guidance, wherever that is available.

As the pandemic has unfolded, we have shared and learned lessons from colleagues around the world, which has enabled us to be better prepared as new Covid-19 variants emerged in different continents.

Operational standards have been constantly reviewed and updated to introduce measures like social distancing, mask wearing and hygiene protocols. We deployed temperature-checking tools at the frontline and worked in partnership with our clients to adopt the measures they needed to keep our people safe at work, as well as theirs. More recently social media, video and poster campaigns have been used to encourage our colleagues to receive vaccinations in line with local health guidelines.



#### SDGs



## Firearms Safety (Global)

In some markets in North America and internationally, it is a requirement for Allied Universal security officers to carry firearms as a means of additional protection for themselves and our customers.

Therefore we have a framework of comprehensive policies on firearms, covering a range of issues relating to firearms safety including control, procurement, storage, and transportation.

Regular refresher training and awareness programs on firearms usage and use of force procedures, appropriate screening of employees, and ongoing maintenance and repair of firearms ensure the safety of our employees and the public at large.

The implementation of this policy is reviewed through a process of compliance audits and reviews, both by the local businesses and our Internal Audit function.

### SDGs



## Progress in 2021 and 2022 to date

We recognize the efforts of colleagues throughout the organization who have continued to strive for our goal of zero harm.

- Delivered safety and awareness training to employees in operational and non-operational environments across the globe. For our businesses in North America this utilizes the Allied Universal learning management system, known as the EDGE.
- Facilitated a mental health first aid program to provide trained professionals to help employees manage mental health concerns, delivered through the Employee Assistance Program.

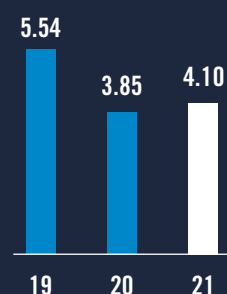
## Priorities in 2022

During 2022, we will continue to work towards our goal of zero harm.

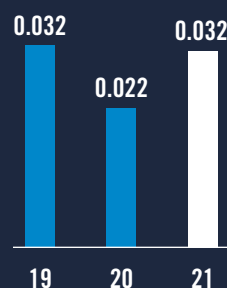
- Continue to review and integrate the health, safety and welfare policies and procedures of Allied Universal and G4S, seeking to harmonize our strategy and approach across all operations, sharing the lessons learned across both.
- Continue the analysis and awareness building of critical safety themes across the business, focusing on preventing road traffic incidents, mental health issues, firearms safety, safety behavior and the human factors, and individual safety in and around buildings.
- Install a telematics system in c.7,000 vehicles across the US and Canadian fleet. The implementation of telematics will prompt improved driver behavior, reducing road safety incidents and fuel consumption.

## KPIs

### Employee lost time injury rate (per 1,000 employees)



### Employee fatality incident rate (per 1,000 employees)



For more KPIs see page 57.

## Targets

- Achieve year-on-year reduction in the lost time injury rate.
- Achieve year-on-year improvements in the work-related fatality incident rate.

# ANTI-BRIBERY AND CORRUPTION

Being trusted and reliable, and acting with integrity and respect are key to our values – they are an integral part of Allied Universal’s strategy and form the essential foundation on which we carry out our business.

We know that there is more to being a responsible and ethical business – as an employer, customer and supplier – than legal compliance. Our ethical approach is an essential means of doing business and provides a clear market differentiator for Allied Universal, particularly in many developing countries.

Anti-bribery and corruption (ABC) policies and procedures form a key element of the Ethics Codes for both Allied Universal in North America and G4S internationally. Both are supported by specific training and awareness programs globally.

In 2021, the training program on ABC was refreshed across G4S. Those most impacted by the training, such as new employees, all managers and staff with responsibility for making financial decisions and for controlling assets have been prioritized to undertake the new ABC training. The intent is to refresh this training annually.

## Progress in 2021 and 2022 to date

- ABC training programs have been refreshed, translated into 17 languages and communicated to c.6,300 target employees in G4S

## Priorities in 2022

- Review relevant policies and procedures from across the organization to ensure a harmonized ongoing approach to ABC, incorporating experience from both Allied Universal and G4S.
- Align the North America and international ABC programs where appropriate.
- Initiate annual refresher training on ABC for all target employees in G4S.
- Publish a global ABC policy for the organization.

## KPI: International ABC Training Programs

Launched in 2021

PERCENT  
COMPLETED  
**88%**

TARGET  
GROUP  
**6,300**

For more KPIs see page 56.





# PEOPLE, CULTURE AND VALUES

**Allied Universal employs a workforce of approximately 800,000\* people across the world. Our human resources strategies are integral to the success of our company.**

We are undertaking a comprehensive review of our approach to ensure that our HR strategies meet the needs of our growing organization, identifying opportunities to harmonize our policies and procedures, and incorporating experience and best practice.

## **Ethics, Values and Culture**

We believe in building trust and long-term relationships with our stakeholders by doing business in the right way. This means always complying with local laws wherever we work and behaving in line with our values and policies, no matter what service we are providing. We also acknowledge that building and maintaining trust takes time and requires a constant focus.

There is always a right way to achieve success, and our values and Ethics Codes provide our teams with that behavioral framework. Through our culture, we constantly and consistently reinforce these behaviors. They are embedded in what we prioritize, what we recognize and how we work.

For our people, we demand zero harm and have zero tolerance for unethical behavior. We promote diverse viewpoints, encourage all opinions and reward those that exemplify our values.

For our customers, it means delivering great operational performance, recognizing the value and trust in our relationship, contributing to building safe, sustainable communities, and social value through our work.

Applying to every employee, from front-line workers to senior executives, these principles are enshrined in both the Allied Universal Ethics Code – covering our North American business – and in the G4S Ethics Code – applying to our international business.

In February 2021, G4S refreshed its Ethics Code, supported by wide-ranging employee communications. Since then, online training on business ethics has been cascaded. Initially focused on the management and supervisor population, the program is being extended to all employees in 2022.

The Allied Universal Ethics Code is updated annually and communicated directly to all employees across North America. Further communication and training on the principles set out in the Ethics Code are delivered throughout the year.

Importantly, all new employees are introduced to our values during

their onboarding, when they also receive an explanation of the behaviors expected in line with our values and the ways to raise any concerns if they see or hear anything that undermines them.

Our people and values underpin everything we do. Our values are the standards that we live by and that drive progress in our organization.

As our foundation, we prioritized the review and development of a new set of company values for the Allied Universal global group. We are proud to share our combined company values.

Download the Ethics Codes:

➔ Allied Universal (North America) [aus.com/ethicspolicy](https://aus.com/ethicspolicy)

➔ G4S (International) [g4s.com/ethicspolicy](https://g4s.com/ethicspolicy)

We will formally launch these new values and guiding statements in July 2022, supported by a comprehensive communications and awareness program to all employees. These values and guiding statements not only emphasize our global commitment, but support our reasons for being.

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

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

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



# PEOPLE, CULTURE AND VALUES (CONTINUED)

## Recruitment and Screening

The labor markets of many sectors are experiencing challenges across the world, and therefore it is critical that we continue to leverage our technology to increase the efficiency of the Allied Universal application process. Dedicated project teams are committed to this endeavor. Technological advances assist with streamlining and simplifying application processes, while recruitment campaigns showcase the diversity and social impact of our work, our people, and the development options and 'promote from within' career opportunities that exist at Allied Universal.

We have also developed plans to harness the value of our combined brands and establish new and compelling employment propositions. All too often, working in security is perceived as a stepping stone to another role rather than a destination career. Yet the work in our industry is both challenging and rewarding, with tremendous opportunity to make an important difference to the communities in which we operate and serve.

In 2022, we have launched our employer of choice strategy to help promote the opportunities at Allied Universal, in order to achieve our goal of creating a truly exceptional employee experience. Our Employer of Choice subcommittees and our newly created resourcing forums will strengthen our efforts in this area. The forums have been tasked with identifying the best recruitment practices that exist

within some of our businesses and embedding them as common practices across all of them.

In 2021 we implemented a new retention performance management (RPM) strategy across the US. Targeting newly hired security professionals, the RPM strategy incorporates a series of regular satisfaction surveys during an employee's first months with the company. The data is captured in a business intelligence system that is visible to all managers. The system automates alerts and specific follow-up actions, thus enabling any developing issues to be addressed early on.

Screening remains a critical component of our application procedures. During 2022, we will be reviewing our screening policies and processes to ensure that they continue to effectively address the risks we face and the recruitment needs of the organization.

## Learning, Development and Talent Management

During the complex integration of Allied Universal and G4S, our talent management teams have been collaborating to best support the development and retention of key people – sharing talent information within and across divisions and geographies where appropriate. We now have a clear understanding of our global high-potential talent pool in terms of skills, expertise, and diversity.

This year, we launched our employer of choice strategy,

incorporating 'I-Care' leadership and enrichment training programs. The key principle of 'I-Care' leadership is to treat others the way they want to be treated, instructing managers on the importance of:

- Connecting personally with their staff.
- Demonstrating interest and support.
- Providing guidance.
- Providing empathy.
- Providing compassion.

Targeting new account managers and operators, the mandatory enrichment training program covers 5-days and is designed to ensure managers have the technical and leadership skills to succeed within our business. Initially being rolled out across North America, our goal is to implement these programs globally in due course.

Given our organizational size and scale, we have a ready pool of talented people available. This means we are less reliant on sourcing new talent externally and can instead focus more efforts on developing people internally. With a wealth of promotion opportunities and a well-established Leadership Program, offered in all regions, there is tremendous opportunity for people to realize their career ambitions at Allied Universal.

Despite the pandemic, our Leadership Program continued in an online format, with 52 delegates graduating in 2021.





“The future is never mapped out for you, but the Leadership Program has taught me that the opportunities are endless, just so long as you work with integrity and treat people in the right way. Don’t be afraid of the unknown, it’s an opportunity to learn.”

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## KIM SENIOR

HEAD OF AUDIT,  
QUALITY AND COMPLIANCE  
HMP FIVE WELLS (UK)

Leadership Program Graduate

## Leadership Program

There are plans to extend the program to an additional 135 delegates in 2022, especially now that face-to-face delivery is possible again. Identifying and developing our future leaders via the program will help us as we continue to live our ‘promote from within’ culture, develop our existing employees and fill management vacancies internally.

In addition to running the Leadership Programs, our Learning and Development team have continued their efforts to improve and extend our online range of courses and learning materials. We already offer over 1,200 separate courses across the learning and development platforms in our North American and international businesses. These utilize an extensive range of books, briefings, courses and podcasts, many of which are available in multiple languages for employees to access at a time to suit their schedule and learning style preferences. The courses support orientation and onboarding programs for new employees, as well as the development of professional and operational skills for frontline staff.

During 2022, we will introduce new functionality to capture appraisal information online via our learning management systems to make the process easier and quicker. The new approach will also provide better links between the learning needs identified and the digital learning resources available.



# PEOPLE, CULTURE AND VALUES (CONTINUED)

## Diversity and Inclusion

We know that our success depends on us having employees who are as diverse as the world in which we operate and who are provided with equal opportunities that enable them to perform to their full potential. This only happens when we recruit from the widest possible talent pool and create an environment in which everyone is included and valued for the contribution they make.

Our recently established Inclusion Council, an international forum chaired by the Regional CEO for Europe and the Regional CEO for Africa & Middle East, assists with the development and implementation of our diversity and inclusion strategy. Over the past year, the Council's focus has been on two areas of under-representation – women in operational management and of ethnic minorities in management and leadership roles.

During 2021, recommendations from council members led to the development of a new Recruitment Code. The Code applies both internally and to all search agencies utilized when sourcing talent externally. It sets out the best practice guidance for sourcing a more diverse and representative range of candidates. The launch of the Code has been followed by closer scrutiny of our recruitment processes, and our talent and succession management to ensure that we are not inadvertently creating barriers that are hindering our progress towards more balanced representation.

Another of the Council's roles is to increase awareness of the importance of inclusion and to promote the right behaviors in our businesses. A broad variety of tools and events have been created to support this work, such as online resources on unconscious bias,

our cultural calendar and our annual celebration of Inclusion Week and International Women's Day.

In 2022, Allied Universal will launch the newly integrated diversity and inclusion strategy. Our team is committed to increasing diversity and inclusion across the organization, but in particular within our management population. We will support the work that we are undertaking to become the employer of choice – a company where we welcome everyone who shares our values and our commitment to doing business in the right way.



## Women in Security (Global)

Historically, the security industry has been a male-dominated field but we are addressing this imbalance, particularly with regard to the representation of women in management roles.

Currently 24% of our management positions are held by women. However, we already have a number of female business leaders around the world and they will inspire others to follow in their footsteps and seek a career with Allied Universal. They include:

SDG



### SANDRA RODRIGUEZ COUNTRY MANAGER URUGUAY

Sandra manages G4S Uruguay, a business employing 1,200 people that is increasingly focused on integrated security. She also chairs the Uruguayan Chamber of Security Companies, and even finds time to present a national TV show!

From her sales background, Sandra took advantage of seminars and other training programs to develop new skills which eventually led to a commercial management role and then, in 2017, to the position of Country Manager.

When asked about gender representation at G4S, Sandra is keen to point out that many of the roles in her senior team are now also held by women, reflecting the company's open door for gender integration and equality.

"I look at the capacity and desire for candidates to develop, not their gender. That has resulted in a natural balance in our office."

### JANET WALLSGROVE DIRECTOR, HMP & YOI PARC UK

Recognizing her long career of public service and the innovative programs she has overseen, Janet was awarded an OBE in the Queen's New Year's Honors List, earlier this year, for her services to the UK's prison service.

Under her direction, Parc consistently outperforms fellow establishments and regularly receives significant recognition and awards from external organizations including the Butler Trust, Royal College of Nursing and Koestler.

Identified by the UK Government as the best performing young offender's establishment in the UK, since first opening in 1997, the site has doubled in size to include specialized family, veteran, safer custody and drug treatment units and programs – all assisting offenders with appropriate support and treatment through sentence and upon release.

"There's always something to learn and that's why it's such a great job – every day is different and I'm constantly learning. It's gratifying to see how much has evolved but you've never really seen it all."

### NATTANICHA SUWANNASAKSIN MANAGING DIRECTOR THAILAND

With a background in commercial finance, Nattanicha joined G4S Thailand in 2011 and was appointed its Managing Director in 2018.

Overseeing an organization with more than 20,000 employees, Nattanicha is committed to driving her team and their business to succeed.

She recognizes the company's responsibility to advance workplace and industry standards, and in doing so provide rewarding employment opportunities for people from all parts of society. Nattanicha is especially aware of the importance of overcoming gender bias in the industry, often interceding with customers to promote the role of women in the services we provide them.

### CARESS KENNEDY PRESIDENT NORTHEAST REGION US

Caress Kennedy is always seeking out the next business challenge. She was hoping that her career would lead her to a company that she is proud to work for --a market leader, innovator, trend setter offering superior client relations initiatives as well as positive employee support. This is why she joined Allied Universal®.

Starting out as Vice President/General Manager for the New York region, she was later promoted to Managing Partner and now is President of the Northeast region where she oversees more than 26,000 security professionals in eight states.

"Working in the security industry is extremely rewarding as we make a huge difference in our security professional's lives, offering them competitive wages, benefits, top-of-the-line training and promotional opportunities," said Caress. "We also provide meaningful impact on our customer's environments, protecting their assets and their people."

# PEOPLE, CULTURE AND VALUES (CONTINUED)

## Employee Engagement

We strive to be an employer of choice. Our aim is to engage our people in meaningful work and for them to become advocates for the company and ambassadors for our brands.

To achieve this, we must ensure everyone has the opportunity to work in an environment that fosters development, promotes fairness, and offers equality of opportunity. We also need to ensure that our people have the tools and training required to work confidently and

competently, and to understand our vision and trust our leadership to get us there.

On our journey towards being an employer of choice, we need to understand how our people feel about the company and what more we can do to make Allied Universal a truly phenomenal employer.

In 2019, over 84% of then G4S employees responded to the most recent employee engagement survey, giving a fantastic overall favorable score of 84%.

Since that time, however, much has changed across the world, with the pandemic leaving many weary and disengaged. Connections with colleagues and the company have come under pressure in some places due to remote working and redeployment. To ensure we understand the needs of our employees, during these most challenging times, this year we are again reaching out to all of our employees to seek their feedback. Surveying employees across 96 countries in 42 languages is a

## A Great Place to Work (India)



In 2021, G4S India participated in an independent study to benchmark its practices against some of the best people practices in the industry, achieving certification by the Great Place to Work Institute.

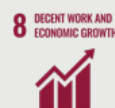
The certification is a prestigious award, as the Institute is widely accepted as a global authority in recognizing high-trust, high-performance culture in workplaces. The Institute has conducted research on the characteristics of great workplaces for over 30 years.

The study involved two core components – a Culture Audit and the Trust Index.

The Culture Audit investigated our workplace's culture by asking managers a series of open-ended essay questions. This was followed by the Trust Index survey, which used paper and mobile phones to target 3,000 predominantly frontline employees. The information gathered was then subject to a robust validation process.



SDG



# PEOPLE, CULTURE AND VALUES (CONTINUED)

major undertaking. Clearly, we care deeply about our employees' views and are committed to acting on the answers we receive.

During 2021, our employee voluntary turnover rate was 33.5%. Over the past year, we have seen this increase as labor markets in many parts of the world continue to tighten. Our aim is to reduce our turnover rates by focusing on the topics outlined below to help us become an employer of choice and one where people wish to remain and flourish. Many of our businesses are already recognized as leading employers in their countries (see page 46). We celebrate these successes and will utilize their learning and approaches.

- Extending our reward and recognition opportunities.
- Improving communication and access to employee advancement.
- Caring leadership – responsiveness and accountability.
- Employee experience – more inclusive workplaces and addressing employee concerns.

## Progress in 2021 and 2022 to date

- Completed a review of our company values, resulting in the development of a new set of core values for the organization.
- Launched updated and refreshed Ethics Codes for North America and the international business, supported by communications and awareness programs and mandatory training for all employees.
- Launched our employer of choice strategy, incorporating:
  - 'I-Care' leadership
  - exceptional employee experience programs
  - a 'promote from within' culture
- Developed and implemented Allied Universal enrichment training
- Implemented a new Recruitment Code, setting out the best practices guidance for sourcing a more diverse and representative range of candidates.
- Launched our Resourcing Forums to identify and share good recruiting practices.

## Priorities in 2022

- Launch and embed the new corporate values for Allied Universal, supported by comprehensive training and awareness programs.
- Execution of our employer of choice strategy and the key programs to deliver 'I-Care' leadership, an exceptional employee experience and a 'promote from within' culture.
- Review relevant policies and procedures from across the organization to ensure a harmonized ongoing approach to our ethics code and people strategies, incorporating experience from both Allied Universal and G4S.
- Update International Ethics Code training to include a new section on anti-fraud matters.
- Execution of retention performance management strategy to increase employee retention and reduce voluntary employee turnover.
- Increase tracking and KPI data within the G4S Learning Platform to help us better record the training employees have completed and identify trends to help us update and refresh the materials.
- Undertake global employee engagement survey, targeting employees across 96 countries.

For more KPIs see page 56.

## Targets

- Year-over-year improvement in the number of female managers.
- Year-over-year improvement in global levels of voluntary employee turnover.
- Year-over-year improvement of internal promotions for filling all management positions.
- Match or exceed, the response rate and favorable score of the 2019 employee engagement survey.



# WHISTLEBLOWING: SPEAK OUT AND ETHICS HOTLINE

**A critical part of ensuring we have the right culture across Allied Universal is guaranteeing that the company has an effective whistleblowing process in place and that colleagues know how to raise concerns and feel confident in doing so.**

If colleagues have any concerns that our standards are not being met, we encourage them to use our global whistleblowing channels – the Ethics Hotline in North America and Speak Out across the rest of the world. Any employee can use these, anonymously (where permitted by law), in confidence, in multiple languages, and at any time of the day or night.

All matters reported are reviewed and follow a standard process of consideration to determine appropriate handling of the concern. Serious concerns are investigated or overseen at a senior and independent level.

Cases raised through the Ethics Hotline are managed by the Human Resources (HR) Hotline Team, under the supervision of the regional HR Director. These mostly relate to HR grievances and pay issues. The Global Chief Compliance Officer oversees the implementation of the Allied Universal Whistleblowing Policy.

The International Ethics Committee oversees the implementation of the G4S Whistleblowing Policy, conducts regular reviews of serious cases and oversees investigation progress and resulting actions.

Early in 2021, G4S launched its newly refreshed Speak Out service, incorporating feedback from an independent review performed by Protect (the UK's leading whistleblowing charity). The relaunch was supported by the appointment of a new Director of Speak Out, a refreshed training program for employees, a new mandatory training program for investigators, a new continuous communications program, and a new independent whistleblowing system provider.

Following the relaunch, the number of people reporting concerns to Speak Out has risen considerably from 553 in 2020 to 1,460 in 2021 – indicative of the improved awareness and trust in the service.

The majority of matters raised via Speak Out are HR grievances which are managed by the local HR team. Just under 40% of cases raised in 2021 were classified as more serious Category 1 and 2 matters, covering issues such as harassment and bullying, discrimination, safety concerns, and other policy breaches.

The review of findings and implementation of recommendations relating to investigations initiated by our whistleblowing services are overseen by the Global Chief Compliance Officer and the International and Regional Ethics Committees. Sanctions can include disciplinary actions against individuals, up to and including dismissal, and reporting matters to the local authorities, as well as changes in procedure and refreshed training programs.

Download the policies:

[➤ aus.com/whistleblowingpolicy](https://aus.com/whistleblowingpolicy)

[➤ g4s.com/whistleblowingpolicy](https://g4s.com/whistleblowingpolicy)

## No Retaliation Case Study (International)

The Speak Out newsletter includes clear case studies to encourage colleagues to speak out about unwanted behaviors.

*"Employee X is my supervisor – he acts inappropriately but pretends he is just joking. Recently I saw him physically threatening a colleague in our team and then laughing about it afterwards as though he didn't really mean it. My colleague was clearly upset by the threat so I raised it privately with our manager to support my colleague. Employee X received a warning. Now he suspects it was me who reported him, so he is making my life miserable. He is spreading vicious rumors about me at work and giving me all the worst jobs."*

Retaliation is not acceptable and will not be tolerated. If someone has raised a concern and then experienced mistreatment, this is a serious breach of our Ethics Code.

Employee X received a warning because of previous inappropriate behavior. When the retaliation was reported to Speak Out, the matter was investigated and Employee X's employment was terminated.



### Progress in 2021 and 2022 to date

- Completed an independent review, update and relaunch of G4S Whistleblowing Policy.
- Launched a refreshed Speak Out service, supported by new training and comprehensive awareness programs.
- Appointed a Director of Speak Out to oversee implementation of the new policy and service.
- Implemented a refreshed mandatory training program for case investigators, with 100% of target employees completing the training in 2021.
- Launched a quarterly Speak Out newsletter to help build more awareness and trust in the service and where possible provide a summary of the outcomes.

- Increased reports to Speak Out, demonstrating positive improvement in awareness and trust of the service.

### Priorities in 2022

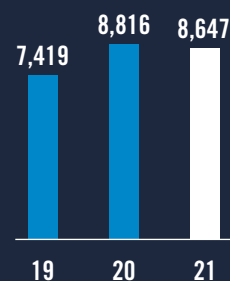
- Review global whistleblowing policies and systems to explore opportunities for harmonizing our approach and systems, incorporating experience and best practice from both Allied Universal and G4S.

### Targets

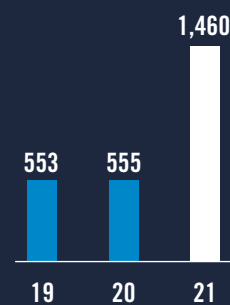
- Increase employee awareness and trust in the Ethics Hotline and Speak Out, achieving year-on-year increase in reported cases and global employee survey results.

## KPIs

### Ethics Hotline Case Numbers\* (North America)



### Speak Out Case Numbers (International)



\* Incorporates employee care line

For more KPIs see page 58.

# ENERGY AND CLIMATE CHANGE

**Allied Universal recognizes that the threat from climate change to the natural environment and social infrastructure is an important and ongoing concern for our organization, our customers, our employees and communities. COP26 further highlighted the need for business to take action on climate change.**

Alongside the risks faced by people and infrastructure from climate change and extreme weather are the challenges presented by global economic conditions.

Managing increasing fuel costs and the impact of climate legislation with programs to improve the company's energy efficiency and reliance on fossil fuels, thereby reducing our environmental impact, are essential to the continued effectiveness, viability and sustainability of Allied Universal.

We will continue to source and implement new, cutting-edge technologies into our business, to reduce carbon emissions.

Specifically, we will continue to drive the integration of business intelligence applications into traditional patrolling operations, thus reducing vehicle usage, and will explore opportunities to procure energy from renewable sources.

In 2021, G4S UK announced its commitment to achieving net-zero carbon emissions, and partnered with Corporate Citizenship (a global consulting firm, specializing in responsible and sustainable business) to develop a full road map and Science Based Targets to cover the businesses Scope 1 and 2 emissions and the relevant Scope 3 emissions. See page 51 for more details.

It is our intention to implement our net-zero carbon strategy globally. Utilizing the lessons learned from the UK's experience, we will initially extend the strategy to those markets with the greatest energy consumption, i.e., Europe and North America, in the near future.

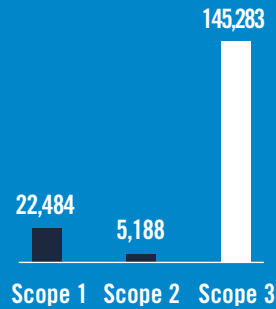
Beginning with our businesses in the UK, we have committed to achieving net-zero carbon emissions, as defined by the SBTi's net-zero standard, by 2050 or sooner.

# NET-ZERO CARBON STRATEGY (UK)

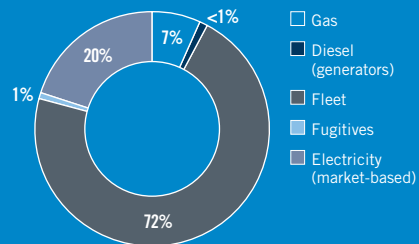
2020

## 2020 Baseline:

UK GHG emissions (t/CO<sub>2</sub>e)



Scope 1 and 2 Activity



2030

## By 2030, G4S UK will:

- ▶ Reduce absolute Scope 1 & 2 GHG emissions by at least 42%
- ▶ Reduce absolute Scope 3 emissions by 25%\*

2050

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

## Pathway Actions:

- ▶ Green electricity procurement
- ▶ Zero emission from cars by 2030
- ▶ Fleet reduction plan for >3.5T vehicles
- ▶ Management and measurement of Scope 3 GHG emissions
- ▶ Fleet charging strategy
- ▶ Supplier carbon reduction strategy
- ▶ Property gas reduction plan

## Additional Actions:

- ▶ Submit strategy to Science Based Targets initiative (SBTi) for verification during 2022
- ▶ Implement near-term actions for further data quality improvements and carbon reduction initiatives
- ▶ Implement a new employee awareness and communications plan
- ▶ Develop a long-term decarbonization and residual emissions strategy

SDG

13 CLIMATE ACTION



Key

- – To be developed
- ◐ – In development
- ◑ – Underway
- ◒ – On track
- ◓ – Complete

(\*) Categories: Purchased Goods & Services and Capital Goods – Represent 87% of Scope 3 emissions



# ENERGY AND CLIMATE CHANGE

## (CONTINUED)

### Greenhouse Gas Emissions

We follow the World Business Council for Sustainable Development (WBCSD) and World Resources Institute (WRI) GHG Protocols to measure our Scope 1 and 2 emissions – i.e., the vehicle fleet, fuel, fugitive refrigerants and electricity usage for businesses over which the company has financial control. In addition, Allied Universal has measured global Scope 3 emissions from employee business air travel.

The businesses that reported data in the 2021 GHG measurement represent 90% of Allied Universal's activity within our financial control, across the 12-month period. This level of measurement allows a reliable calculation of the total GHG emissions for 100% of the organization.

### Decarbonizing Our Business

We have made considerable progress to date, with a reduction of some 45% in G4S's Scope 1 and 2 carbon emissions since 2016. (This figure includes the impact of the divestment of the majority of the Cash Solutions businesses and the Covid-19 pandemic.) We have taken steps to reduce the energy footprint of our fleet and facilities and to reduce business travel through new technology.



## OUR BUILDINGS AND FACILITIES

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

Around 30% of our Scope 1 and 2 GHG emissions are generated by the energy and fuel usage of these buildings and so we are continuing to carry out equipment replacement programs and explore opportunities for sourcing renewable energy.

- Since mid-2020, all UK businesses, representing almost 13% of our global energy consumption, now procure all electricity from certified renewable sources.
- In January 2021, G4S Turkey relocated its headquarters to a LEED (Leadership in Energy and Environmental Design) Gold-certified office campus.

# ENERGY AND CLIMATE CHANGE (CONTINUED)

## Our Fleet

Across the globe, Allied Universal operates a vehicle fleet comprising a wide range of types and sizes, from light patrol cars to heavy cash transportation vehicles.

Our fleet of over 19,000 vehicles generates around 70% of Allied Universal's core Scope 1 and 2 GHG emissions. Accordingly, we have focused our primary efforts reducing fuel consumption and decreasing the carbon emissions of our fleet.

For over a decade, G4S has been installing operational vehicles with telematics systems that significantly improve fuel efficiency and reduce emissions, investing in driver skills training and behavior monitoring systems, and, where possible, introducing more efficient engine options into our fleet.

## SDG

13 CLIMATE ACTION



## '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 fleet

In 2021 we launched our European 'Road to Zero' decarbonization strategy. Covering 25% of our global fleet, the strategy will ensure that the company has a robust long-term plan in place to operate vehicles that are both carbon and cost-efficient, while meeting operational needs.



Where possible, we are exploring options for systematic recycling of uniforms and in 2021 have started programs regarding the same in both Canada and the Netherlands. Uniforms that are unrepairable, worn-through or out of date are sent to a local textile processor, where they are recycled into new products such as bags, chairs, insulation material, and more.

### Progress in 2021 and 2022 to date

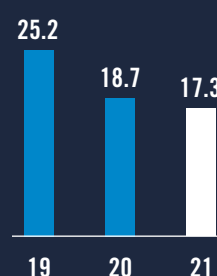
- Development of a UK net-zero carbon strategy, including:
  - Review by Corporate Citizenship of Scope 1 and 2 GHG emissions – and establishment of setting a 2020 base year.
  - Mapped the categories and completed an initial assessment of UK Scope 3 GHG emissions.
  - Set pathways to achieve near-term targets of at least 42% reduction in scope 1 and 2 emissions by 2030, from a 2020 base year, together with and 25% reduction in Scope 3 emissions from purchased goods and services, and capital goods by 2030.
- Commenced implementation of the European fleet Road To Zero strategy, which included the launch of a new hybrid and electric vehicle company car policy. As of April 2022, almost 25% of our UK fleet are hybrid and electric low emission vehicles (LEV).

### Priorities in 2022

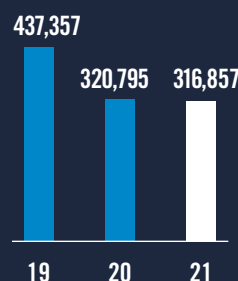
- Communicate our UK net-zero carbon strategy to stakeholders and complete submission to the SBTi for verification.
- Streamline collection of business travel data via the launch of a UK business travel management app for company car users.
- Develop a wide-ranging employee awareness campaign driving participation in our environmental commitment and activity.
- Progressing our climate-related disclosures in line with the Taskforce on Climate-related Financial Disclosures (TCFD) framework.

## KPIs

### Carbon Intensity (t/CO<sub>2</sub>e per \$m)



### Total GHG Emissions (t/CO<sub>2</sub>e)



Includes Scope 1 and 2 emissions + Scope 3 (Air Travel).

For more KPIs see page 58.

## Targets

- Achieve annual 3.5% reduction in carbon intensity (t/CO<sub>2</sub>e per \$m revenue).
- Achieve a minimum 42% reduction in UK Scope 1 and 2 carbon emissions by 2030.
- Achieve 25% reduction in UK Scope 3 carbon emissions by 2030.
- Extend net-zero carbon strategy to our global footprint.

# ESG KPIs AND DATA



**MEASURING OUR IMPACT**

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**MEMBERSHIPS AND REPORTING FRAMEWORKS**

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**REPORTING FRAMEWORKS AND REFERENCE TABLES**

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# MEASURING OUR IMPACT

## People

	2021	2020	2019
Total workforce*	800,000 (Approximately) (AU global)	—	—
Direct workforce: Employee headcount	698,000 (AU global)	214,000 (Legacy AU)	202,000 (Legacy AU)
		490,000 (Legacy G4S)	558,000 (Legacy G4S)

## Employees

See page 40

	2021	2020	2019
Employee gender balance: Female managers	24% (AU global)	22% (Legacy AU)	22% (Legacy AU)
		25% (Legacy G4S)	23% (Legacy G4S)
Employee gender balance: All female employees	21% (AU global)	32% (Legacy AU)	32% (Legacy AU)
		16% (Legacy G4S)	15% (Legacy G4S)
Employee coverage by collective agreements	17% (US)	31% (Legacy G4S)	30% (Legacy G4S)
	33% (International)		
Employee voluntary turnover	33.5% (AU global)	53% (Legacy AU)	54% (Legacy AU)
		24% (Legacy G4S)	24% (Legacy G4S)
Online training programs completed	4.7m (North America)	4.7m (Legacy AU)	2.5m (Legacy AU)
Employee engagement survey: Response rate	Global survey underway in 2022		84% (Legacy G4S)
Employee engagement: survey: Overall favorable score	Global survey underway in 2022		84% (Legacy G4S)

\* Total workforce includes employees and subcontractors.

\*\* Data represents global, unless otherwise stated.

# MEASURING OUR IMPACT

## (CONTINUED)

### Safety

See page 35

Based on Direct Workforce	2021	2020	2019
Lost time injury rate (per 1,000 employees)	4.10	3.85	5.54
Work-related fatality incident rate (per 1,000 employees)	0.032	0.031	0.032
Employee work-related fatalities	23	16	22
<i>Attack</i>	13	8	10
<i>Non-attack</i>	5	5	5
<i>Road traffic incident</i>	5	3	7
Non-natural deaths in custody (UK & Australia)	1	1	2

### Human Rights

See page 26

	2021	2020	2019
Number of human rights control self-assessments	16	24	22
Supplier ethical due-diligence program: Percentage of in-scope suppliers that completed an EcoVadis assessment	68%	57%	26%*
Migrant worker assurance program: Percentage of migrant worker employees that completed an assurance interview	23%	8%	>10% (UAE only)

\* Launched in Q.4 2019.

## Energy and Climate Change

See page 50

GHG Emissions	2021	2020	2019
Carbon Intensity (t/CO <sub>2</sub> e per \$m revenue)	17.3	18.7	25.2
Total GHG emissions (t/CO <sub>2</sub> e)*	316,857	320,795	437,357

Based upon 95% measurement (t/CO <sub>2</sub> e)	2021	2020	2019
Vehicles (inc related refrigerant)	181,101	174,916	213,154
Buildings (inc related refrigerant)	73,420	76,157	108,974
• inc electricity emissions of	60,756	61,155	87,316
Air travel	5,154	5,979	15,260

Based upon 95% measurement (t/CO <sub>2</sub> e)	2021	2020	2019
Scope 1	193,765	189,919	234,812
Scope 2	60,756	61,155	87,316
Scope 3 (Air Travel)	5,154	5,979	15,260

### Energy Consumption (includes building and vehicle consumption)

Based upon 95% measurement	2021	2020	2019
KWh	882,488,440	870,041,673	1,067,732,399

\* Includes Scope 1 and 2 emissions + Scope 3 (Air Travel).

## Whistleblowing: Speak Out and The Ethics Hotline

See page 48

	2021	2020	2019
Employees 'feel able to speak out on unethical behavior'	Global survey underway in 2022		83% (Legacy G4S)
Number of cases raised via Speak Out	1,460 (International)	553 (Legacy G4S)	555 (Legacy G4S)
Number of cases raised via Ethics Hotline	8,647 (North America)	8,816 (Legacy AU)	7,419 (Legacy AU)
Speak Out investigator training (relaunched in 2021)	100% of target employees (International)		

# 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 frequent dialogue with independent ratings agencies such as Sustainalytics, MSCI and VigeoEiris.

## Carbon Disclosure Project (CDP)



Since 2009, our international business, G4S, has reported on the progress of its climate risk management through the CDP. In the latest CDP climate report (December 2021), G4S achieved a CDP performance score of 'B-', ahead of the industry average.

Reporting to CDP helps to demonstrate a company's 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.

It is our goal that Allied Universal will complete a submission for assessment by CDP during 2022.

## EcoVadis



G4S has been regularly assessed by EcoVadis, an independent organization that provides evidence-based social responsibility ratings covering labor and human rights, business ethics, supply chain, and environmental matters. In 2021, G4S Limited achieved an overall score of 50, against the industry average of 40.

It is our goal that Allied Universal will complete a submission for assessment by EcoVadis during 2022.

## FTSE4Good

Between 2017 and 2020, G4S was independently assessed and included as a constituent of the FTSE4Good index series. This inclusion recognized G4S' strong commitment to social responsibility and to sustainable business practices.

The FTSE4Good index series is a leading socially responsible indicator developed by FTSE Russell, part of the London Stock Exchange Group. It is designed to measure the performance of companies demonstrating strong ESG practices.

Following the acquisition of G4S by Allied Universal, G4S was delisted from the London Stock Exchange in May 2021 and therefore no longer met the listing requirements for inclusion of the index.

## 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 and complaints handling.

Our specialist 'complex environments' business, G4S Risk Management, is a certified member of the International Code of Conduct Association (ICOCA) and has since 2015 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 of ICOCA in 2020.



### Sustainability Accounting Standards Board (SASB)

The SASB has developed a set of globally applicable, industry-specific sustainability disclosure standards. These identify material topics and associated metrics, to help companies convey their sustainability approach and performance to stakeholders.

We recognize the growing impact of SASB reporting disclosures and aim to report against the 'Professional and Commercial Services' standards in the future, following the completion of the complex integration of Allied Universal and G4S.

### Task Force on Climate-Related Financial Disclosures (TCFD)

The 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.

There are 11 recommended disclosures created by TCFD for listed businesses, which are spread across the four pillars outlined above.

We have proactively adopted this framework. Please see the reporting frameworks reference table on page 61 for more details of how we currently meet these disclosure requirements.

### United Nations Global Compact

#### WE SUPPORT



We are pleased to confirm that Allied Universal supports the 10 universal principles of the UN Global Compact, on human rights, labor, environment and anti-corruption.

We are aligning our strategies and operations with these principles and are proud to have recently become a participant in the Global Compact, the world's largest corporate social responsibility initiative.

Our international business, G4S, is a longstanding signatory to the UN Global Compact, reflecting the Compact's principles in its core values. G4S is also a signatory to the Business for Peace initiative and remains active within the UK network of the UN Global Compact, participating in the governing Advisory Group.

In this ESG report, we have described the actions 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 2021. See the reporting frameworks reference table on page 62 for more details.

# REPORTING FRAMEWORKS REFERENCE TABLES

## Taskforce for Climate-related Financial Disclosures Index

The TCFD has developed a framework to help organizations more effectively disclose information relating to the impacts of climate change in their ESG reporting process.

There are 11 recommended disclosures created by the TCFD which are spread across four pillars. Allied Universal has proactively communicated the content within this table and this ESG report.

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 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, long term.	The key risks include:
	Describe the impact of climate related risks and opportunities on the organizations business, strategy and financial planning.	<ul style="list-style-type: none"> <li>• Potential impact of extreme weather events on our people, our infrastructure and our ability to serve our customers. Business continuity plans are prepared to address these in high-risk areas.</li> </ul>
	Describe the resilience of the organization's strategy, taking into consideration different climate related scenarios including a 2c or lower scenario	<ul style="list-style-type: none"> <li>• Challenges presented by rising fuel costs and the opportunities presented by increasing availability of alternative energy sources.</li> <li>• Challenges and opportunities presented by the increasing requirements of stakeholders in relation to climate matters.</li> </ul> <p>To be reviewed as part of our wider review of the organization's strategy and climate change management.</p>
Risk Management	Describe the organizations processes for identifying and assessing climate related risks	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.
	Describe the organizations processes for managing climate related risks	Where a business continuity risk is identified, plans to address this are developed to ensure the impact on our business and customers is mitigated.
	Describe how processes for identifying, assessing and managing climate related risks are integrated into the organization's overall risk management.	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.

Pillar	TCFD Recommendation	Progress and Next Steps
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 the related risks	See page 58
	Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets	See page 54

## UN Global Compact: Communication On Progress Index



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.  
We welcome feedback on its contents.

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**Address**

Allied Universal®  
1551 N. Tustin Avenue  
Suite #650  
Santa Ana  
CA 92705

**Contact**

Tel: +1.714.619.9700  
Email: [esg@aus.com](mailto:esg@aus.com)