

OUR STRATEGY IN ACTION

HUMAN RIGHTS

EMPLOYEE SAFETY AND WELL-BEING

ANTI-BRIBERY AND CORRUPTION

PEOPLE, CULTURE AND VALUES

WHISTLEBLOWING: SPEAK OUT AND ETHICS HOTLINE

ENERGY AND CLIMATE CHANGE



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.

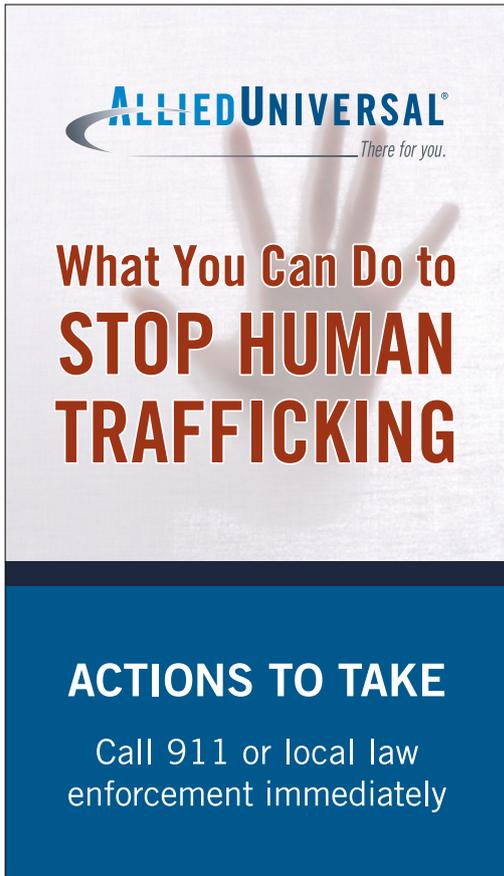
Building on the experience of G4S, Allied Universal is currently developing its human rights policy and a framework for implementation across its global operations. This will be launched later this year, accompanied by awareness campaigns and a review of policies and procedures through a human rights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

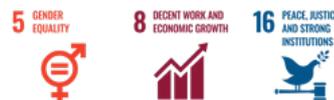


KNOW THE SIGNS	
	Appears fearful, anxious or nervous/paranoid
	Avoids eye contact (or too much eye contact)
	Dressed inappropriately
	Shows signs of physical or sexual abuse
	Does not or is not allowed to speak for themselves
	Does not respond when questions are asked
	Appears malnourished
	Has few or 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

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.

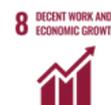
Over the past three years G4S has made significant enhancements to its existing policies and has invested in processes and controls to support migrant workers across the organization. We have:

- 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

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.

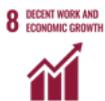
EMPLOYEE SAFETY AND WELL-BEING

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)

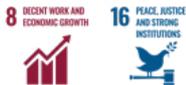
In some markets in North America and internationally, it is a requirement for Allied Universal security officers to carry firearms as a means of additional protection for themselves and our customers.

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



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.”

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:

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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 the 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.



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8 DECENT WORK AND ECONOMIC GROWTH



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)

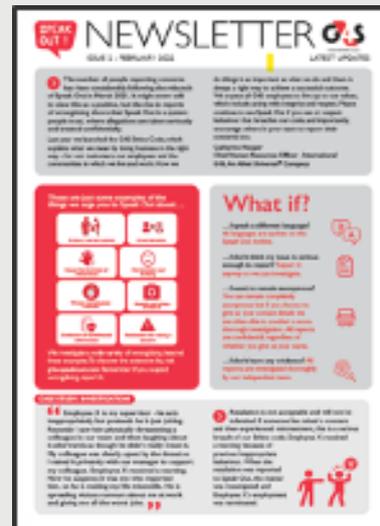
No Retaliation Case Study (International)

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

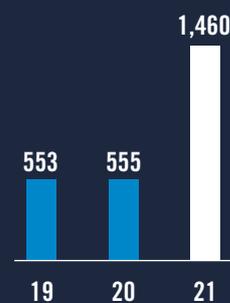
- Increase employee awareness and trust in the Ethics Hotline and Speak Out, achieving year-on-year increase in reported cases and global employee survey results.

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.

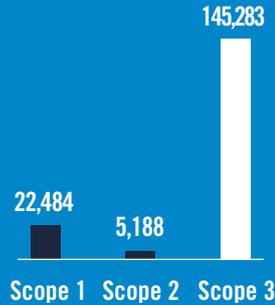
Beginning with our businesses in the UK, we have committed to achieving net-zero carbon emissions, as defined by the SBTi's net-zero standard, by 2050 or sooner.

NET-ZERO CARBON STRATEGY (UK)

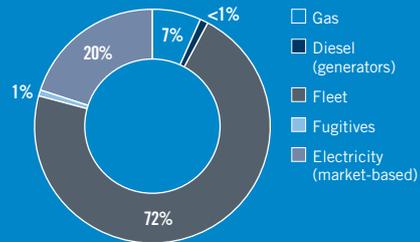
2020

2020 Baseline:

UK GHG emissions (t/CO₂e)



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

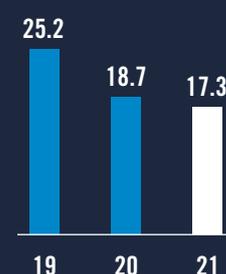
- Development of a UK net-zero carbon strategy, including:
 - Review by Corporate Citizenship of Scope 1 and 2 GHG emissions – and establishment of setting a 2020 base year.
 - Mapped the categories and completed an initial assessment of UK Scope 3 GHG emissions.
 - Set pathways to achieve near-term 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/CO₂e per \$m)



Total GHG Emissions (t/CO₂e)



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/CO₂e 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.