

2019

CORPORATE RESPONSIBILITY REPORT



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OUR BUSINESS MODEL AND STRATEGY

Our strategy – The ISS Way – has guided our choices for over a decade. As we seek to deliver stakeholder value consistently and sustainably, we are increasing our focus on those customers, services and geographies where we can differentiate and deliver industry-leading growth.

WE ARE PLACEMAKERS

We believe that **people make places and places make people**. From strategy through to operations, we partner with customers to deliver places that work, think and give. They choose us because we create, manage and maintain environments that make life easier, more productive and enjoyable.

Our people care about the people they support, always adding a human touch to create places that deliver and delight. Every ISS person in every customer facility is one of us – trained, equipped, motivated and working to high standards.

Working with customers day by day, side by side, we come to understand every aspect of the user experience. We deploy data, insights and knowledge to develop innovative strategies and intelligent solutions to meet the intricate realities of service delivery. This helps us manage risk, reduce cost and ensure consistency.

As a global company with a heritage of fairness, equality and inclusion, we empower all of our people to deal with problems and opportunities when they arise. We see it as our job to help our customers achieve their purpose. Whether it is hospitals healing patients, businesses boosting productivity, airports transferring passengers or manufacturing sites producing goods, we are there to help.

People make places and places make people.

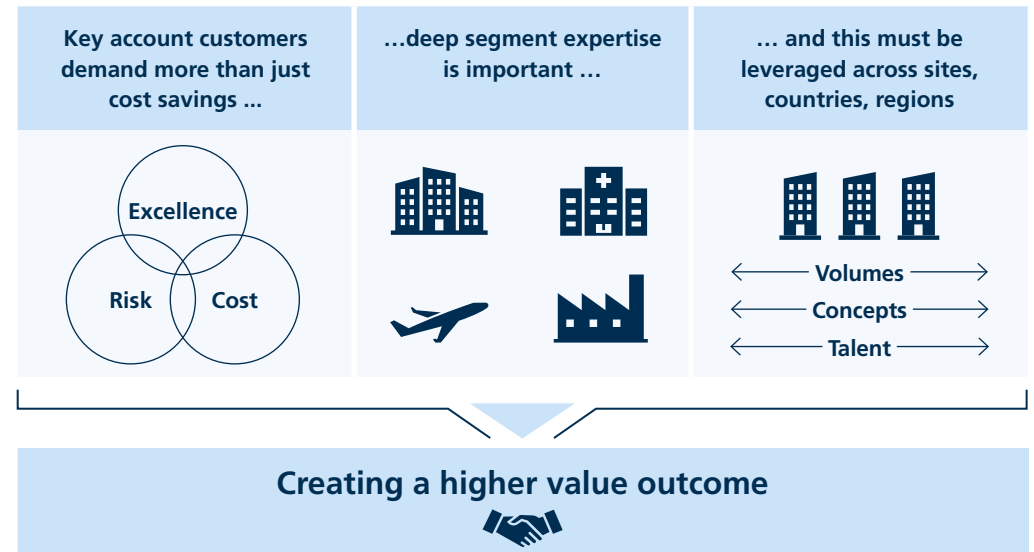
We know that when we get things right, it enhances lives and makes the world work better – and that is what drives us.

FOCUS ON KEY ACCOUNTS

Increasingly our focus is on key account customers. These are customers demanding a higher value outcome from the work we perform. They require **cost savings** but not at the expense of **service excellence or risk assurance**. Industry segment expertise is critical, and they expect us to deliver solutions that support their core business needs. This key account market comprises around 40% of the global USD 1 trillion outsourced facility management market. It remains a highly fragmented market with only a small handful of players with the capability to credibly offer national or multinational solutions. ISS is a leader in this market with an estimated market share of less than 2%.

BUILDING OUR SERVICE CAPABILITY

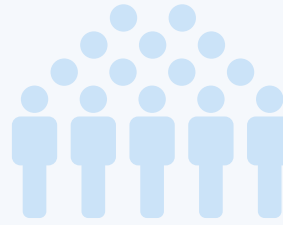
ISS is changing and will continue to change over the coming years. As this happens, our impact on working communities becomes greater – consistent with our customers’ needs. We have built a full suite of facility services with self-delivery capabilities. Whilst facility services remain our core business, they are now just one part of our offering to customers. Today, our value proposition to key account customers covers not only their property (**place**), but also their impact on the environment (**planet**) and the engagement of building users (**people**). We are strengthening our service capabilities even further through a programme of accelerated investment running until 2021, most notably in areas including technology, data and workplace management.



CORPORATE OVERVIEW

OUR TOTAL WORKFORCE
471,056

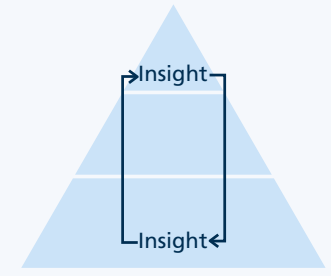
OUR STANDOUT ATTRIBUTES



People who go the extra mile and care about the people they support

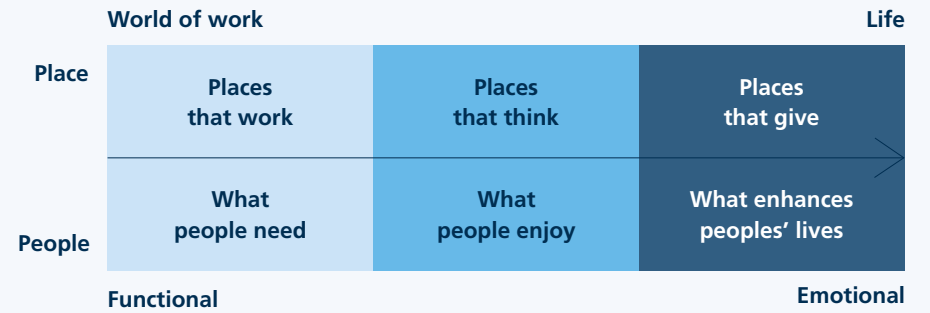


Our commitment to high standards in all aspects of delivery

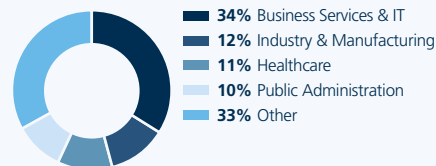


Intelligent solutions based on our knowledge of every aspect of the workplace experience

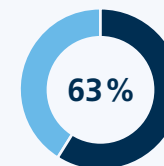
WHAT ISS DELIVERS



CUSTOMER SEGMENTS ¹⁾

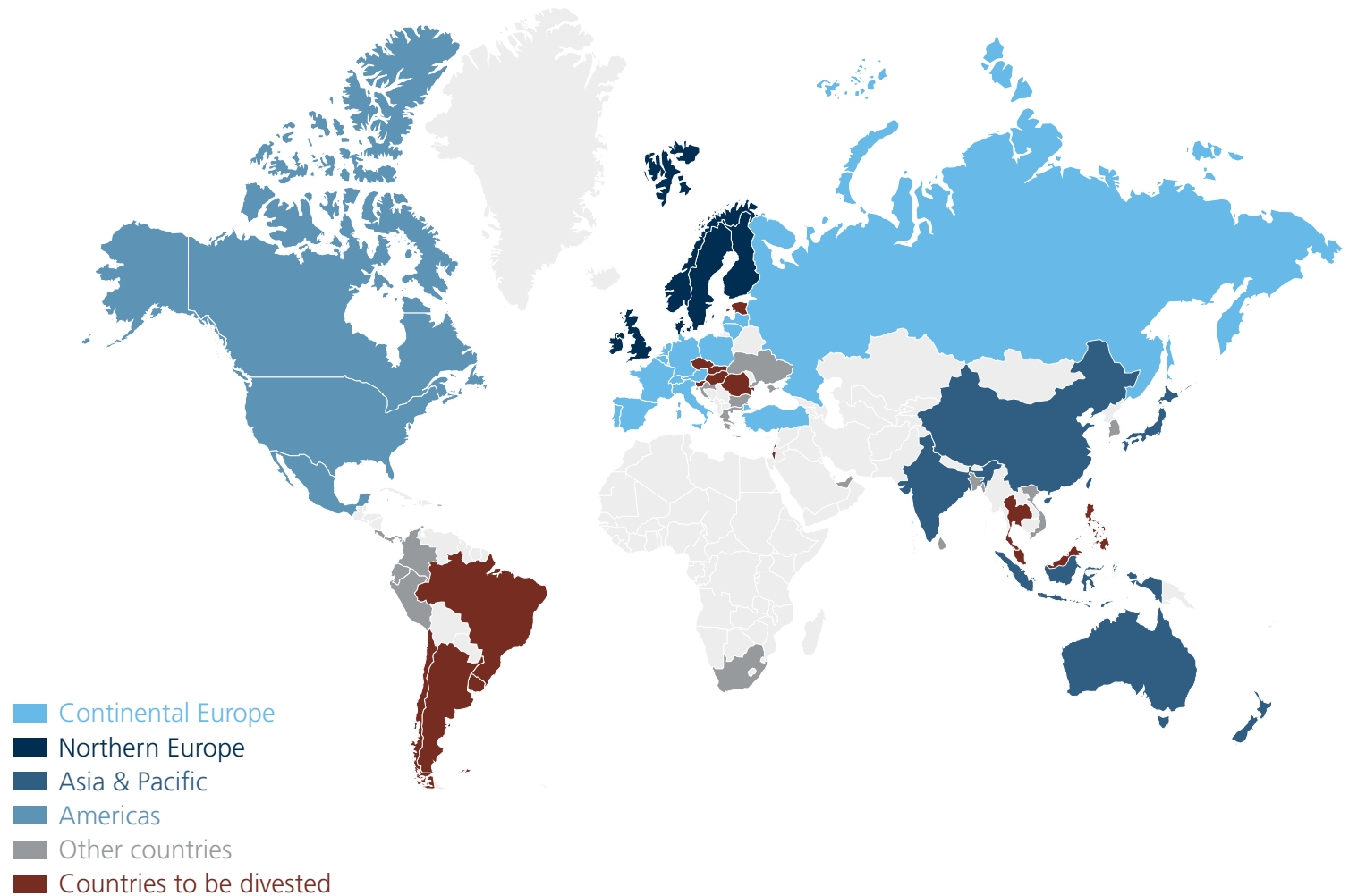


KEY ACCOUNT SHARE ¹⁾



¹⁾ Of Group revenue.

OUR GLOBAL FOOTPRINT AND STRATEGY



STRATEGY

Our strategy, the ISS Way, has choice making at its core:

- clarity on the customer segments we target,
- the services we provide, and
- the places on the globe where we provide them.

Furthermore, through consolidation and alignment of our capabilities, our strategy drives the skill and scale benefits of being a large, global organisation.

We strive to extract these benefits of skill and scale by leveraging our volume through:

- aligning procurement and business processes,
- sharing of the concepts and best practices our organisation develops,
- and proactive management of our comprehensive talent pool.

REGIONAL PERFORMANCE¹⁾

CONTINENTAL EUROPE

30.6
DKKbn
revenue

39%
of Group
revenue

55%
key accounts

12%
organic growth



144,502
employees

REVENUE BY COUNTRY

DKK million

Switzerland	5,507
Germany	4,891
Spain & Portugal	4,880
France	4,566
Turkey	3,182
Belgium & Luxembourg	3,015
Austria	2,211
Netherlands	1,344
Italy	511
Poland	293
Russia	147
Lithuania	55
Latvia	6

NORTHERN EUROPE

25.0
DKKbn
revenue

32%
of Group
revenue

73%
key accounts

4%
organic growth



70,815
employees

REVENUE BY COUNTRY

DKK million

UK & Ireland	11,205
Norway	4,028
Denmark	3,789
Finland	3,131
Sweden	2,884

¹⁾ The number of employees per region are from continuing operations.

REGIONAL PERFORMANCE

ASIA & PACIFIC

13.7
DKKbn
revenue

17%
of Group
revenue

60%
key accounts

5%
organic growth



160,732
employees

REVENUE BY COUNTRY

DKK million

Australia & New Zealand	3,973
Hong Kong	2,534
Singapore	2,317
Indonesia	1,970
India	1,592
China	834
Taiwan	425
Japan	80
Other countries – Asia	14

AMERICAS

8.5
DKKbn
revenue

11%
of Group
revenue

59%
key accounts

2%
organic growth



25,107
employees

REVENUE BY COUNTRY

DKK million

USA & Canada	7,629
Mexico	798
Other countries ¹⁾	32

¹⁾ Argentina, Bangladesh, Bulgaria, Colombia, Costa Rica, Ecuador, Estonia, Greece, Israel, Panama, Peru, Puerto Rico, Sri Lanka, South Africa, South Korea, United Arab Emirates and Vietnam.

LETTER TO OUR STAKEHOLDERS

2019 was a year of historically strong organic growth and improved underlying free cash flow. However, it was also a year where we identified and addressed several operational challenges. We are continuing to work through a bold and vital transformation as we enhance our ability to serve our key account customers to drive stronger and more sustainable value for our shareholders.

We maintained robust commercial momentum in 2019 as evidenced by a historically strong organic growth of 7.1%. This growth was supported by the launch of our largest contract to date, with Deutsche Telekom, as well as an enhanced customer retention rate of 91%. In addition, our underlying free cash flow improved considerably.

In November 2019, we revised our outlook on margins and free cash flow. Regrettably, our execution had proven unsatisfactory in a few areas leading to an operational short-fall. This ultimately triggered some negative one-off items impacting 2019. While we are still working to get our performance back to where it should be, we are confident that operating margins will recover over 2020 and in the medium-term.

Consequently, in November 2019, we launched an efficiency programme targeting corporate cost savings at the Group level. Through stronger prioritisation, this efficiency plan targets up to DKK 400 million in combined cash savings across both operating

expenses and capital expenditure. The in-year reduction in operating expenses in 2020 is expected to be around DKK 200 million.

Our total shareholder return (TSR) in recent years has proven disappointing. However, we are very focused on creating maximum value for all our stakeholders. Through the measures taken in November, and by leveraging our industry-leading and resilient platform, we are confident of delivering solid growth in both earnings and cash flow. The direction of our strategy is right – our chosen markets remain fundamentally sound and our strategic choices are proving successful.

PROGRESS IN 2019

We reiterated our focus on serving key accounts in 2019, which has grown to 63% of our Group revenue. These core customers demand more than simple cost savings and are looking for capable partners to support their strategic journeys. In 2019, our organic growth with key accounts reached 11% with a strong retention rate of 94%. We are operating in a fundamentally attractive and growing Facility Management market, where key account customers are looking for

outcome-driven solutions. We believe that ISS is in a strong position to serve these customers into the future.

We continue to develop our people agenda with targeted programmes to attract, develop and retain the talent and leadership needed to deliver our strategic objectives. We are also undertaking a major transformation of our technology and associated processes, ensuring that we offer market-leading value and stable margins, while benefiting from the support of greater insights and data.

Risk management is an integral part of our value creation, both for our customers and ISS. We take an active approach to risk management, ensuring that our key risks are identified and managed in a structured and prioritised manner. In 2019, we have continued our development of our risk framework and improving risk visibility to deliver industry best practice risk assurance for our customers and within ISS.

The divestment plan announced in December 2018 is making encouraging progress. By the end of 2019, we had secured proceeds amounting

to an estimated 40% of the total plan. This is a major step in simplifying, de-risking and focusing our organisation.

HEALTH AND SAFETY – A KEY PRIORITY

Our focus on health, safety, environment and quality (HSEQ) initiatives keep all stakeholders top of mind, from customers and suppliers to employees and partners. Safety is our highest priority and across the Group we're working tirelessly to ensure that our people go home safe to their families after a productive workday. Tragically we suffered three work-related fatalities in 2019 (one in 2018). This is unacceptable. We are deeply affected by the fatalities and the impact this has on their families, friends and colleagues. We have investigated the incidents to ensure we determine the root causes and take corrective actions so that they are not repeated. In the past decade, we have reduced our Lost Time Injury Frequency (LTIF) by nearly 80%. The continuous improvement has been driven by our systematic approach and focus on HSE risks across the organisation.

PEOPLE AND PLACES – A RELATIONSHIP WE UNDERSTAND

We are a company that supports the purpose of our customers. Working with them day by day, side by side, we understand every aspect of their needs and support them on everything from strategy through to daily operations. While facility services remain our core business, they are now just one part of our offering to customers. Today, our value proposition to key account customers covers not only their property (place), but also their impact on the environment (planet) and the engagement of building users (people).

Our customers are served by people who care about the places they maintain, the people they work with, and the planet they seek to protect. We ensure that our colleagues are trained, equipped and motivated to support our customers. Because our colleagues know that they are not only creating great workplace experiences but are also helping make the world work better. Furthermore, as a global company with a heritage of fairness and equality, we are committed to providing a workplace that fosters inclusiveness through our Diversity and Inclusion programme. As an example, we recently won the 'Impact Sourcing Influencer Award' for providing career and development opportunities for underserved populations.

OUR COMMITMENTS

We remain committed in our support of the United Nations (UN) Global Compact as we have been since 1999. We continuously align our strategy and operations with the ten principles of the UN framework. We are committed to the UN Guiding Principles for Business and Human Rights and, in terms of climate change, committed to reducing greenhouse gas emissions related to our operations. In last few years, we have specifically focused on strengthening our due diligence systems in order to implement the 'Protect, respect and remedy' framework in accordance with UN Guiding Principles on Business and Human Rights.

In ISS, we welcome the increased focus on transparency and the principle of 'knowing and showing' the full scope of our non-financial responsibilities.

Thank you for your continued support.

Yours faithfully,



Lord Allen of Kensington Kt CBE
Chairman

Jeff Gravenhorst
Group CEO

OUR APPROACH

ISS is committed to the well-being of our society, employees and customers. We create long-term value for our business, and thus the world around us, by addressing our main sustainability challenges and reporting our performance regularly and transparently. In short, we are a responsible corporate citizen.

OUR COMMITMENT

We are deeply committed to the transformation to a more resilient and just international community, as expressed in the 17 UN Sustainable Development Goals (SDGs). As a global business employing hundreds of thousands of people, across a huge range of sites, we are central to solving some of the most pressing sustainability challenges facing the world. On page 10, you can find more details of those SDGs which are particularly relevant to our business, and specifics on how we address them.

Our target is to lead our industry by example, always aiming to positively influence the market wherever we operate. Our role is particularly important because of the scale of the organisation and sheer number of people and places we have an impact on. This can also be in unstable regions and countries with limited legislation, which provide challenges to – and can be positively influenced by – the ISS global standards.

These standards are closely related to the principles of our company, which underpin a resilient business – vision, mission, values and strategy. These are complemented by a guidance framework of policies, rules and manuals. The main reference point for these is the United Nations Global

Compact, and we explain how these are embedded in the organisation on the following pages.

Our aim is always to take good care of our employees, the environment and our customers and this is the central tenet of our approach to corporate responsibility. We deliver excellent service to customers and protect their brand and reputation while working on their sites.

We organise this contribution to sustainable development around three main subject areas, and this report follows the same structure:



People: Safe working conditions, retention of people, diversity and inclusion, and human rights



Planet: Reducing our impact on the environment and climate



Profit: Compliance with sound business standards

The report provides an overview of how ISS addresses challenges in each of these areas and goes

into the practical detail of how we achieve this with several case studies. These demonstrate our policies in action, and thereby our engagement with and impact on stakeholders and society.

We must be aware of and respond to what is happening where we operate, whether these be global trends or more specific to a single country or culture. The materiality assessment underpins the management of our responsible practices along the entire value chain and we interviewed key internal stakeholders as part of the process. The findings were validated and confirmed internally and externally.

The materiality assessment was updated in 2019 and will be again next year (see page 13).

SUSTAINABLE DEVELOPMENT GOALS



SDG 5

Achieve gender equality and empower all women and girls

ISS is a multicultural company and embraces and encourages diversity. Women make up nearly half our workforce. Female representation in management, leadership development and graduate programmes has high priority and is progressing. Our Diversity Policy continues to bring results, with more initiatives to identify female candidates and promote women to more senior roles. Training programmes educate, enforce and embed policies against harassment and discrimination.



SDG 6

Ensure availability and sustainable management of water and sanitation for all

Consumption of water is one of the main impacts on the environment from our activities. We apply a documented process and management approach called Cleaning Excellence to reduce environmental impact. Cleaning Excellent contracts can reduce the use of detergents by 75%, and water consumption and disposal by up to 70%. We reduce our environmental impact through our ISS Green Offices Programme, which changes our behaviour to use resources more efficiently.



SDG 8

Promote sustained, inclusive and sustainably economic growth, full and productive employment and decent work for all

Minimum wages, the right to organise and a safe working environment are basic standards at ISS. As a dedicated people company, we invest

significantly in developing employees at all levels of our organisation. We take continuous action at all levels to eradicate injuries and fatalities. We have zero tolerance of forced labour, child labour, modern slavery and human trafficking in our operations and this is strictly enforced through governance controls, including audits.



SDG 10

Reduce inequality within and among countries

As one of the world's largest private employers, ISS provides the economic foundation for many individuals and families around the world. There is an increasing number of refugees in our workforce, as well as people with mental and physical disabilities, social challenges or little academic education. We offer all employees the chance to develop their skills through education programmes, increasing their job and career opportunities.



SDG 12

Ensure sustainable consumption and production patterns

We aim to reduce the consumption of chemicals through our Cleaning Excellence programme, working with strategic suppliers to develop and test new tools and processes that will reduce the environmental impact. We focus on green innovation projects, such as the comprehensive Diversey SURE range of cleaning products. These are plant based and 100% biodegradable, designed to deliver superior results while being safe for people and kind to the environment.



SDG 13

Take urgent action to combat climate change and its impacts

ISS is committed to continuously reducing any negative impact on the environment due to our operations, and we also work with customers to help them reduce their own environmental footprint. We work at our customers' premises, meaning we gain insight into their performance and use this knowledge to help them manage and reduce their impact and reach their targets.



SDG 16

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 aim to eradicate all forms of discrimination and unethical behaviour through the ISS Code of Conduct and the Global People Standards. These policies are the basis of our learning tools and programmes, including an extensive onboarding course in which all new employees are trained in our way of working and our values. Corruption and bribery are illegal and against our values, and we promote the "Speak Up" system to allow employees to raise concerns on these matters, anonymously and without fear of reprisal.

OUR FRAMEWORK FOR CORPORATE RESPONSIBILITY

HOW WE ARE BUILDING A RESILIENT BUSINESS

Our framework for corporate responsibility shows the origin of our mindset and how we embed our Group strategy locally. It is based on our business fundamentals – the vision and mission, our values and our business strategy: The ISS Way.

As a global business, a major task is to integrate the Group Strategy for Health, Safety, Environment and Quality (HSEQ) and Corporate Responsibility (CR) and related policies into our local operations. This effort is essential to reaching our business goals.

In each country, a designated HSEQ manager is responsible for implementing the Group strategy into the country business strategy. Countries report their performance to Group HSEQ and CR. Group

HSEQ and CR is responsible for driving the strategy, monitoring and reporting on HSEQ and CR and works in close alignment with the Executive Group Management. By reviewing performance and actions, Group HSEQ and CR helps the countries achieve the common Group goals.

Key activities are:

- Ensuring a healthy and safe work environment;
- Driving a responsible supply chain;
- Reducing our environmental footprint;
- Mitigating risks through internal education;
- Building strong leadership capabilities.

Policies are available at <http://inv.issworld.com/policies.cfm>



MITIGATING RISKS AND CHALLENGES

Risks can expose our business, harm people and damage the environment and climate, and mitigating them is an essential part of our corporate responsibility efforts. Managing risks well can also create opportunities, for ISS, our employees, customers, and society.

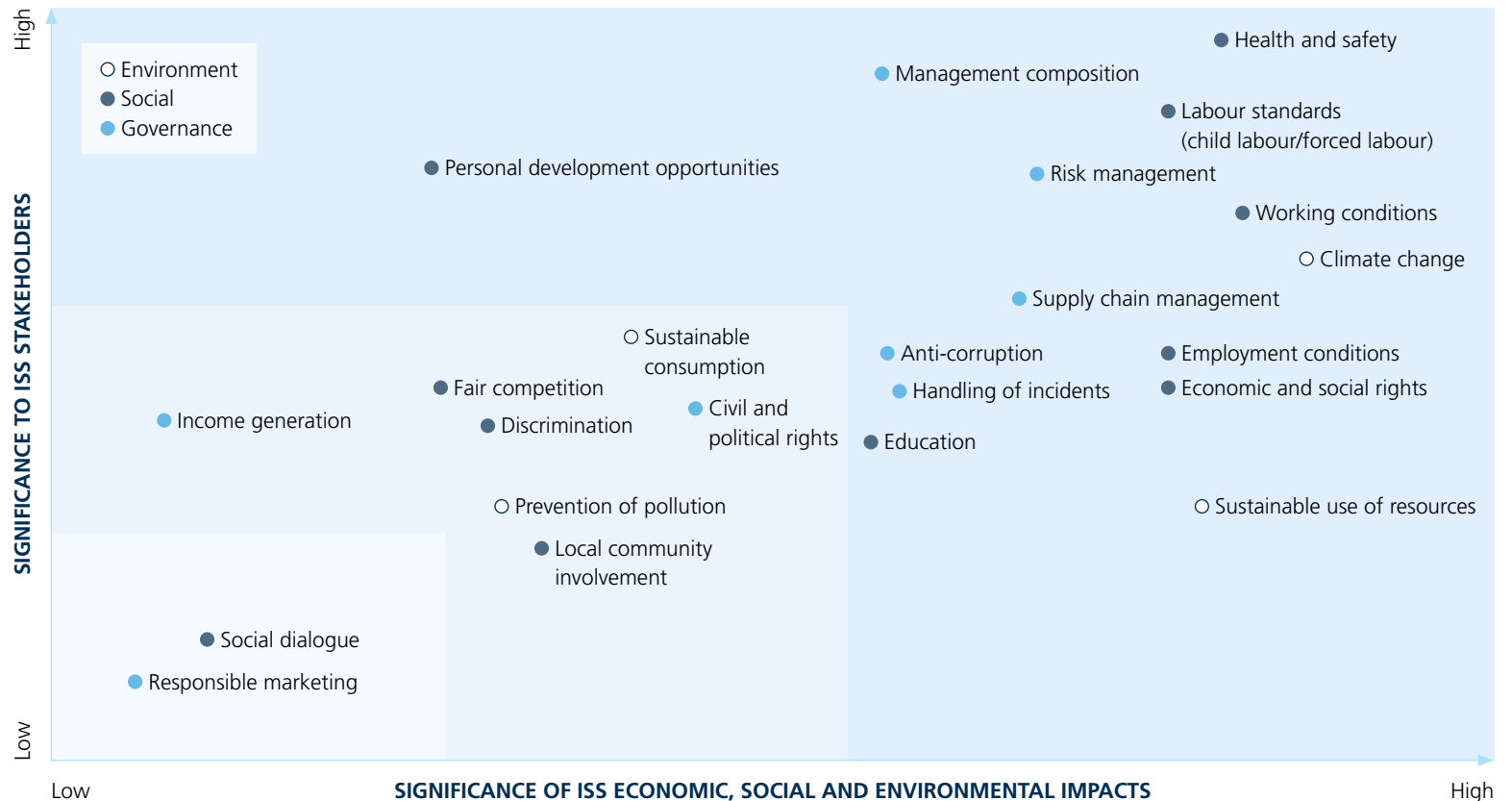
PROACTIVE DEVELOPMENT






Our customers are keen to improve their working environment and impact on climate and are increasingly asking us, as a service provider, to assist them in these efforts. At the same time, we are focusing on strengthening compliance in our own supply chain. We support the creation of a level playing field globally in all aspects of sustainability and aim to achieve this through an ambitious and systematic approach. Our efforts should be considered as part of a continuous and

proactive development, as the challenges remain and there will always be new ones to overcome.

The “Speak Up” system – a reporting channel for raising serious and sensitive concerns – is a fundamental part of our efforts to eliminate non-compliance. It provides a guarantee of protection from reprisals or retaliation for complaints made in good faith. More details on this programme can be found in our case study on page 37.

Our role as employer, business partner and corporate citizen requires us to take responsibility for mitigating risks, using our knowledge to take meaningful actions in a constructive and transparent way. The risks, impacts and actions related to the UN Global Compact principles on responsible business are presented in the overview, below and on page 13.



	RISKS	IMPACT	ACTIONS
	Given the large number of employees around the world, complying with anti-corruption rules may pose a risk. Although bribery and corruption are illegal and against ISS policies, we acknowledge that we cannot always prevent breaches of rules or legislation.	Foul play by just one of our 471,056 employees somewhere in the organisation can seriously harm our company at a corporate level. Adverse effects could include financial costs, corporate liability, and reputational damages with the potential to destroy business opportunities. Corruption affects society by e.g. endangering the rule of law and destabilising economic growth.	Our global standards are part of the training for all ISS employees. Enforcing the anti-corruption and bribery rules requires constant focus and the commitment from our top management is unambiguous. Local management must work actively to implement the standards. We monitor and ensure that each case of non-compliance gets escalated and treated seriously.
	Reducing our environmental footprint is a clear ambition in ISS. We manage two different risk categories: our own operations and our customers'. As for our own operations, consistent reporting and coordinated initiatives remain a challenge. In relation to our customers, it is a challenge to pursue the highest standards on their behalf.	With our global reach, improving resource productivity will have a significant impact on the environment by decreasing the use of water, energy and materials. When we transfer our standards to customers' businesses, the impact will grow accordingly.	Based on a systematic approach we aim to achieve continuous improvement in quality and performance. We set standards and targets for improvements, and measure and report on our performance. Credible and effective management of environmental and climate-related risks are part of our value proposition to our customers.
	As a global organisation our people have numerous interactions every day. This tests our ability to respect human rights , particularly in regions affected by instability and weak law enforcement. We have identified three main areas posing a risk: child labour, forced labour and right to privacy. They reflect the vulnerability of the people we interact with.	Breaching the rights of vulnerable people is particularly problematic: their exposed situation is worse, and feeling defenseless they may not claim their rights. Influenced by local sub-cultures, this could also impact people in general.	We recognise that certain individuals and groups require increased awareness and attention to protect against potential abuse. Our policy on safeguarding children and vulnerable people is being implemented via a thorough programme. It is part of our onboarding programme, training of top management and leaders and also included in our Global People Standard. Our work on privacy is detailed on page 34.
	Our policy is to ensure that slavery and human trafficking are not taking place in any part of our business and our supply chain. We recognise that certain categories of our supply chain carry higher risk of child and slave labour. Here, we specifically seek to secure adequate risk controls.	People who become part of slavery or human trafficking usually do not know their rights. They are victims of a cruel business exploiting vulnerable humans. Apart from the human costs, the negative societal and economic consequences are significant.	ISS is committed to help eradicate slavery and human trafficking; hence we have a systematic and proactive approach to ensure this. We conduct internal audits to verify our standards to manage these risks. In relation to our supply chain, we require self-assessments and carry out audits to verify our suppliers' labour standards and performance.
	The management of working conditions and supply chain risks are becoming more important as compliance with international standards grows. Operating in unstable regions with limited legislation can be challenging to enforce ISS global standards which impose decent working conditions.	As we operate a global company with around 470,000 employees and managing a vast number of sub-contractors and suppliers every year, we directly or indirectly impact labour rights for a significant number of people.	Working with private sector partners as well as civil society and labour organisations, we seek to promote labour rights both globally and locally. We support the UN Global Union's 12 fundamental principles and we manage labour rights on the foundation of these shared goals.

KEY SUSTAINABILITY EVENTS IN 2019



FOCUS ON COMPLIANCE

Compliance creates value for our customers as part of our overall value proposition – in short, it is sound business. We operate inside the sites of our customers and they depend on us to effectively manage their risks in terms of health and safety and environment (HSE) and human and labour rights. Strict internal controls ensure we maintain our standards at all times and all locations.

OPERATING MODEL

Group Internal Audit carries out an elaborate set of assurance activities to monitor our performance on business integrity and good business practices. Group HSEQ and CR also perform audits against the ISS Global People Standards, the Group HSEQ Manual, the ISS Safety Rules and the ISS Code of Conduct. In 2019, we carried out 7 audits in Germany, France, Ireland, India, Sweden, Singapore and the US.

To meet the needs of our customers for compliance, efficiencies, transparency and consistency of service performance across our global portfolio of customers, ISS has strengthened its operating model to ensure a clear line of sight from Group to Regions to Countries to customer sites, where we deliver our services.

The drive for alignment and consistency is supported by a well-defined set of business fundamentals across ISS, including common vision, mission, values and leadership principles, supplemented by mandatory policies and processes.

Proper and timely escalation of serious incidents is a prerequisite for making the right decisions and the consequences for ISS and its customers of not addressing serious incidents in the optimal way may be severe. As a result, this year we have updated our mandatory Escalation Policy and trained our Global Key Account Managers. Its purpose is to:

- ensure that all serious incidents that could have a significant impact on the activities, employees, customers, financial performance or reputation of a customer or of ISS are escalated immediately;

- ensure that appropriate emergency response planning and management are in place to address serious incidents; and
- reinforce the accountability of Country, Regional and Group managers as well as Key Account Managers and Global Account Directors for duly and timely escalation of serious incidents.

IMMEDIATE ESCALATION

We continuously encourage our employees to escalate serious incidents according to the Escalation Policy. Serious incidents are those which, if not recognised promptly and managed effectively, have or are likely to have a significant adverse impact on the activities, employees, customers, financial performance or reputation of a customer or of ISS.

When considering if an incident may or may not be serious based on the available information, escalate the incident, so it can be managed effectively. In other words: When in doubt whether or not an incident is serious, escalate it. Immediate escalation shall take place before further assessment of the situation has been made.

Time is of the essence and escalation cannot await thorough investigations and long reports. The manner of initial communication is by phone to provide the high-level details of the incident, which will allow appropriate actions to be commenced as early as possible. Subsequent communication will normally be less time-sensitive and is therefore preferably done in writing, unless otherwise agreed case-by-case.

To avoid conflicts of interest, any persons in the reporting line involved in serious incidents shall

be by-passed and reporting shall be made to the first superior reporting level not involved in the serious incident.

To ensure that the Escalation Policy and the implemented emergency response plans work in practice, it and the reporting framework will be reviewed and tested every 12 months.

In addition to the Escalation Policy, ISS has a Speak Up Policy and system to facilitate the reporting of serious and sensitive concerns. Please see page 35.

TRAVEL AND EXPENSES POLICY

In 2019, ISS implemented a new Travel and Expenses Policy, which is applicable to and mandatory for all employees. The purpose is to ensure the health and wellbeing of Group employees travelling for business purposes, reducing our emissions from business travel while at the same time ensuring that we leverage our total travel spend and follow basic rules in the planning of travels and incurring of reasonable expenses on behalf of ISS.

ISS will pay for and reimburse reasonable and necessary expenses incurred in relation to business activity whether such activity involves travelling or not. The following fundamental principles apply:

- The purpose of the expense incurred must be business related;
- Incurring private, non-business-related expenses on the account of the Company is a breach of the Policy;
- Always use good judgement when incurring business expenses;
- Employees are responsible for ensuring that travel plans are reasonable, realistic and support the Company's business activities;
- Travel should be undertaken only when necessary. Employees must always consider alternatives such as video and web conferencing or conference calls before deciding to travel.

Before any booking takes place, employees must seek written approval for the trip from their line manager.

We frequently travel to destinations in both established markets as well as new emerging

markets with different cultures and different levels of safety for foreigners. We give high priority to the safety of our employees. Therefore, all trips must be booked via our travel agency Agencia to ensure that we can track our employees.

The new Policy has led to a better work-life balance for our employees as well as reducing our environmental footprint as a result of reduced business travel.

NEXT LEVEL SUPPLIER COMPLIANCE

Brand protection and risk control are two of our key value propositions. ISS's self-delivery strategy helps our employees to account for the compliance of our total business at any given time. This also means holding our many valuable suppliers worldwide to the same high standards.

In ISS, the route to compliance starts with transparency. It also supports consistency, efficiency, and not least the purpose of our key accounts. Over the last years, ISS has significantly strengthened the global procurement and supply chain management approach (for more details, see the 2017 Corporate Responsibility Report). We focus on where the risks are and establish close relationships with key suppliers and clients in order to implement our policies, standards, knowledge, processes and solutions.

These risks include governance and policies, unethical behaviour, Freedom of Association, workplace health and safety, conditions of employment and work, child labour, environmental protection, subcontracting, financials and contract compliance.

THE KEY STAKEHOLDERS WE ENGAGE WITH

 Employees	Relation with designated manager and annual appraisal
 Customers	Ongoing dialogue to meet expectations and feedback from annual Customer Experience survey
 Investors	Close dialogue through road shows, conference calls, investor meetings and announcements
 Suppliers	Increased dialogue to ensure a responsible and strong supply chain, to the benefit of both parties. This engagement is carried out on a continuous basis during the year
 Unions	Constructive interaction with international works councils, unions and employee representatives. Quarterly with the EWC and semi-annually with UNI
 Media & NGOs	Proactive and constructive communication with media and NGOs on a broad variety of platforms

PEOPLE REACHING OUR FULL POTENTIAL

ISS is built on the foundation of our employees, who deliver on our promises to customers throughout every working day. With over 470,000 people working in 50 different countries, we have a significant responsibility to ensure a safe working environment and nurture them with education and training to reach their full potential.

By investing in people, we can harness their full potential and help focus their energies to meet the needs of our customers whilst fulfilling their need for personal development and job satisfaction.

We believe that development is a continuous process for every employee at every level of the organisation and as such, are committed to give everyone equal access and opportunity to learn and develop. We strive to empower our people to deliver excellent service for our customers every day, thereby helping us become the world's greatest service organisation.

FOCUS ON EDUCATION

The MyLearning is the global Learning Management System for ISS and is in place across the whole of the organisation worldwide. It is the first ISS system deployed with the aim of being accessible to all colleagues and team members, no matter where they work – from country leaders and executives to frontline staff in all service lines: cleaners, security officers, food services staff, technicians and others.

MyLearning is a multi-function platform, supporting the deployment and tracking of over **1,400** global and country-specific e-learning modules and more than **650** training videos. It allows country organisations to assign, track and store evidence for on-job training, skills, licences, certifications and qualifications, and has a classroom management tool for automating invitations and marking attendance at formal classroom-based training sessions. It is cloud-based, which means our frontline team members do not need to have company network access, and completely mobile-friendly with an intuitive interface for easy access through smartphones, tablets and computers by users who may not be familiar with using online tools.

MYLEARNING LMS

 **457,097**
active user accounts

Covering
 **49 COUNTRIES**
across Europe, Asia-Pacific and the Americas

Available in over
 **10 DIFFERENT LANGUAGES**

ISS e-learning content in up to
 **25 DIFFERENT LANGUAGES**

To ensure all team members are suitably trained, safe and compliant while performing their job, MyLearning can automate personalised training assignment based on a team member's role, location, customer and country. This allows ISS to identify and support team members who may require advice or have specific needs to ensure required training is completed.

Key focus areas of standardised global MyLearning training for relevant team members include the ISS Code of Conduct, Information Security, Data Protection and position-appropriate Health, Safety and Environment training (such as driving safety, waste management and office safety), while each ISS country organisation is encouraged to develop their own locally-specific catalogues of content. These may include optional extra training

opportunities, leadership development, customer service skills and Microsoft Office training, which can be accessed through the system's catalogue and self-assigned by a user as easily as selecting a book from a bookshelf. Future plans for the global catalogue include adding multilanguage literacy, numeracy and core IT skills training as free online courses for all team members.

Since its formal launch in Asia-Pacific in 2015, MyLearning's use across the organisation has continued to grow. In 2017, approximately **100,000** e-learning modules were completed by MyLearning users; this figure increased to almost **530,000** in 2018 and is already over 873,000 in 2019 bringing the total number of module completions to over 1.65 million to date.

In a survey of end-users:

- 96% of respondents agreed or strongly agreed that MyLearning was easy to use;
- 96% agreed or strongly agreed that MyLearning made it easy to access a range of training opportunities;
- 98% agreed or strongly agreed that MyLearning made it easy to access training at any time.

LEADING THE ISS WAY

Our drive for quality and consistency of leadership will allow us to maximise the Power of the Human Touch. This is why we continue to invest in developing our leaders through Group-wide ISS University programmes that are focused on driving:

- 1 Leadership Development;
- 2 Business Excellence;
- 3 Service Culture;
- 4 Effective on-boarding.



IGNACIO VALVERDE PRADERA
FERNANDA SANTOS BARBOSA
 ISS Iberia

During 2019, our Leading the ISS Way programme has been embraced and embedded by senior leaders across the globe, with more than 30 leadership teams completing this individualised learning journey. The programme facilitates clear and structured feedback which allows leaders to gain insights into their personal style, strengths and development areas. It has provided clarity regarding business-wide leadership behaviours underpinned by our Leadership Competency Framework, allowing the effective discussion of leadership capability and mobility across the global business.

Our Leadership Mastery Programme is an intensive 12-month programme designed for our future leaders, to provide them with the platform to step up into senior leadership positions as the business develops and grows. This programme also supports our senior leadership talent pipeline. In 2019, a further 20 executives have successfully graduated, making a total of more than 120 alumni.

The impact of this has been particularly noticeable, with 42 leaders advancing into new roles in different geographical areas.

With the growth of key accounts being central to our strategy, there is a clear need to ensure we have the right people with core business acumen managing and improving our services to customers. Our Key Account Management Certification Programme (KAMC) remains the foundation for building commercial and operational capability, helping develop value propositions for our customers that are aligned with global tools. We currently have 1,200 certified key account managers and will be continuing to increase the reach of our business programmes with the introduction of a Site Manager Programme, launched across ISS in Q1 of 2020.

THE HUMAN TOUCH

Service with a Human Touch is our game-changing cultural programme aimed at developing concrete service behaviours. This programme has been deployed across the ISS world in 47 countries, with more than 200,000 employees taking an active part in developing their own service behaviours and finding their purpose.

We take great pride in how we introduce new people to the ISS world, ensuring that they are empowered to deliver Service with a Human Touch. Our Welcome to ISS induction programme promotes a sense of belonging for new employees on their first day and safeguards time to support collaboration and meet new colleagues and customers. Expectations and behaviours are discussed and agreed, giving each new employee the encouragement to work to discover their purpose.

ENGAGED PEOPLE

Engaged and enabled employees have a direct impact on the customer experience. We regularly survey our employees on how engaged and enabled they are in working for ISS and, more importantly, what we can do better to drive full engagement of our people.

In 2019, we focused on implementation of findings from our seventh global employee engagement survey, which was conducted in 2018 and covered 44 countries in 54 languages. More than 300,000 employees were invited to participate, with 230,824 responding with an impressive response rate of 76.4%.

One of the learnings from the survey is the positive impact of the Service with a Human Touch programme, focusing on our frontline employees. The programme is a key strategic game changing driving cultural change, communicating our

mission and translating customer value propositions into concrete service behaviours for thousands of service professionals.

We continue to work to continuously improve engagement, which in turn increases people’s overall sense of purpose in the delivery of our services. We see a clear correlation between employee engagement and customer satisfaction, making them key drivers of financial and operational performance.

UK MODERN SLAVERY ACT

Our policy is to ensure that slavery and human trafficking are not taking place in any part of our business and in any part of our supply chain. This is consistent with our Code of Conduct, Corporate Responsibility Policy, Supplier Code of Conduct and

Global People Standards. Our Global People Standards cover, among other areas, pre-employment checks, zero tolerance for forced and compulsory labour, right to privacy, and child labour.

We conduct internal audits to verify we manage these risks in our operations. We recognise that certain categories of our supply chain carry a higher risk of child or slave labour and we therefore in 2017 implemented a new Supply Chain Policy and ISS ProcurePASS.

DIVERSITY AND INCLUSION

As one of the world’s largest private employers, with global operations and more than 470,000 employees, we are committed to fostering and cultivating a culture of diversity and inclusion in the broadest sense.

The Board and the Executive Group Management (EGM) recognise the importance of promoting diversity at management levels and have implemented policies regarding competencies and diversity regarding Board and EGMB nominations, according to which we are committed to selecting the best candidate while aspiring to have diversity in gender as well as in broader terms. Emphasis is placed on:

- experience and expertise (such as industry, strategy and value creation, leadership of large international companies, transformational change, people development and succession, sales and marketing, IT and technology, finance, risk management, and corporate responsibility);
- diversity (including age, gender, new talent and international experience) as well as diversity of perspectives brought to the Board or the EGMB; and
- personal characteristics matching ISS’s values and leadership principles.

to identify female successors and table the matter of women in leadership at ISS for discussion at least once a year at EGM level.

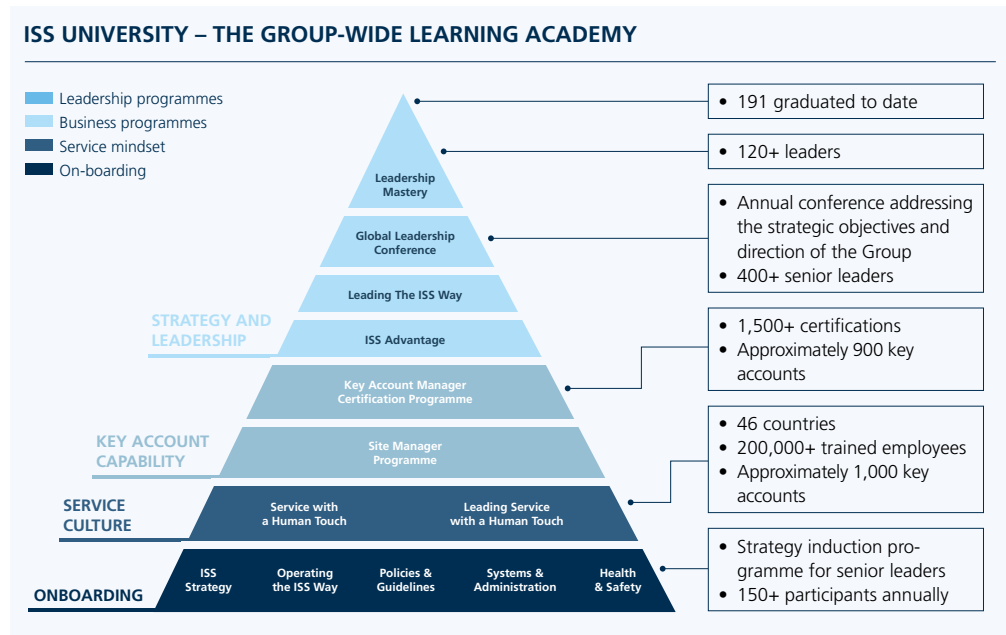
In 2017, we launched our 2020 Talent Vision, which has specific targets for female representation in succession plans for EGM and their direct reports, and the succession plans, diversity targets and progress were reviewed by the EGM as well as the Board. It is our policy to ensure strong representation of women in various ISS leadership development and graduate programmes across the Group and at the global head office. We had 30% female representation at our 2019 annual Global Leadership Conference, and 40% female participation in our Leadership Mastery development programme, and we actively identify female candidates for these programmes to ensure adequate gender diversity. The policy and initiatives create an increased focus on gender diversity across the organisation, leading to satisfactory progress.

The Board has adopted a gender diversity target of having at least 40% women, as elected by the general meeting, on the Board by 2020. Currently, 33% of these Board members are women and thus the target was not reached in 2019. The Board found that, in broad terms, it possessed a high level of diversity and did not nominate new candidates in 2019. Including employee representatives, 44% of our Board are women.

The representation of women at management level at the global head office increased slightly in 2019 compared to 2018 and gender diversity remains a focus area in 2020.

In 2019, a Global Head of Diversity & Inclusion was appointed to intensify our focus and lead the agenda across the organisation. This step will ensure that we share best practices, promote global alignment and drive implementation. We are launching a global concept named “You make a difference” and are targeting at least 40% of genderbalance within all leadership roles by 2025 – a goal approved by the Executive Management Board and the Board of Directors. Whilst this will, initially, be our primary focus, our ambitions go beyond gender and we will implement initiatives targeting the three dimensions Fairness & Equality@ work, Diversity of Thoughts and Inclusiveness.

In order to promote, facilitate and increase the number of women in management level positions at ISS’s global head office, we continue to leverage our Diversity Policy, which defines a number of initiatives. These include our recruitment policy, requiring us to short-list at least one female candidate in all internal and external searches for vacant positions. It is furthermore our policy to continuously develop succession planning, aiming



GINA TOH:

A PART OF THE SINGAPORE GROWTH STORY

Gina Toh joined ISS Singapore in 2001, has progressed through the ranks and is now Country Manager. Gina has been part of the growth story for Singapore as well as growing her own career through her roles in operations, including property management and catering and more recently as Commercial Director for the country.

Gina spent her first four years with ISS in sales in the cleaning division and had the advantage of a background in property management.

"I love engaging with people and communicating with customers. Personal drive is important and I take up challenges quite quickly and easily. Change may not be a bad thing, and it is something I constantly keep an open mind about," she says.

"I know people in the organisation – and know that they can help me if I need it. The organisation has breadth and tremendous opportunities and my country manager actively helped me develop and invested in me."

Gina was brought in to integrate new businesses i.e. catering into ISS, which was an entirely new experience in a new language and with a new business approach. She worked on a bid for integrated facility services (IFS) and then became involved in managing IFS accounts.

She was promoted to General Manager of catering and when event catering was divested, she moved the rest of the business into headquarters.

"I want the business to grow and ISS Singapore to be recognised as the key IFS provider. Personally, I want to develop and build more talents within the organisation, with a succession plan for key roles in the organisations," Gina says. "I am proud to work at ISS because it's a people organisation. We provide a stable career and job for low-income workers, which in turn helps their families, and that keeps me motivated."



AMELIA EKUS:

PUTTING YOUR PASSION INTO PRACTICE



Amelia Ekus grew up in a house constantly hosting both social and charity dinners, filled with cookbook authors, chefs, and restaurateurs. Working at Guckenheimer, ISS' US food services company, gave her the opportunity to put her passions into practice.

Amelia's pursuit of the creative then brought her to Twitter, where she began as General Manager for Guckenheimer. She revelled in the unique opportunity to test out concepts in an environment that values innovation through experimentation and developed the role into Senior Food Service Director and opened accounts in the New York and New Jersey region.

Now, she is an Area Manager in the New York City region for Guckenheimer and was named one of Eater's 2017 Young Guns, an honour bestowed upon the brightest up and coming talents in the food industry in the USA.

"I have been lucky to have so many people who have supported and taught me. First and foremost, I call my family when I want to celebrate a

win or face a tough situation," Amelia says. "Guckenheimer's CEO, Helene Kennan, became a mentor before I worked for the company and she helped me realise that restaurants were not the only place where quality food and service could be delivered. She opened my mind to the challenge and now I am committed to changing the perception of corporate dining."

It was Kennan who brought Amelia to her current role, as she wanted the opportunity to be creative and contribute something meaningful.

"Helene opened my eyes to the world of corporate dining. Once I realised I could produce experiences that were as engaging as within traditional restaurants, I was in. I have learned skills that most people learn in a trial by fire environment once they try to open their own shops – merchandising, kitchen design, choice architecture.

"The reality is that the volume in corporate dining has so much power to affect change," she says. "We can help to support growers and creators through our sourcing, partner with

major companies on their sustainability initiatives, and help support corporate culture – we are truly nourishing the minds at some of the best places to work in the world."



ISS IBERIA:

EMPOWERING WOMEN THROUGH DECENT JOBS

ISS employees of Spain and Portugal have directly impacted 8,505 people in developing countries by financing and supporting local programmes which facilitate access to work.

ISS is conscious that empowering people and providing access to decent jobs improves living standards and contributes to the wellbeing of families and communities in the long term.

Since 1997, thousands of ISS employees in Spain and later in Portugal donate the cents from their payroll each month to the ISS, One More Smile foundation. This is managed by ISS in collaboration with the two main Spanish unions CC.OO Comisiones Obreras (CC.OO) and UGT Unión General de los Trabajadores (UGT).

The various decent work programmes reach eight countries: Ecuador, Colombia, Morocco, India, Peru, Dominican Republic, Angola and Burkina Faso and are implemented with experienced local NGOs.

In November 2019, 20 employees of ISS Iberia had the opportunity to visit two projects located in the south of India.

In India, the society is organised around a rigid system of castes and subcastes. There is one group considered casteless: the Dalits or untouchables. In rural India, the Dalits represent a marginalised community: their work as labourers is extremely low-paid and irregular and prevents them from having access to dignified living conditions.

In this context the ISS, One More Smile foundation has supported two projects with the local NGO, Rural Development Trust, to empower 60 women of the Chenchus tribe to succeed through decent jobs. Providing a job to the women gives them greater awareness of their rights and recognition from society.

The first project financed 28 women. As with a start-up, they received adequate training and financial resources needed to improve production materials and produce plates and cups made of a local tree named moduga. Their production is sold in the neighbourhoods.

The second project boost 32 women and their families by providing cows for their own dairy products. The family shares duties: feeding, cleaning,

washing the cattle and milking. Milking is still done manually.

The collaboration between the ISS foundation and the Rural Development Trust allows the Dalits to take charge of their own destiny and recover their dignity, ensuring equal rights and opportunities and justice for all and improving the welfare of the most vulnerable populations, thus fighting against exclusion and contributing towards a more sustainable planet.



LINE DALSGAARD ANDERSEN: OPPORTUNITIES FOR PROFESSIONAL ADVANCEMENT

When Line Dalsgaard Andersen started as replacement in the canteen of Aalborg Barracks, she could hardly have imagined that just five years later, she would be the district leader of one of ISS's major public facility management contracts with the Danish Building and Property Agency (Bygningsstyrelsen).

After just a short time in the canteen, Andersen was clearly performing well and was taken on as a permanent employee and became a team leader. When the time came to appoint site supervisors for a number of defence locations, she was appointed to the role at Hjørring Barracks at the same time as she qualified as a floor host, which she had been working towards for several months.

"I am happy and humble about the opportunities I have had here. I had some managers who were really excellent at developing those things that I am good at. I know that this is a major assignment, but I have been guided well by both leaders and People & Culture and a lot has been done for get me ready for it, and to make me feel safe in the new role as a leader," Andersen says.

"ISS is full of possibilities and if you want to go further in the company, there is so much support and help available in relation to trying something new and taking opportunities."



HEALTH AND SAFETY

We have an ambitious 100 vision: to be number 1 in our industry in terms of health, safety and environmental performance; operate with 0 fatalities at our workplaces; and incur 0 serious incidents or occupational injuries at our workplaces.

SAFETY IS SECOND NATURE

As a responsible company, it is our obligation to ensure that our over 470,000 employees go home to their families and loved ones in the same condition as they started their workday at ISS. In the last decade, we have established a systematic approach to drive this vision. Simply put, we need to have a culture where safety is second nature and a natural part of our working culture.

Our HSEQ Management system is the backbone of this approach. The integrated management system that was first implemented in 2010 was updated to reflect the new ISO standards in 2016 and was certified by our global certification partner, DNV GL, in February 2017. The integrated management system has now been certified in June 2019 to the new ISO 45001 Standards. The Group HSEQ Management system is mandatory for all our operating countries to comply with and sets the minimum bar for how we manage our risks in these areas.

To embed accountability in our operations, we have also implemented a global HSEQ IT tool, so our operations can report incidents, carry out investigations and take corrective actions to address the root causes. We have used the IT system to create awareness in our operations, as reporting incidents including Near Misses is a key component in creating awareness in our organisation. To encourage employees to report Near Miss incidents and hazard observations, we also launched an app for the IT tool to make reporting and carrying out inspections possible using smart phones.

In 2019, we continued our quarterly Me and You safety campaigns in all the countries focusing on slips, trips and falls, electrical safety, working at

heights, and see something, say something. The campaign uses posters produced by Group HSEQ and CR that are translated into more than 20 languages. These are supplemented by bi-weekly Toolbox Talks, facilitated by Toolbox Talk Calendars and which are translated into 20 languages, providing our operations with topics and discussion points for the talks.

We performed bi-monthly safety inspections for all our large global key accounts during 2019. The inspections build accountability and transparency as results are reported directly into the global HSEQ IT tool. At the same time, the inspections provide documentation that we are living up to the HSEQ requirements included in contracts.

All our processes require commitment from everyone, starting from our EGM to our colleagues delivering our services to our valued customers. We have embedded this commitment at the management level; our EGM have all signed Personal Safety Action Plans (PSAPs), and we start all our senior leadership meetings with a Safety Moment. At middle management levels, we are also embedding PSAPs and creating Safety Ambassadors by asking our employees to be safety role models by, for example, holding the handrails when using the stairs, ensuring everyone uses their seat belts in the car and not holding their mobile phones while they drive.

At the operational sites, some of the actions include holding Toolbox Talks, Near Miss reporting and stopping unsafe work. Our responsibilities also include the health and safety of our customers as we work side by side with them on a daily basis. If we have a strong safety culture, this will also have a positive impact on our customers.

FATALITIES

We regretfully had three work-related fatalities in 2019; in 2018, we had one fatality. We are deeply affected by these incidents and have investigated to determine the root causes and take corrective actions to ensure they are not repeated. The fatalities occurred in Thailand, Spain, and Indonesia and were related to workplace violence, Lock Out Tag Out and site safety. As per our Group Escalation Policy, each fatality and serious injury is reported to our top management within 24 hours.

As a result of the incidents, we have sent Global Safety Flashes to the whole organisation to ensure we learn from the incident and take preventive actions. In 2019, we also began documenting the Toolbox Talks held at our Global Key Account sites.

IMPROVING THE PERSONAL SAFETY OF OUR PEOPLE

The Lost Time Injury Frequency (LTIF) for 2019 was 2.8, a reduction from 2.9 in 2018 and down from 3.5 in 2017. This means, we have reduced our LTIF by nearly 80% from our 2010 baseline of 13.

Lost Work Hours (LWH) is an important indicator of the general health and wellbeing of our employees. It is also closely linked to both operational and financial gains. LWH decreased by 55% compared to the 2010 baseline, well exceeding our target of 45% reduction. The Total Reportable Cases Frequency (TRCF) was 7.5, a decrease of over 65% compared to the 2010 baseline value of 23.

RISK AND DUE DILIGENCE

We perform services with different personal health and safety risk profiles depending on our customers' activities and on the individual site.

We have for example implemented a standardised Site Risk register that provides us an overview of the hazards and risks at a site. As part of our due diligence process to ensure we understand and comply with our customers' requirements, we have implemented a HSEQ Compliance Plan.

ANNUAL HSEQ ACTION PLANS

Each year, we build and distribute a Group HSEQ and CR Action Plan with actions for each country to implement as part of their Country HSEQ and CR Action Plan. One of the actions in 2019 is for individual country management to develop a PSAP with objectives and targets. This encourages and allows for management to show their visible safety commitment and leadership through actions.

WHAT WE DID IN 2019

In addition to the Global Campaigns and Toolbox Talk Calendars that were rolled out, we made a number of e-learning modules mandatory in our new learning management system, My-Learning: the ISS Safety Rules, HSE E-Learning, Office Safety and Driver Safety (the modules were assigned to employees based on their function).

Furthermore, during 2019 we further developed the Quality Management System (QMS) for the pharma sector. This QMS is under the overall HSEQ Management system and emphasises our commitment to growth in the life science segment.

In 2018, we started delivering HSEQ as a service at a global level, supporting our overall strategy to develop HSEQ and CR as a value proposition to our customers. The capabilities we have built up over the years enable us to offer HSEQ and CR as a service to our existing and new customers.



ISS AUSTRALIA:

MAXIMISING OPPORTUNITIES FOR INDIGENOUS GROUPS IN AUSTRALIA

ISS Australia is committed to maximising opportunities for local indigenous groups and individuals. We do this through supplier partnerships and ISS Indigenous Employment Programmes, which are designed to support our business operations and fulfil our commitment to providing sustainable employment and career development opportunities for indigenous Australians.

The programme supports the broader ISS Corporate Social Responsibility strategy and aligns with the Australian Federal Government's vision to "Close the Gap". For local Aboriginal communities and broader indigenous populations, ISS provides a valuable source of employment, education and cultural interaction that engenders a sense of pride and independence for employees.

ISS INDIGENOUS COMMITMENTS**Reconciliation Action Plan (RAP):**

ISS Pacific's RAP 2019-2022 will successfully build on the foundations of the first, which was implemented in 2015. The plan has been developed to demonstrate our commitment to

Aboriginal and Torres Strait islander peoples and our desire to play an important role in improving employment and enterprise opportunities for Australia's First People.

ISS was first recognised as a Corporate Leader by the Australian Federal Government in 2008 and since then has achieved a number of positive outcomes in the areas of indigenous employment, business and community engagement.

Over the past 10 years, ISS has provided over 850 new employment opportunities and spent more than \$7 million with indigenous businesses. We have also learnt a great deal in the way we interact with the community, ISS leaders and our customers on the importance and emphasis we place on achieving our targeted actions and commitments.

Whilst our results have been commendable, there is still an opportunity for us to improve our performance to ensure our activities remain transparent and beneficial to Aboriginal & Torres Strait Islander peoples. Our re-energised efforts, as outlined in our RAP 2019-2022, combined with

enhanced collaboration with indigenous communities will ensure we achieve our expected goals in this important area.

Employment Parity Initiative (EPI):

ISS is a proud partner of the Australian Federal Government's EPI programme, under which we are contractually committed to achieving an indigenous employment rate of 3%, equivalent to the proportion of total population, across our Australian workforce by December 2020.



OVERVIEW OF 2019 PEOPLE PERFORMANCE

SUBJECT	ENABLED BY	ACTIVITIES	PROGRESS
Health and safety	<ul style="list-style-type: none"> • ISS Safety Rules • Group HSEQ and CR Action Plan • The ISS Groups HSEQ Management Manual • The ISS Group HSEQ and CR Reporting Manual • HSEQ@ISS-IT system 	<ul style="list-style-type: none"> • Personal safety action plans for individual management members • Campaigns • ISS HSE App 	<ul style="list-style-type: none"> • Fatalities: 3 • Lost Time Injury Frequency: 2.8 • Decrease in lost work hours compared to 2010 baseline: 65%
Employee engagement	<ul style="list-style-type: none"> • Engagement survey 	<ul style="list-style-type: none"> • Follow up on survey taken in 2018 	<ul style="list-style-type: none"> • Actions taken to follow up on the 2018 survey where 230,824 employees responded • The measures show continuous high performance with scores above four on a five point scale
Leadership and training	<ul style="list-style-type: none"> • Training and development programmes 	<ul style="list-style-type: none"> • Service with a Human Touch • Key Account Manager Certification (KAMC) • Leadership training programmes 	<ul style="list-style-type: none"> • More than 200,000 employees completed the Service with a Human Touch programme, more than 1,500 completed the KAMC programme, 23 people graduated from the Leadership Mastery programme • Front line employees received 6,200,889 hours of class room training in 2019, compared to 7,180,195 hours in 2018. This is equal to 14 hours per person in 2019. Subjects included health and safety, technical training, management, language training, leadership and supervisory, IT, security and fire prevention. White collar employees had 310,100 hours of training in 2019, compared to 345,486 hours in 2018 and equal to 12 hours per employee
Human rights and Labour rights	<ul style="list-style-type: none"> • ISS Global People Standards • Diversity policy • Formalised union and works council's co-operation 	<ul style="list-style-type: none"> • Follow-up on implementation of ISS Global People Standards • Further roll-out of ProcurePASS as part of Supply Chain due diligence 	<ul style="list-style-type: none"> • Included controls in RiskManagement@ISS • European Works Council conference • Continued UNI Global Union collaboration

PLANET HELPING TO PROTECT OUR ENVIRONMENT AND CLIMATE

The impact of climate change is becoming ever clearer and it is affecting all of us – in terms of our weather, health, economy and general quality of life. This makes it even more important that ISS manages the way our business affects the environment through how we design our processes, the equipment used and the portfolio of services offered to customers.

STRATEGY

Our activities impact the environment primarily through the use of cars and air transport, energy consumption in buildings and energy, water and chemicals used in delivering our cleaning services, which account for 50% of our commercial offerings.

There is ever more pressure for greater transparency, engagement, and evidence of proactive environmental initiatives from external stakeholders such as customers and investors. Furthermore, our employees expect ISS to be responsible and reduce its impact on the environment.

Thus, it is clear we must carry out our operations in an environmentally friendly manner to ensure our success and future growth, and we are fully committed to reducing our impact.

We did not identify any significant non-compliance with environmental laws and regulations in 2019.

Our environmental policies are integrated with the overall business strategy to enhance our competitive advantage. At the same time, the environmental strategy must be flexible and scalable so we can adapt to changing circumstances in the future. The guiding principles for the strategy are that it must always:

- be consistent with the ISS Values;
- be consistent with our ambition of operational excellence;
- enhance our reputation;
- be manageable and measurable;
- be substantive and documented.

BEYOND POLICY AND PRESSURE

ISS strives to comply with all evolving regulatory and customer requirements. Furthermore, we

drive efficiencies in our operations that bring cost reductions and risk mitigation, providing a competitive advantage and increasing the bottom line. We achieve this through:

- a systematic approach to identify potential for more efficient use of resources, lower emissions and cost optimisation;
- proactive mitigation of environmental risk;
- anticipation of our customers' needs.

Our ambition is to focus on how we can do more than just comply with environmental policies and pressures – i.e. to go beyond “Eco-Efficiency” to “Eco-Advantage”. It is not just a matter of cutting waste and becoming more efficient, but rather to fully embed these considerations into every aspect of our operations. We want to be recognised as an environmental leader and create significant value through these initiatives for our business, our customers and society as a whole.

On top of cost reductions, we will create incremental economic value and enhance competitiveness through:

- improving resource productivity (energy, water and material) and realising significant cost savings;
- better managing environmentally-driven business risk;
- enhancing the reputation of ISS.

OUR TARGETS

We have improved the quality of our data reporting in the environmental area over the last few years through more frequent reporting and tighter quality control, and we believe that it correctly represents our current footprint. We have established relative targets that are meaningful and achievable:

- 5% reduction in electricity consumption (Mwh/revenue) over the 2018-2021 period, based on 2017 baseline data;
- 15% reduction in car emissions from leased cars (g/km), from 2014 over the leasing period of four years;
- 5% reduction in water consumption (m³/revenue), over the 2018-2021 period, based on 2017 baseline data.

THE I-MOP AND ISS

Using the i-mop at ISS saves a lot of water – in fact, 2,215,048 litres of clean drinking water.

The i-mop combines the working width and efficiency of a large combination machine, as well as the agility and ease of handling a small machine. It cleans surfaces better, is more ergonomic and faster than other big common scrubber dryers and is cordless, so it is also easy to reach from one level to another and it rotates 360 degrees.

The Made Blue Foundation calculates the water footprint of the impact of using i-mop machines and matches the water saved by companies, products or services by creating equal amounts of clean water in developing countries: 1 litre for 1 litre for people who need this water.

Water needed for creating products such as soap, clothing or a cappuccino and for realising services such as cleaning or events is made available in developing countries, in a certified, measurable and traceable way.

RISK AND DUE DILIGENCE

ISS is always seeking ways to reduce the environmental impact of our operations and services. Credible and effective management of our environmental and climate-related risks is part of our value proposition to customers and we have adopted a systematic approach to achieve continuous improvement in quality and performance.

We manage these risks as critical business activities, with standards and targets for improvement, and measures, appraisals and reports on performance. There are two different risk categories: the impact of our own operations and the impact of our customers'.

Our customers' operations are proving to be a new business opportunity as they are increasingly looking to improve performance and impact. Our role means we often know their offices and sites better than they do, because we are there every day and throughout the locations, and hence we are able to provide unique insights into managing and reducing their environmental impact.

REDUCING OUR CUSTOMERS' IMPACT

ISS is at the heart of our customers' activities and are always working with them to reduce their environmental impacts with processes and systems such as:

- **The ISS Green Offices Programme:**

Designed to reduce the impact of offices, sites and daily work practices on the environment. By changing people's behaviour, we can use resources efficiently and dispose of waste responsibly, thereby reducing our environmental footprint.

- **Waste process:**

ISS can directly influence the environmental performance of our customers by managing waste from source using our onsite presence and influence over the supply chain. Our ability to integrate sustainable best practice into the heart of client organisations has helped us regularly achieve recycling rates above 80% and zero waste-to-landfill targets.

- **Audits:**

We can carry out energy and water audits to help identify resource consumption and wastage. This helps identify operational and resource consumption saving projects. The audit process also supports our customers in achieving or maintaining their ISO certification.

PLANET – OUR WAY

Ambition

Our strategic ambition is to be recognised as an environmental leader, advocating for more sustainable actions, measures and goals.

Enablers

Environmental strategy: We work towards our goals of reducing greenhouse gas emissions, use of water and waste production.

Cleaning excellence: Cleaning Excellence is an operating process to identify continuous improvement in both service delivery and environmental impact. It is designed to significantly reduce the use of detergent and water.

Important for ISS

As people are our most valuable resource, we are responsible for providing a safe and secure work environment with the opportunity for all to achieve their personal and professional potential.

Drivers

Our environmental initiatives and activities are carried out through a systematic approach, whereby we identify potential for more efficient use of resources, lower emissions and cost optimisation. We proactively mitigate environmental risk and anticipate our customers' needs.

Impact on society

When we reduce our impact on the environment and climate, we contribute to solving the global challenge of climate change and creating a sustainable world for future generations.

What's next

We will continue to work with our stakeholders (employees, customers and suppliers) in reducing our impact on the environment through behavioural change and developing solutions to reduce greenhouse gas emissions and resource consumption.



ENVIRONMENT:

PUTTING OUR ENERGY INTO REDUCING CONSUMPTION

The impact of climate change is becoming ever clearer and it is affecting all of us – in terms of our weather, health, economy and general quality of life. This makes it even more important that ISS manages the way our business affects the environment through how we design our processes, the equipment used and the portfolio of services offered to customers.

More and more of our customers are asking how we can help them reduce their environmental footprint, reduce costs and make their processes more efficient. It is something we are challenging ourselves to do as a company too. We want to be more efficient about how we use resources and cut down on waste, including plastic pollution. One specific area we have been working on is reducing energy consumption. We are taking what we've learned ourselves and are helping clients put it into practice in their own businesses. Our approach combines data, insight and our service know-how, to help our customers improve their sustainability. Here is how we are doing just that for Nordea.

ENERGY MANAGEMENT

We started with data. We carried out a mapping and energy audit at Nordea's Norwegian headquarters to establish a baseline reading of their energy consumption. We also began to integrate systems to provide greater transparency. During the audits and integration, we discovered a number of improvement opportunities that would result in future cost-avoidance. We took our findings, qualified them into business cases and proposed the changes to Nordea. For example, one of the business cases focused on replacing the old light bulbs with the latest LED technology throughout the parking garage and thereby reducing electricity consumption. Through all recommended changes, ISS estimates that Nordea could avoid CO₂ emissions by 747 tonnes over a five-year period.

LOOKING INTO THE FUTURE

Our work does not stop here. We are scaling our energy management service to cover all of Nordea's headquarters by the end of 2020. We will also expand our service to improve

Nordea's waste management. In fact, we are developing more and more ways to approach energy management for our customers, including services like real-time monitoring, where analysts take data insights and turn them into energy-saving initiatives, and technicians can respond immediately to any issues. Whatever the approach, our goal is to help customers create sustainable places, where we cut costs and emissions in equal measure. And we are confident that, with the right energy and focus, we can achieve it.



OVERVIEW OF 2019 PLANET PERFORMANCE

SUBJECT	ENABLED BY	ACTIVITIES	PROGRESS
CO₂ emissions from leased cars	Reductions achieved through leasing more fuel efficient cars and changes in driver behaviour	<ul style="list-style-type: none"> • Driver Safety E-learning • Continued leasing of more fuel efficient vehicles 	Vehicle emissions decreased from 91,199 tonnes CO ₂ eq. in 2018 to 89,334 tonnes CO ₂ eq. in 2019
CO₂ emissions from business travel	We encourage more online meetings to reduce air travel in particular	Use of webinars	<ul style="list-style-type: none"> • Emissions from business travel decreased from 22,285 tonnes in 2018 to 21,263 tonnes in 2019. The decrease was due to new Travel Policy and stricter governance on travel • We continue to encourage online meetings to limit travel
Chemicals	We collaborate with suppliers to develop and test environmentally friendly products and materials that also offer reduced costs in use and increased productivity	Further integration of an IT tool to propose environmentally friendly solutions	This has led to a reduction in 2019 of: 98,000 kg. waste; 820,000 litres water consumed; and 228,000 kg. CO ₂ eq. in GHG emissions
Electricity (own)	Mandatory certification according to the ISS Green Offices Programme	Implementation of awareness and behaviour changing measures	In 2019, we consumed 39,903 MWh of electricity compared to 44,707 MWh in 2018
Water (own)	Mandatory certification according to the ISS Green Offices Programme	Implementation of awareness and behaviour changing measures	In 2019, we consumed 307,758 m ³ water, a decrease from 311,339 m ³ in 2018; the decrease is due to improved awareness

PROFIT COMPETING ON FAIR TERMS

Our ambition is simple – we aim to be the world’s best service company. We are competitive, but want to achieve this by fair means and positively influence the global business environment through sound financial performance and compliance with our business integrity framework.

The ISS Way, our company strategy, focuses on optimising the customer experience while driving cost efficiencies through the alignment of our organisation behind a set of common business fundamentals and scale benefits. We aim to create value for our shareholders by maximising the cash flow growth from our business in a sustainable way over the short and long term.

We have comprehensive measures in place to ensure the integrity of our business. ISS employees deal with customers and suppliers hundreds of thousands of times every day and we want these relations – as well as those with the financial community – to be based on sound business practices.

TAX: HONESTY AND RESPONSIBILITY

In order for ISS to grow sustainably, the local communities where we operate need to grow and benefit as well. The most important way ISS contributes to local communities is by providing jobs, income, training, social benefits and career opportunities. Paying tax and duties are also important contributions to many communities around the world.

The ISS Group Tax Policy is the foundation to ensure a common approach to the tax position within the ISS Group. It applies to all legal entities within the ISS Group and all employees of ISS, particularly those involved in the preparation, oversight, management and approval of our tax positions.

Our Group Tax Policy is founded on our commitment to comply with local and international tax legislation and builds on our corporate values and leadership principles. Paying taxes accurately and in a timely manner is fundamental to how we do business.

We always act with honesty and transparency in our relationships with all local authorities, including related to tax. ISS has zero tolerance towards avoidance of taxes, social charges or payroll taxes.

ISS prepares and submits all tax filings required by law and provides complete and timely disclosures to all relevant tax authorities.

ISS also has an obligation to optimise the return for its shareholders by managing and planning tax payments effectively within the framework of relevant tax regulation. Transactions between ISS group companies are conducted based on arm’s length principles and in accordance with current OECD guidelines.

ISS contributes with views and input on the drafting and adoption of relevant tax legislation and will respond proactively to regulatory and other changes as soon as these are known.

The Group Tax Policy and the group tax position, including how tax compliance and tax risks are managed and monitored, are reviewed annually by the Board of Directors.

GOVERNANCE STRUCTURE EXPLANATION

ISS A/S is a limited liability company registered under Danish law and listed on the Nasdaq Stock Exchange. Management powers are distributed between the Board of Directors and the Executive Group Management Board (the EGMB). The members of the EGMB are the Group CEO and Group CFO and form the management registered with the Danish Business Authority. The Group has a wider Executive Group Management (the EGM), which comprises nine Corporate Senior Officers of the Group in addition to the EGMB.

PROFIT – OUR WAY

Ambition

We are a competitive business, but we want to compete on honest, fair and equal terms. We aim to create value for our customers by allowing them to focus on their core business.

Enablers

Audit programmes: A comprehensive set of assurance activities are conducted by Group Internal Audit to monitor our performance on business integrity and good business practices.

Compliance: The Code of Conduct is the overarching guidance for behaviour by anyone working for, supplying or representing ISS. Building on this, we have adopted policies on competition law and anti-corruption.

Important for ISS

We intend to create value for our shareholders by maximising the cash growth from our business in a sustainable fashion over the shorter and longer term.

Drivers

The ISS Way is about optimising the customer experience while driving cost efficiencies through the alignment of our organisation behind a set of common business fundamentals, and benefits of scale.

Impact on society

As ISS continues to be a prosperous and growing business, we impact many communities around the world through compliant ways of working and by paying tax and duties correctly and on time.

What's next

We will retain our healthy pipeline of a growing number of national and international key account customers, and continue to service and support for their businesses by creating and delivering on our compelling value proposition. We will work with our customers to develop healthy and productive work spaces, innovative solutions and apply our full range of concepts for creating value.



PERFORMANCE AWARDS SUPPORTING CORPORATE RESPONSIBILITY PROJECTS

At every Global Leadership Conference, we reward and celebrate countries who deliver an extraordinarily performance covering organic growth, operating margin and cash conversion. In 2019, for the very first time, this reward was converted to a 'cash award' to be invested in a Corporate Responsibility project of their own choice within the country. This change was

made to encourage countries to pro-actively support projects that make a difference to the people we work with and the society we live in. An example is ISS Norway supporting an organisation called 'Give a Job'. 'Give a Job' is an organization with the aim to change the perception of refugees from being problems to being resources. They want to create opportunities for local businesses and communities to see that refugees are professional people who can contribute to local society.

PROTECTING PERSONAL DATA IN ISS

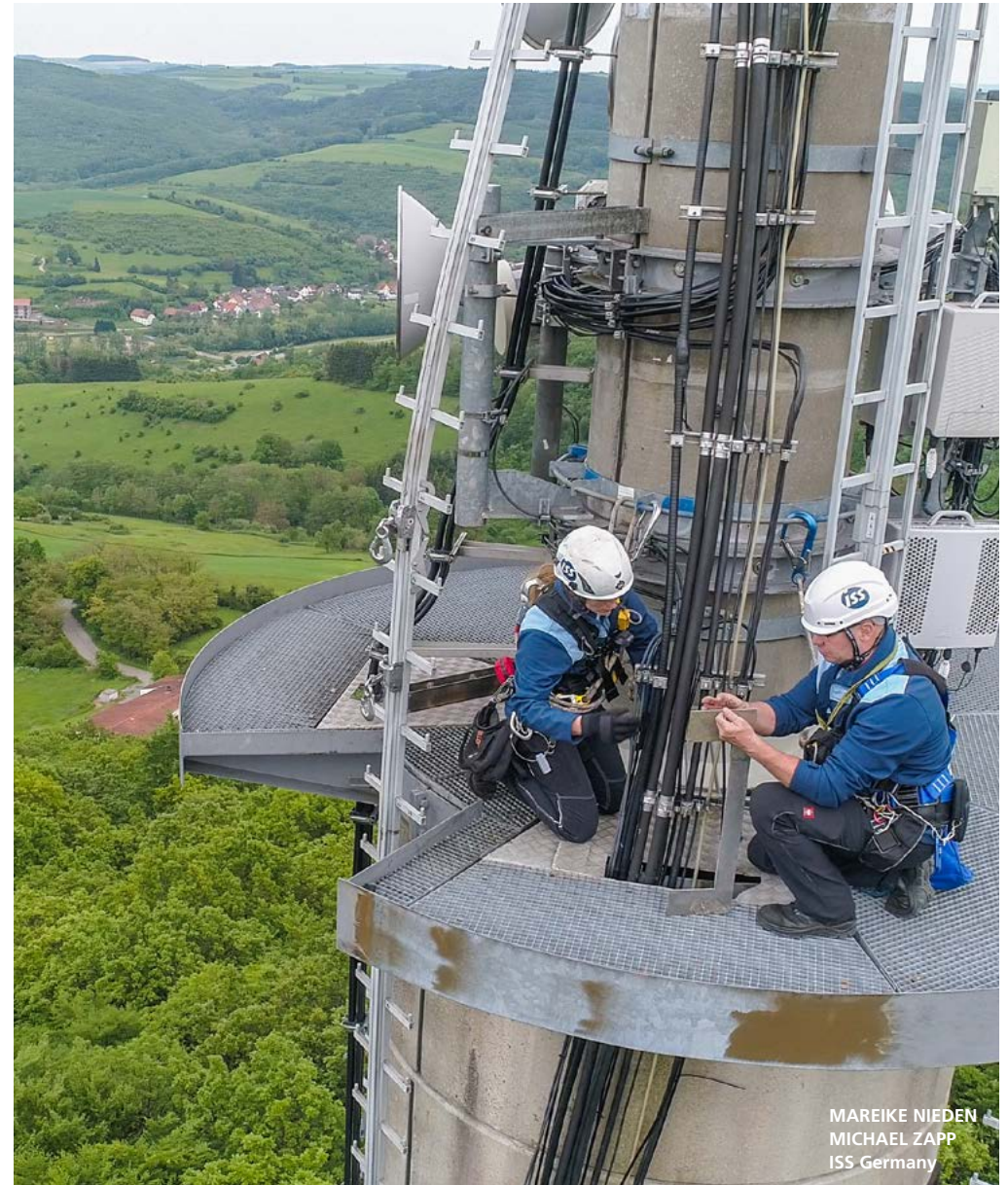
The EU General Data Protection Regulation (GDPR) came into force on 25 May 2018, reaffirming ISS's focus on data protection compliance and implementation of proper tools and awareness across the organisation. To support this agenda, a data protection project was established in 2018, which evolved into a Group data protection team and a global network of local data protection managers throughout 2019.

BINDING CORPORATE RULES

The ISS Binding Corporate Rules (BCRs) were approved by the Danish Data Protection Agency in May 2018, and ISS is now listed on the EU Commission's website for EU corporations with approved BCRs. During 2019, ISS reviewed and updated the terms of the ISS BCRs and created a BCR standard to make the framework easily accessible and understandable to all stakeholders. Proper documentation and mapping of how personal data is processed in ISS is central to compliance efforts. Therefore, ISS began the implementation of a data privacy management system, which will assist the organisation in maintaining and updating data processing activities, ensuring ongoing impact assessments of relevant systems, supporting data subject rights, and ensuring a fast and efficient approach to potential data protection breaches.

The Group Data Protection Officer and the General Counsel reviewed the Group Data Protection Policy and made relevant updates to reflect ISS's focus on proper handling of personal data and encryption of personal data in transit. In addition, the General Counsel appointed a Group Data Protection Manager to help drive and enforce the data protection compliance agenda in ISS.

Awareness was a central focus area for ISS in 2019. As such, ISS's Global Headquarter held its first annual GDPR Day to promote awareness and available data protection-related tools and guidance. The material was shared across the ISS Group to enable similar efforts locally.



MAREIKE NIEDEN
MICHAEL ZAPP
ISS Germany

POLICY:

SPEAK UP

Our commitment to high business integrity and ethical standards is uncompromising and an integral part of our service delivery. We work inside the facilities of our customers and our effective management of their risks is our license to operate.

The Speak Up Policy is designed to encourage people to report wrongdoing related to the business, employees, business partners and other stakeholders of ISS. ISS ensures that there will be no discriminatory or retaliatory action against any employee or third party who reports a concern to ISS in good faith based on his/her personal knowledge.

The ISS Speak Up Policy covers the reporting of serious and sensitive concerns that could have an adverse impact on the operations and performance of the business of ISS and which, due to the nature of the concern, cannot be reported through normal reporting lines. The nature of concerns could include:

- unlawful activity;
- financial fraud;
- bribery or corruption;

- acts by senior management that cannot be reported using local channels;
- violation of competition laws;
- serious endangerment to environment, health and safety;
- activities, which otherwise by law, treaty or agreement amount to serious improper conduct.

To facilitate the reporting of incidents, a Speak Up reporting system including local skype numbers for people to call is in place. The treatment of the reports received follows a process with clear governance to ensure that all concerns are treated seriously and appropriately.

Each complaint is received by the Head of Group Internal Audit, who (i) records all reported complaints or concerns, (ii) considers the seriousness and credibility of the complaint or concern raised and (iii) proceeds accordingly in determining the appropriate action. Some complaints or concerns may be resolved without requiring investigation.

The Head of Group Internal Audit reports on a regular basis the complaints received and consults with the

Business Integrity Committee of ISS. He or she may engage external auditors, investigators and/or legal counsel to assist in the investigation and analysis of the results thereof. Overview of matters investigated and conclusions of investigations are reported to the Audit & Risk Committee.

In 2019, we continued our efforts to further increase awareness of the Speak Up system for employees, business partners and other stakeholders. We are currently implementing an initial screening process of our Speak Up reports whereby an independent law firm makes a first review before these are forwarded to the Head of Internal Audit. We continue to see an encouraging effect of the efforts during recent years to raise awareness across the organisation about the Speak Up Policy and system. The strongest evidence of the increased awareness is the cases reported through the system and other channels, which have grown from 234 in 2018 to 299 in 2019.



INTERNAL CONTROLS AND ASSURANCE

INTERNAL CONTROLS AND ASSURANCE

During 2019 GIA performed a number of internal audits to provide assurance on the effectiveness and efficiency of the internal controls across the entire ISS Group, covering countries, contracts and key Group functions and projects. While the integrity of financial reporting is a key audit focus, business integrity and good business practices represent equally fundamental elements in the internal audits performed.

AUDIT PROGRAMMES	AUDITS COMPLETED 2019	EXAMPLES OF KEY FINDINGS IN 2019
A baseline audit programme that assesses the internal controls and compliance across 70 key control activities, with a view to ensure a strong foundation for the internal control environment across all key risks areas. This audit embeds CR issues such as Code of Conduct, anti-corruption, health and safety, child labour and working hours.	23 baseline audits	Lack of clear procedures for tracking changes in local labour regulation and ISS Global People Standards.
A contract audit programme which assesses the internal controls and contract compliance for key customer contract. In terms of CR, the programme assesses the controls and processes for e.g. employee screening, training of new hires and performing of preventive maintenance programmes for critical equipment.	18 contract audits	Need to strengthen the procedures and documentation for screening and onboarding of subcontractor employees. Permit to work (PtW) criteria require clarification in certain locations in order to ensure full compliance with relevant health and safety standards.
Risk-based standardised audit programmes are providing assurance on the effectiveness of internal controls related to financial reporting and compliance with internal and external rules and regulations. This covers pay-roll, HR and HSE including over-time, timely payments and child labour as well as travel and entertainment expenses, and the accounting-to-reporting process.	6 risk-based audits	Individual cases of exceeding the maximum number of working hours; Standards and systems for employee on- and off-boarding require strengthening; Communication of ISS policies and standards to subcontractor employees to be improved.

POLICY:

NO TOLERANCE OF SEXUAL HARASSMENT

ISS tolerates no form of discrimination, harassment including sexual harassment or abuse against employees, and we do not discriminate in our hiring or other employment practices. We are strongly committed to ensuring that our employees are treated with respect and dignity.

To support our values, Code of Conduct training programmes for both our support staff and our frontline staff have been rolled out and implemented as part of onboarding and induction of our employees globally.

Also, the Speak Up system is promoted throughout our global organisation to ensure that appropriate actions are taken to identify and stop any inappropriate behaviour. Actions include education, awareness campaigns and in the most serious cases disciplinary measures and criminal charges.

SEXUAL HARASSMENT – LOCAL AWARENESS CAMPAIGN AND UPDATE OF SUPPORTING FRAMEWORK

As an employer of a large workforce globally it has always been important for ISS to ensure that all employees are treated with respect and dignity and that the workplace is free from harassment and discrimination. Sexual harassment allegations are taken very seriously.

For example, in 2019, we received a report through the Speak Up system with allegations of sexual harassment at a workplace. As a consequence, Group Internal Audit opened an in-depth investigation, including confidential on-site interviews with all affected staff.

As an outcome of the concern raised, we decided to strengthen awareness

and the framework for reporting and investigating matters related to sexual harassment. We communicated these enhancements by holding a townhall meeting and a seminar for both male and female employees on International Women's Day to raise awareness of what sexual harassment is, how to respect personal boundaries, the non-tolerance policy within ISS, and how to report cases of inappropriate behaviour.

As key elements of the supporting framework, the local Sexual Harassment Policy has been updated and a local committee consisting of female employees in key positions has been established to handle any future concerns regarding inappropriate behaviour.



NAZIFE KORKMAZCAN
ISS Turkey

OVERVIEW OF 2019 BUSINESS INTEGRITY FRAMEWORK AND ACTIVITIES

SUBJECT	ENABLED BY	ACTIVITIES	PROGRESS
Behaviour by anyone working for, supplying or representing ISS	Code of Conduct established in 2003 and revised in 2016. Areas covered: Personal Conduct of Employees; Anti-Corruption and Bribery; Compliance with Competition Laws; Business Partner Relations; Work place Standards; Corporate Responsibility.	Code of Conduct is referenced in all documentation of contractual relationships: suppliers, customers and employee.	E-learning training module targeting support staff available in main 20 languages. New E-learning training module targeting front-line staff available in over 20 languages. Training is for all employees as part of their onboarding.
Competition law	Competition Law policy adopted in 2014. Concerns risks such as: information sharing with competitors; market behaviour which might be perceived as price fixing; guidelines for participation in industry associations; how to handle inspections by authorities.	Policy communicated and E-learning based training developed as part of Code of Conduct training	In 2019, 31,030 people completed the Code of Conduct E-learning module.
Anti-corruption	The ISS Anti-Corruption policy was established in 2010. It states: <ul style="list-style-type: none"> • ISS is against any form of corruption and bribery and is committed to combat such practices; • ISS competes for business on fair terms and solely on the merits of its services; • Regardless of local practice, any personal payments, kickbacks or bribes between ISS and customers, suppliers or public servants are strictly prohibited. • It is unacceptable to receive gifts or other gratuities from business partners – unless customary in the environment, of modest value and serving a business purpose 	E-learning based training as part of Code of Conduct training. Training of relevant staff, both as stand-alone requirements and as part of the training programme: <ul style="list-style-type: none"> • ISS Advantage • Training repeated every second year 	In 2019, 31,030 people completed the Code of Conduct E-learning module. New E-learning module implemented for front-liners will increase scope of E-learning training in 2020 and onwards.
Contractual risks	Established Negotiation and Contract Process Framework and contract risk assessment tool, CRAM.	Web-based tool to assess contract risks. Applied in the contract approval process.	Contract Risk Assessment Model (CRAM) updated in March 2019 and new CRAM standards rolled out making the use of CRAM mandatory for all Key Accounts contracts and contracts with annual revenue above 20 million DKK.
Access to remediation	Speak Up system established in 2013. It is a reporting channel for raising serious and sensitive concerns guaranteeing all persons making complaints in good faith protection from reprisals or retaliation.	In 2019, we continued our efforts in raising awareness of the Policy and system; we increased the number of languages to enable more employees to report	87% of the cases reported continue to relate to matters that are resolved at local level, e.g. employee misconduct and workplace safety concerns. In 2019, there was an increase from 10 to 27 cases that required investigation by Group Internal Audit (GIA) covering violations of labour and tax regulation, senior manager conflict of interest, and ghost employee schemes. The increase demonstrates the effectiveness of our efforts in raising awareness and reach.

INDEPENDENT AUDITOR'S ASSURANCE REPORT

To Management and broader stakeholders of ISS A/S

We have reviewed the 2019 Corporate Responsibility Report ('the report'), which covers ISS' global activities from 1 January to 31 December 2019, to provide limited assurance that:

- all 'People' data, 'Planet' data, and 'Income tax paid by employees' on page 42 and 43 in the report, have been stated in accordance with the reporting criteria;
- the report has been prepared in accordance with the requirements of sections 99a and 99b of the Danish Financial Statements Act (FSA) and the requirements of the UN Global Compact Communication on Progress Policy;
- the report has been prepared in accordance with the principles and reporting criteria defined in the Global Reporting Initiative (GRI) Sustainability Reporting Standards (Core level).

We express a conclusion providing limited assurance.

MANAGEMENT'S RESPONSIBILITY

Management of ISS is responsible for collecting, analysing, aggregating and presenting the information in the report ensuring that data are free from material misstatement, whether due to fraud or error. The ISS 'Group Health, Safety, Environment and Quality (HSEQ) and Corporate Responsibility (CR) Data Reporting Manual' and the 'Group Controlling Accounting Manual' contain Management's defined reporting scope for each data type.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express a limited assurance conclusion based on our engagement with Management and in accordance with the agreed scope of work. We have conducted our work in accordance with ISAE 3000, Assurance Engagements Other than Audits or Reviews of Historical Financial Information and additional requirements

under Danish audit regulation to obtain limited assurance about whether the selected CR data in the report are free from material misstatement.

Deloitte Statsautoriseret Revisionspartnerselskab is subject to International Standard on Quality Control (ISQC) 1 and, accordingly, applies a comprehensive quality control system, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by FSR - Danish Auditors (Code of Ethics for Professional Accountants), which are based on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Considering the risk of material error, we planned and performed our work to obtain all information and explanations necessary to support our conclusion.

We performed our on-site review at the ISS Head Office in Denmark between December 2019 and February 2020. We have not performed site visits or interviewed external stakeholders. We have not performed any assurance procedures on baseline data, economic or financial data, except for reported 'Income tax paid by employees'. We have not performed assurance procedures on forward-looking statements, such as targets and expectations, or on individual case stories

disclosed in the report. Consequently, we draw no conclusion on these statements.

Considering the risk of material error, we planned and performed our work so as to obtain all information and explanations necessary to support our conclusion. We used the ISS 'Group Health, Safety, Environment and Quality (HSEQ) and Corporate Responsibility (CR) Data Reporting Manual' and the 'Group Control Accounting Manual Nov 2016' together with GRI reporting principles and criteria as an appropriate basis for our engagement. Our procedures included the following:

- Reviewing ISS' processes for determining material issues to be included in the report and challenging the material text statements in the report;
- Reviewing the key processes, tools, systems and controls for gathering, consolidating and aggregating data at group level and performing analytical review procedures and obtaining additional explanations of selected data performance from group functions;
- Interviewing management staff across various group functions, including internal audit, as well as personnel responsible for data and reporting;
- Obtaining relevant, available company documentation on a sample basis to verify the extent to which they support the information included in the report;
- Evaluating the overall presentation of the report, including consistency of information;
- Reviewing the report for adherence to the requirements of sections 99a and 99b of the Danish Financial Statements Act (FSA) and the requirements of the UN Global Compact Communication on Progress Policy;
- Reviewing the report for adherence to the GRI principles for defining report content and ensuring report quality, as well as the GRI Standards disclosure requirements.

LIMITED ASSURANCE CONCLUSION


Based on our work, nothing has come to our attention that causes us not to believe that:

- all 'People' data, 'Planet' data, and 'Income tax paid by employees' on page 42 and 43 in the report, have been stated in accordance with the reporting criteria;
- the report has been prepared in accordance with the requirements of sections 99a and 99b of the Danish Financial Statements Act (FSA) and the requirements of the UN Global Compact Communication on Progress Policy;
- the report has been prepared in accordance with the principles and reporting criteria defined in the Global Reporting Initiative (GRI) Sustainability Reporting Standards (Core level).

Copenhagen, 25 February 2020

Deloitte

Statsautoriseret Revisionspartnerselskab
Business Registration No. 33 96 35 56



Kirsten Aaskov Mikkelsen
State Authorised Public Accountant
MNE no 21358



Helena Barton
Lead Reviewer

AUDITOR'S OBSERVATIONS REGARDING THE GRI STANDARDS' REPORTING PRINCIPLES

MATERIALITY AND SUSTAINABILITY CONTEXT

The 2019 Corporate Responsibility Report reflects, in all material respects, the response of the Company to the sustainability context in which it operates. Tailored around an updated 2019 materiality assessment (validated by multiple stakeholders), the report conveys an ongoing commitment to responsible business practices and contributing to the UN Sustainable Development Goals.

STAKEHOLDER INCLUSIVENESS

The report describes local and global stakeholder engagement activities undertaken in 2019 and provides relevant examples of such engagement, especially with employees who make up the Company's largest stakeholder group by numbers.

COMPARABILITY, COMPLETENESS AND TIMELINESS

The report presents comparable and timely performance data on the Company's CR priorities, enabling stakeholders to assess changes in performance over time. At the end of a year of multiple divestments, the Company has been vigilant to ensure sufficient completeness of data.

ACCURACY AND RELIABILITY

The Company's reporting principles, procedures and controls continue to promote the accuracy and reliability of reported data. The new software platform has helped ensure more accurate data entry by a large number of countries and consolidation at group level. ISS' reporting in accordance with the GRI Standards shows Management's commitment to continued accountability and transparency beyond compliance and in line with global good practice.

CLARITY AND BALANCE

Based on our review of the report data and narrative as well as interviews with leadership from key functions, we have found that the report provides a balanced presentation of the Company's 2019 Corporate Responsibility performance. The communication on performance is understandable and accessible to stakeholders seeking such information.

RECOMMENDATIONS TO MANAGEMENT

We have no significant recommendations from our observations on the GRI Standards' Reporting Principles. We have communicated a number of minor recommendations for improvement to the Management of ISS, including how to further strengthen reporting on climate-related management and performance.

REPORTING PRINCIPLES AND COMPLIANCE

DATA QUALITY

This report, the ninth comprehensive Corporate Responsibility report prepared by ISS, covers activities under our operational control in the calendar year 2019. The scope is all countries and assets that are under ISS operational control and include all employees (ISS employees, temporary workers and contract personnel). Our employee engagement survey was offered to employees that have worked for at least three months and work at least 10 hours a week and were not on leave of absence. In 2019, we have not added new data parameters. For divestments, data was included up to the time of the divestment taking effect and not thereafter. We have focused on improving the quality of our data. We have implemented a mandatory HSE@ISS-IT system for countries to report and investigate incidents in a systematic approach. To further ensure improvements in the quality of data, we have also held webinars with countries to explain the data parameters. However, we are on a journey of continuous improvement in terms of quality of our data.

EXTERNAL PRINCIPLES AND GUIDELINES

We have designed our reporting to be in line with the new GRI Standards by the Global Reporting Initiative (GRI), the world's most widely used sustainability reporting framework. We have chosen to be in accordance with the 'Core' option. An overview of the GRI Standards disclosures included in this report can be found in the tables from page 45 onward.

We have also used the ISO Standard ISO 26000 Guidance on Social Responsibility and the Danish Standard DS 49001 'Social responsibility management system – Requirements' as a basis of our analysis and reporting.

In addition, we also work with the principles of SA8000 pertaining to labour and human rights. The SA8000 Standard is a tool for implementing international labour standards to protect employees.

This is the statutory report on corporate social responsibility cf. §99 a and §99 b of the Danish Financial Statements Act.

The reporting furthermore serves to fulfil our obligation to Communicate on Progress (CoP) as required by the UNGC. In addition, it contributes to us meeting the requirements of the UK Modern Slavery Act.

INTERNAL GUIDELINES

As a basis for our reporting, ISS developed a Group HSEQ and CR Reporting Manual in 2010 to provide reporting principles and rules to ensure a consistent basis for reporting. This Manual is reviewed and updated yearly.

The Manual specifies the data that shall be available for monitoring performance and for reporting on corporate responsibility issues at Group level.

Number of employees are the total number of headcount full-time and part-time averaged over the 12-month reporting period. Full-time employees are defined as employees who work a minimum of 30 hours a week for ISS. Number of employees are specified into front-line and white-collar employees.

Hours of training are hours registered as spent by internal and external trainers and hours spent by participants while preparing and participating. This includes any training participation, paid or unpaid, as a result of employment within ISS.

Incidents of discriminations are the registered number of incidents of discrimination on grounds

of race, colour, sex, religion, political opinion, national extraction, or social origin as defined by ILO.

Number of vehicles are all company vehicles: a vehicle that is owned or leased by the company and provided to an employee in order to carry out the requirements of their work i.e. to meet a particular business need, including pool vehicles. Personal company cars are excluded.

Number of vehicle accidents are any "contact" made between a vehicle and another vehicle, person or other object, regardless of whether there is property damage or personal injury, but **excluding**:

- damage to vehicle while it is parked in a legitimate parking area;
- environmental damage (e.g. hail storms, damage from wind, etc.);
- vandalism, break-ins, or stone chips.

Electricity consumption is calculated from utility invoices or meters. Fuel consumption is calculated using fuel purchases e.g. invoices from the supplier. Business travel emissions are calculated from data received from travel agencies and where this is not possible, emissions are calculated on flight type (short haul, medium haul, long haul), passenger kilometres travelled and emission factors from recognised bodies.

The source for emission factors for electricity is the IEA's Emissions factors, 2019 edition and for fuel is UK Government GHG Conversion Factors for Company Reporting, version 1.2 by the UK Department for Business, Energy and Industrial Strategy. For electricity emission factors, we have used 2017 actual factors and 2018 estimates where available.

CHANGES AND FUTURE OUTLOOK

As we have done in 2019, we will continue on improving the quality of our data in 2020.

OUR PERFORMANCE AND TARGETS

This section presents our key performance indicators and results against objectives and targets for 2019. Objectives and targets for 2020 are also communicated here.

We report on our performance within three areas:



FINANCIAL HIGHLIGHTS IN 2019

78,555

Revenue – million DKK

7.1%

organic growth

4.2%

Operating margin

471,506

Number of employees

PEOPLE

	2019	2018	2017
Number of employees	471,056	485,908	488,946
• Full time %	77	76	76
• Part time % ¹⁾	23	24	24
Total workforce			
Front line	444,912	460,010	464,108
• % Front line	94	95	95
• % Male	52	51	51
• % Female	48	49	49
White collar	26,144	25,868	24,838
• % White collar	6	5	5
• % Male	58	56	55
• % Female	42	44	45
Turnover²⁾			
% All employees	35	42	44
% Front line	37	44	45
• Male	39	47	49
• Female	35	42	41
% White collar	21	25	21
• Male	21	25	22
• Female	22	24	20
Hours of training			
• Front line	6,510,989	7,525,680	6,901,337
• White collar	6,200,889	7,180,195	6,561,432
	310,100	345,486	339,906
Absentee rate %	2.1	2.1	2.0
Incidents of discrimination	12	13	9
Fatalities	3	1	6
Lost Time Injury Frequency (LTIF)³⁾	2.8	2.9	3.5
Exposure hours (million hours)⁴⁾	986.4	994.8	981.6
Number of vehicles	20,571	20,635	20,527
Number of vehicle accidents	3,390	3,531	3,515

¹⁾ Defined as employees working an average of less than 30 hours per week for ISS.

²⁾ The improvement in turnover in 2019 is due to stronger focus from Group and countries driving retention initiatives.

³⁾ A LTI is defined as any work-related injury which prevents that person from doing any work after the incident i.e. any work related injury which results in a person being unfit for his/her work for at least one full working day or shift. The LTIF is based on 1 million exposure hours. This includes contractors under ISS operational control.

⁴⁾ Exposure hours include contractors working under ISS operational control.

 PLANET

	2019	2018	2017
Electricity consumption (MWh.)	39,903	44,707	48,554
Electricity emissions (Scope 2) (tonnes CO ₂ eq.)	12,009	14,804	16,498
Electricity costs (million DKK)	42.9	40.7	46.1
Fuel usage (million litres)	38.6	39.6	42.0
Vehicle emissions (Scope 1) (tonnes CO ₂ eq.)	89,334	91,199	96,664
Business Travel emissions (Scope 3) (tonnes CO ₂ eq.)	21,263	22,285	18,217
Water consumption (m ³) ¹⁾	307,758	311,339	332,442

¹⁾ Water consumption corrected for 2017 due to incorrect reporting from a reporting country.

For additional information, please see Reporting Principles and Compliance on page 41.

 PROFIT

	2019	2018	2017
Revenue (million DKK) ¹⁾	78,555	73,592	73,577
Operating profit before other items (million DKK)	3,290	3,698	3,995
Net Finance costs (million DKK)	704	590	498
Taxes paid (million DKK)	513	663	812
Staff costs (million DKK) ²⁾	49,588	46,589	45,873
Income tax paid by employees (million DKK) ³⁾	12,903	13,191	12,778

¹⁾ 2019, 2018 and 2017 financial data adjusted for discontinued operations.


²⁾ 2017 not restated to include restructuring costs.


³⁾ Income tax paid by employees comprises estimated employment taxes, social charges and contributions paid either by ISS or directly by employees.


For additional information, please see Reporting Principles and Compliance on page 41.

PERFORMANCE AGAINST OBJECTIVES AND TARGETS FOR 2019

Our most material issues are also the ones most directly supporting our strategy and are related to health, safety and environment as well as monitoring of labour conditions for our employees. We set targets and carry out audits to ensure the organisation's focus remains on these subjects.

 PEOPLE				
	AMBITION >	PROGRESS >	NEXT >	ON TREND
Fatalities	0	Unfortunately we had three fatalities. See page 24	Our target is 0	✘
Lost Time Injury Frequency	Reduce 60% compared to 2010 to below 5	LTIF decreased by 78% from the baseline value of 13, to 2.8 in 2019	Our target in 2020 is less than 2.8	✔
Lost Work Hours	Reduce 55% compared to 2010	The number of Lost Work Hours per 1000 exposure hours reduced by 65%	Our target in 2020 is a reduction of 65%	✔

 PLANET				
	AMBITION >	PROGRESS >	NEXT >	ON TREND
CO₂ emissions from electricity	5% reduction (MWh/revenue) from 2018-2021. A baseline was established: 16,498 tonnes CO ₂ eq. in 2017	There was a further 25% reduction in electricity consumption in 2019	5% reduction (MWh/revenue) from 2018-2021	✔
CO₂ emissions from leased cars (g/km)	Reduce by 15% within four-year lease period based on 2014 data	In 2019, we have further reduced emissions from our leased cars (g/km). With the new Worldwide Harmonized Light Vehicle Test Procedure (WLTP) standard, we will establish a new baseline in 2019	Reduce by 10% within four year lease period based on 2019 data	✔

 PROFIT				
	AMBITION >	PROGRESS >	NEXT >	ON TREND
Audits with HSE and CR content	In at least 20% of countries where we operate	The scope of internal audits in more than 30% of countries included the ISS Code of Conduct, the ISS Safety Rules, child labour and working hours	In at least 20% of the countries where we operate	✔
Code of conduct e-learning	Embed the e-learning module in more levels of the organization	Over 30,000 employees successfully passed new e-learning module	In 2020, we aim for at least 35,000 employees	✔

GRI DISCLOSURES

The following tables provide an overview of the GRI Standard disclosures included in the report. The tables show the indicator, the topic and the page(s) the topic is covered in the report.

GRI CONTENT INDEX

GRI 101 Foundation	GRI Standard Number	Disclosure	Page number/comment
GRI 102 General disclosures	GRI Standard Number	Disclosure	Page number/comment
	102-1	Name of the organisation	Cover
	102-2	Activities, brands, products, and services	Page 2 and here
	102-3	Location of headquarters	Back cover
	102-4	Location of operations	Page 4
	102-5	Ownership and legal form	Annual Report
	102-6	Markets served	Page 4 and here
	102-7	Scale of the organisation	Pages 3, 5 and 6
	102-8	Information on employees and other workers	Page 42
	102-9	Supply chain	Page 13; Our Supply Chain includes over 75,000 suppliers covering categories such as Cleaning, Fleet, Subcontracting and Indirect spend
	102-10	Significant changes to the organisation and its supply chain	Annual Report
	102-11	Precautionary Principle or approach	Page 28
	102-12	External initiatives	We are a founding signatory to the UN Global Compact
	102-13	Membership of associations	Annual Report
	102-14	Statement from senior decision maker	Page 7
	102-15	Key impacts, risks, and opportunities	Pages 9-13
	102-16	Values, principles, standards, and norms of behaviour	Page 11 and here
	102-17	Mechanisms for advice and concerns about ethics	Page 35-38
	102-18	Governance structure	Pages 11 and 32 and Annual Report
	102-19	Delegating authority	Page 11

GRI CONTENT INDEX

GRI 102 General disclosures	GRI Standard Number	Disclosure	Page number/comment
	102-20	Executive-level responsibility for economic, environmental, and social topics	Page 11
	102-21	Consulting stakeholders on economic, environmental, and social topics	Page 16
	102-32	Highest governance body's role in sustainability reporting	Page 7; our Board reviews and approves the Report before it is published
	102-33	Communicating critical concerns	Page 35, 37
	102-34	Nature and total number of critical concerns	Page 38
	102-35	Remuneration policies	Annual Report and here
	102-36	Process for determining remuneration	Annual Report and here
	102-40	List of stakeholder groups	Page 16
	102-41	Collective bargaining agreements	Over 49% of our employees are covered by bargaining agreements
	102-42	Identifying and selecting stakeholders	Pages 9, 12 and 16; Stakeholders have been based on our latest Stakeholders assessment in 2019 that was part of our yearly review of our material assessment
	102-43	Approach to stakeholder engagement	Page 16; we regularly meet with stakeholders (meetings, seminars, Investor day); our stakeholder engagement throughout the year has served as input into our report preparation.
	102-44	Key topics and concerns raised	Pages 9, 12 and 13
	102-45	Entities included in the consolidated financial statements	Annual Report
	102-46	Defining report content and topic Boundaries	Page 9-13 and 41
	102-47	List of material topics	Page 12
	102-48	Restatements of information	Pages 42 and 43 (footnotes)
	102-49	Changes in reporting	Page 41

GRI CONTENT INDEX

GRI 102 General disclosures	GRI Standard Number	Disclosure	Page number/comment
	102-50	Reporting period	Page 41
	102-51	Date of most recent report	2018
	102-52	Reporting cycle	Page 41
	102-53	Contact point for questions regarding the report	Back cover
	102-54	Claims of reporting in accordance with the GRI Standards	Page 41
	102-55	GRI content index	Pages 45-51
	102-56	External assurance	Pages 39
GRI 200 Economic Standards – Material topics			
	GRI Standard Number	Disclosure	Page number/comment
	103-1	Explanation of the material topic and its Boundary	Pages 32 and 34
	103-2	The management approach and its components	Pages 7, 9, 32, 33 and Annual Report
	103-3	Evaluation of the management approach	Pages 32, 36 and 38
Economic Performance	201-1	Direct economic value generated and distributed	Page 43 and Annual Report
Anti-corruption	205-1	Operations assessed for risks related to corruption	Pages 13, 35 and 36
Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	Pages 35 and 36; the Anti-corruption Policy has been communicated to 100% of all governance body members at Group, Regional and country levels. We do not report on the breakdown by employee category, region or business partner
Anti-corruption	205-3	Confirmed incidents of corruption and actions taken	Page 35 and 38; we had 0 incidents related to corruption where contracts with business partners were terminated or not renewed; we had 0 public legal cases regarding corruption; we do not report the number of employees dismissed or disciplined
Anti-competitive Behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	We have not been involved in any anti-trust issue or anti-competitive behaviour, and not monopoly practices

GRI CONTENT INDEX

GRI 300 Environmental Standards – Material topics	GRI Standard Number	Disclosure	Page number/comment
	103-1	Explanation of the material topic and its Boundary	Page 28
	103-2	The management approach and its components	Pages 28 and 29
	103-3	Evaluation of the management approach	Page 31
Energy	302-1	Energy consumption within the organisation	Pages 31, 41 and 43
Energy	302-3	Energy intensity	Based on: Revenue: 0.5080 MWh/mill. DKK Exposure hours: 40.43 MWh/mill. exposure hours
Energy	302-4	Reduction of energy consumption	Pages 31 and 43
Water	303-1	Water withdrawal by source	Pages 39 and 41; we only report on municipal water supplies
Emissions	305-1	Direct (Scope 1) GHG emissions	Page 43
Emissions	305-2	Energy indirect (Scope 2) GHG emissions	Page 43
Emissions	305-3	Other indirect (Scope 3) GHG emissions	Page 43
Emissions	305-4	GHG emissions intensity (Scope 1)	Based on: Revenue: 1.13 tonnes CO ₂ eq./ mill. DKK Exposure hours: 91.12 tonnes CO ₂ eq./mill. exposure hours
Emissions	305-5	Reduction of GHG emissions	Pages 31 and 43
Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	Page 28
Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	Page 16; 100% of new suppliers screened
Supplier Environmental Assessment	308-2	Negative environmental impacts in the supply chain and actions taken	Pages 13 and 16

GRI CONTENT INDEX

GRI 400 Social Standards –			
Material topics	GRI Standard Number	Disclosure	Page number/comment
	103-1	Explanation of the material topic and its Boundary	Page 17
	103-2	The management approach and its components	Pages 17, 18, 19, 24 and 25
	103-3	Evaluation of the management approach	Page 27
Employment	401-1	New employee hires and employee turnover	Page 42; we do not report age group
Employment	401-3	Parental leave	The ISS Global People Standards: <ul style="list-style-type: none"> • Ensure paid maternity leave in accordance with local legislative requirements; • Provide women with the opportunity to access paid or unpaid maternity leave for a minimum of 12 weeks without risk of losing their employment • In terms of numerical data, we cannot report at the global level
Labour/ Management Relations	402-1	Minimum notice periods regarding operational changes	We comply with European laws based on the European Union's Acquired Rights Directive (ARD) protecting the rights of employees in a business transfer situation, also known as TUPE
Occupational Health and Safety	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of workrelated fatalities	Pages 24 and 42; we do not report by region or gender
Occupational Health and Safety	403-4	Health and safety topics covered in formal agreements with trade unions	Health and safety are covered in the agreements with unions. In addition, at the European Works Council meetings, health and safety is on the agenda
Training and Education	404-1	Average hours of training per year per employee	Page 42; we do not break down according to gender
Training and Education	404-2	Programmes for upgrading employee skills and transition assistance programmes	Pages 17, 18, 19 and 23

GRI CONTENT INDEX

GRI 400 Social Standards – Material topics	GRI Standard Number	Disclosure	Page number/comment
Training and Education	404-3	Percentage of employees receiving regular performance and career development reviews	It is mandatory for all employees; however, we cannot report on all completed data as some are completed on hard copies and registered in files and we are still working on implementing a system to collect the data
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Pages 19 and 42 and Annual Report
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	Pages 37 and 42
Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Pages 13, 16 and 36
Child Labour	408-1	Operations and suppliers at significant risk for incidents of child labour	Pages 12 and 13; we have identified suppliers of work wear as the highest risk of child labour
Forced or Compulsory Labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Pages 12, 13, 15 and 16; we have identified suppliers of work wear as highest risk of forced or compulsory labour
Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	Page 36
Human Rights Assessment	412-2	Employee training on human rights policies or procedures	Page 38; Human rights training carried out as part of On Boarding for all employees, and training such as ISS Code of Conduct E-learning module and Advantage
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Page 16; 100% of new suppliers screened
Supplier Social Assessment	414-2	Negative social impacts in the supply chain and actions taken	Pages 13 and 16
Public Policy	415-1	Political contributions	We do not contribute to political parties

GRI CONTENT INDEX

GRI 400 Social Standards – Material topics	GRI Standard Number	Disclosure	Page number/comment
Marketing and Labelling	417-2	Incidents of non-compliance concerning product and service information and labelling	We have not identified any non-compliance with regulations and/ or voluntary codes concerning products and service information and labelling
Marketing and Labelling	417-3	Incidents of non-compliance concerning marketing communications	We have not identified any incidents of non-compliance with regulations and/ or voluntary codes concerning marketing communications
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	We have not identified any substantiated complaints concerning breaches of customer privacy and losses of customer data

UNITED NATIONS GLOBAL COMPACT (UNGC)

The following table provides an overview of the UNGC principles and the page(s) the principle is covered in the report.

UNITED NATIONS GLOBAL COMPACT (UNGC)		
HUMAN RIGHTS		READ MORE ON PAGE
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	7
Principle 2	Make sure that they are not complicit in human rights abuses.	13, 16
LABOUR STANDARDS		READ MORE ON PAGE
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	16, 46
Principle 4	The elimination of all forms of forced and compulsory labour;	13, 16
Principle 5	The effective abolition of child labour; and	13, 15, 36
Principle 6	The elimination of discrimination in respect of employment and occupation.	36, 37
ENVIRONMENT		READ MORE ON PAGE
Principle 7	Businesses should support a precautionary approach to environmental challenges;	28
Principle 8	Undertake initiatives to promote greater environmental responsibility; and	28
Principle 9	Encourage the development and diffusion of environmentally-friendly technologies.	29
ANTI-CORRUPTION		READ MORE ON PAGE
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	32, 38

Share your opinion

We welcome your feedback as it is an important part of our dialogue with our stakeholders.

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