G4S

SUSTAINABILITY REPORT 2020

Contents

COMMUNICATION ON PROGRESS

UN GLOBAL COMPACT

This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

About G4S

Part of Allied Universal®, G4S is a focused leader in security services, with an unmatched market footprint and industry-leading expertise.

Our Purpose is to make the world a safer and more secure place in which to work and live.

We do this by:

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

Our values

G4S values are at the heart of our business model:

We act with...
INTEGRITY AND **RESPECT**

We are passionate about...
SAFETY, **SECURITY** AND **SERVICE EXCELLENCE**

We achieve this through...
INNOVATION AND **TEAMWORK**

What we do

G4S is trusted to manage some of the most sensitive security needs of customers across a broad range of geographic markets and industry sectors - customers put their trust in G4S and in our colleagues every single day.

Security Solutions - 93%

of the Group - focused on security and security technology

Care & Rehabilitation - 7%
- focused in Australia and UK

Cash Solutions - 7%

of the Group - focused on cash management and cash technology

On 6th April 2021, the entire issued share capital of G4S plc was acquired by Allied Universal. Following this effective acquisition date, Allied Universal has commenced a Post Completion Review which will inform the future strategy of the enlarged Group.

The scope of this Sustainability Report covers G4S plc and it's Group wide operations during the period of January to December 2020.

Our governance framework

During 2020, the G4S board oversaw the Group's governance framework, reviewed and approved the strategy, monitored management performance against agreed targets and ensured that appropriate controls were in place and operating effectively.

Board Committees (Up to 6th April 2021)

Nomination Committee	Corporate Social Responsibility Committee	Risk Committee	Audit Committee	Remuneration Committee

Executive Committees (Up to 6th April 2021)

Group Executive Committee	Disclosure Panel	Group Ethics Committee

Leadership Statement

As a global company, operating in many different and sometimes complex environments, it is important that we work in a way which is sustainable and ethical and has a positive economic, social and environmental impact on society.

I am extremely proud of the important role that G4S has had in helping to advance the United Nations Sustainable Development Goals, in particular, our support of Goal 8 (Decent Work and Economic Growth) and Goal 16 (Peace, Justice and Strong Institutions). Together with our continued commitment to the core principles of the United Nations Global Compact, these goals are reflected in our purpose, and in our values, policies and business activities.

Following an in depth review, we replaced our longstanding Business Ethics Policy with a new Ethics Code in February 2021. The Ethics Code, which applies to all employees, is written in a way that makes it easily accessible and relevant to employees. It sets out the importance of doing business in the right way, in line with the law, our values and our policies.

The Covid-19 pandemic has had an immense impact on the lives of millions of people around the world and I want to praise the efforts of our staff, who, as key workers, have continued to provide security and assistance to customers and those in our care. I would also like to note our appreciation of the many people in our support functions who have greatly assisted our frontline colleagues, throughout these challenging times.

In 2020, we made good progress in improving the safety of our colleagues around the world - particularly in respect of reducing road traffic incidents. We recognise that there is more work to do to achieve our goal of zero harm and therefore the health, safety and wellbeing of our staff will continue to be a priority for G4S.

Ashley Almanza
Executive Chairman, International
Allied Universal®

Stakeholder Engagement

Engagement with stakeholders is essential for G4S - given our role in society, the global nature of our business and our substantial workforce.

Society	Customers	Employees	Industry Bodies	Investors and ESG Analysts	Suppliers
We provide a wide range of positive social impacts in the communities in which we live and work.	We understand our customers' needs and build enduring relationships.	We engage with our employees through a global employee survey and a variety of representative forums.	We aim to raise standards through membership of industry bodies such as the CBI, International Security Ligue and UN Global Compact.	We proactively seek feedback from ESG analysts and other stakeholders.	We have extensive due-diligence processes to ensure our suppliers meet our ethical standards.

31% of our employees are covered by collective bargaining agreements

International Security Ligue: Health & Safety Working Group

Values awareness and training programmes

EcoVadis assessments of suppliers in high-risk areas

ESG Materiality Review

14,200 Net Promoter Score in customer surveys in 2020

UN Global Compact Communication On Progress

Global Employee Engagement Survey responses from **454,000** people in 2019

Greater or equal to **90%** customer contract retention rate

Commissioning **independent reviews** of key policy and governance processes

A **'Fundamental Social Principles'** guide for G4S supply chain

Engagement with UK **parliamentary committees and MPs**

Material Issues and Priorities

To ensure that our strategy and approach to CSR remains focused on the areas that are most relevant to the business and its stakeholders, we regularly undertake a wide-ranging materiality review of Environmental, Social, Governance (ESG) issues.

The exercise helps us to identify the ESG priorities of the Group for the coming two years and ensures that our approach and reporting continues to meet the expectations of our stakeholders.

Stakeholder engagement is an important part of this process, and therefore, in 2020, we partnered with *Corporate Citizenship* (a global consulting firm, specialising in responsible and sustainable business) to conduct primary research with key stakeholders. These included ESG analysts, investors, customers, government and NGO officials, as well as members of our executive management and board, to ensure that their views are

reflected in the assessment of the Group's material CSR issues.

The outcomes of the 2020 materiality assessment have several parallels with the 2017 assessment, along with some key changes.

The top four priority issues remain unchanged as:

1.   Employee health, safety and wellbeing (page 07)
2.   Human rights and duty of care (page 09)
3.   Anti-bribery and corruption (page 12)
4.   Culture, values and behaviour (page 13)
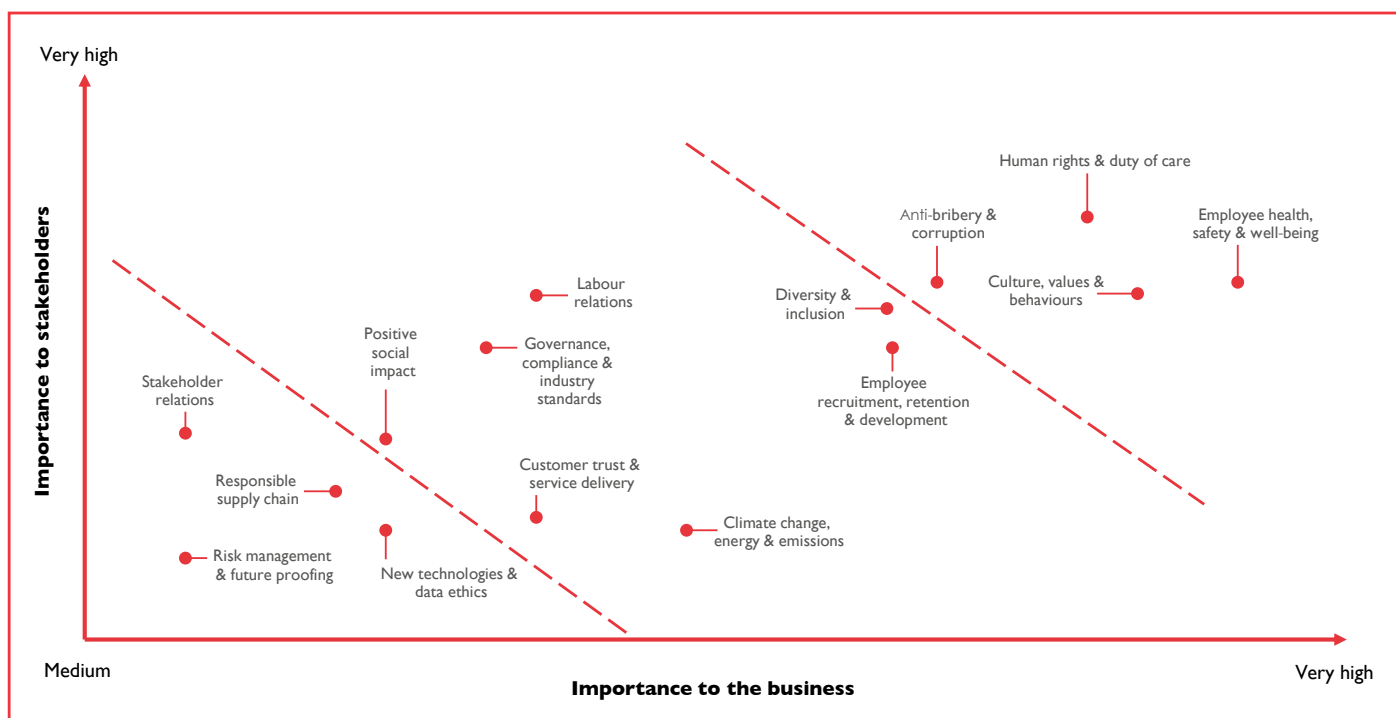
The findings continue to reinforce our understanding that culture and values represent the fundamental cornerstone to G4S's management of other ESG issues and the importance of our employee's personal standards and behaviour in preventing issues and non-compliance.

The review also demonstrated clearly the growing importance of diversity and inclusion and climate change, energy and emissions to the company and its stakeholders.

Employee Health, Safety and Wellbeing

With more than 490,000 colleagues delivering critically important services across every continent, employee and customer safety is of paramount importance to the Group.

G4S has a relentless focus on enhancing safety policies, standards and culture - our goal is zero harm.

The nature of our work and the environments in which we operate mean that security and safety present an operational and strategic risk to our business. We believe that setting the highest standards for health and safety across our industry helps to keep our colleagues safe and builds employee loyalty and commitment to G4S.

We recognise that our businesses operate in different contexts and face varying levels of risk. The health and safety strategy sets the framework and provides a vision of how each business can progress from a level of compliance with health and safety regulation to a level of differentiation, where G4S leads the industry in health and safety practice.

All businesses within the Group assess their performance against a set of core health and safety standards. Compliance is monitored and periodically audited with reviews of performance at the highest levels of the organisation.

Sadly, during 2020, 15 of our colleagues lost their lives and our thoughts remain with their families. This a further reduction in the trend level of fatalities with 20 fatalities in 2019, which was significantly lower than the level of 49 fatalities in 2013.

We acknowledge the efforts of colleagues across the group who continue to strive for our goal of zero harm. In particular we are grateful to all employees who have helped the group with improved road safety, recording a 90% decrease in road traffic fatalities since 2013 when we first launched the road safety improvement programme.

We continue to reduce our injury rate. During 2020, the Group Lost Time Injury incidence rate was 4.6 per 1,000 employees (2019: 5.7).

In addition, during 2020, we launched a mental health awareness campaign entitled Ready to Work, recognising that communities have been under additional stress during the year with the impact of Covid-19.

Supporting our colleagues through the pandemic

Against the backdrop of the global pandemic, G4S colleagues responded with extraordinary courage and resilience and we are proud and grateful for the professional commitment they have demonstrated in protecting themselves, their colleagues, our customers and members of the public.

To protect staff and others from the pandemic, we took a number of essential actions:

Carried out **risk assessments** at all G4S and customer locations

Agreed **safe practices** with customers to keep them operational

Mandated **protective measures** for all employees

Updated all of our **business continuity** plans

Co-ordinated the supply of millions of items of **personal protection equipment** to employees around the world

Provided employees with **learning materials** on managing their wellbeing and access to local welfare services

As the waves of the pandemic have spread through communities across the globe, our business leaders continue to ensure that safe practices and protective measures remain in place.

Progress Against 2020 Commitments	
Coordinate the response to the Covid-19 pandemic.	Ongoing - Maintaining the controls aimed at preventing the spread of the virus in the workplace, in line with guidance from public health authorities.
Review controls for road safety in high-risk countries.	Complete - Review completed, focusing on businesses operating in Africa and India.
Improve safety risk management in non-traditional services.	Complete - Reviewed our controls and issued guidance to businesses on managing the risks.
Review firearms policy.	Complete - In addition to the existing policy, a standard set of firearms safety rules has been implemented in all businesses.

Key performance indicators for employee health, safety and wellbeing can be found on page 23.

Additional information may be found on g4s.com/csr

Human Rights and Duty of Care

Our ethos is based upon fairness and respect for human rights. We are proud of the role G4S and its employees play in society and the positive contribution that they make each day to the protection of human rights around the world.

We recognise that we have a duty to ensure that we are vigilant to the risk of human rights violations through the services we provide, the customers with whom we work, the suppliers we use, or through the treatment of our colleagues and others in our care.

Everyone at G4S has a responsibility to respect and protect human rights and any abuse is completely unacceptable under any circumstances.

G4S's human rights policy and its related framework are based upon the UN Guiding Principles for Business and Human Rights. Alongside our values, the framework reinforces the continued development of a business model which supports the realisation of the UN Sustainable Development Goals through the creation of decent employment, the global improvement of industry standards and by helping to create secure and stable communities.

Refreshing our policies

In 2020, we reviewed and relaunched a number of our ethics and social responsibility policies. Our new Ethics Code (launched in February 2021) sets out the ethical standards which apply to all G4S businesses and employees. In addition, we have also updated our whistleblowing policy, anti-bribery & corruption framework and our human rights policy and accompanying guidance.

The updated human rights policy and guidance were launched in March 2021 and set out our commitment and approach to human rights, including the responsibility of our management with regard to ongoing risk assessment, regular thematic audit and compliance monitoring. The policy and guidance is available to read online at g4s.com/humanrights.

Progress Against 2020 Commitments	
Continue to build awareness of human rights responsibilities.	Ongoing - During 2020, G4S has developed a new Ethics Code and refreshed its Human Rights Policy and Guidelines. These were launched early in 2021, supported by extensive communications and engagement programmes.
Conduct Human Rights Control Self Assessments in all businesses operating in high-risk countries and environments and continue with our programme of internal audits.	Complete - During 2020, the Human Rights Control Self Assessment was refreshed and completed by businesses in 24 high-risk countries and environments.

Respecting human rights in the supply chain

G4S has partnered with EcoVadis to help us ensure that our suppliers in high-risk categories meet the ethical standards set out in our Supplier Code of Conduct.

The programme requires in-scope suppliers to complete an assessment tailored to their industry, size and location. This assessment covers 21 criteria covering labour and human rights, ethics, environment and sustainable procurement.

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

Implementation began in 2019, with our UK businesses. As of April 2021, the programme has been extended to our businesses in Belgium, Denmark, Hong Kong, Saudi Arabia, and the UAE. Across these countries, around 3.5% of our suppliers have been categorised as *potentially* high-risk, including manufacturers of electronics and uniforms, and cleaning and temporary labour.

Over 200 EcoVadis assessments have been completed, representing 60% of in-scope suppliers and we are pleased that 88% of those have achieved a satisfactory rating.

We are working with any organisations which have not achieved a satisfactory rating or who have declined to take part in the programme to address any shortfalls and encourage participation. A number of organisations have failed to fully engage with the programme and have been excluded from our supplier database as a result.

We continue to utilise this experience and expand the programme internationally. In 2021, we expect to extend the programme to our businesses in India, Kenya, Luxembourg, South Africa and the USA. By the end of 2023, we aim to have implemented the programme across our top 20 highest spending businesses, to cover 80% of G4S's total procurement spend.

Additionally, we have:

- Published a 'G4S Supply Chain Social Principles' guidance document, to help G4S procurement teams provide clarity to suppliers on the social standards expected of them

- Commenced implementation in our UK businesses, of 'Integrity Next', an online supplier monitoring platform that covers key aspects of ethical and sustainability requirements

- Delivered briefings on modern slavery to G4S procurement teams and in-scope suppliers

- Issued communications to colleagues about modern slavery in the supply chain and G4S's commitments

Progress Against 2020 Commitments	
Embed an improved approach to risk management and due-diligence of suppliers across our top businesses, in partnership with EcoVadis.	Ongoing - The EcoVadis programme has been implemented across G4S businesses in Belgium, Denmark, Hong Kong, Saudi Arabia, the UAE and the UK.

Enhancing the protection of migrant workers

G4S is a leading global employer that is committed to the highest standards of employment and this includes ensuring that migrant workers are treated fairly and with dignity and respect.

Over the last two years we have made significant enhancements to our existing policies and invested in our processes and controls to support and protect migrant workers across the Group:

- Adopted the 'Employer Pays' principle as set out in the Principles of the Leadership Group for Responsible Recruitment (LGRR).

  Implementation of this principle began in 2020 and has been completed in Oman, Thailand and UAE. We are committed to completion in all markets well ahead of the LGRR objective of 2026

- Reviewed and updated our Migrant Worker Policy and Framework, based upon good practice principles for the protection of employees who are working away from their home country

- Undertaken modern slavery briefing sessions for the leadership teams of all G4S businesses employing migrant workers

- Appointed Migrant Worker Coordinators (MWCs) who test compliance on the ground, directly with employees to ensure that G4S policies are being applied.

MWCs are independent of the local management team and report directly to Regional Management outside of the country, who are responsible for ensuring that migrant workers' voices are heard and that issues raised by employees are promptly addressed.

During 2020 and while travel to the countries has been restricted due to Covid-19, remote surveys have been used to assess compliance with our standards. As Covid-19 restrictions are lifted, we expect face to face compliance interviews with migrant workers to re-commence.

Migrant Worker Assurance Programme: November 2019 to April 2021		
In person interviews with migrant worker employees	Remote surveys completed by migrant worker employees	As a percentage of G4S migrant worker population
1,870	765	9.25%

- Established a Modern Slavery Steering Group to continually review the progress on implementing our migrant worker policies and standards across the Group
- Continued to engage with interested stakeholders, including the Council on Ethics for the Norwegian Government Pension Fund and UNI, the global union federation, under our Ethical Employment Partnership (EEP), to improve industry standards.
- Reviewed accommodation for migrant workers and made a number of changes to enhance facilities

For further information, please see our annual Human Trafficking and Modern Slavery Statement at g4s.com/modernslavery.

Progress Against 2020 Commitments	
Commence the implementation of the Employer Pays Principle throughout G4S business and migrant worker recruitment supply chain.	Complete - Implementation has been completed in Oman, Thailand and UAE and is underway in other relevant countries in Asia and Middle East.
Establish a Modern Slavery Steering Group to advise members of the Group Executive Committee on best practice to combat all forms of modern slavery.	Ongoing - The Modern Slavery Steering Group was formed in 2020 to advise members of the Group Executive on best practice to combat all forms of modern slavery. It currently has a remit to oversee the implementation of the migrant worker protections and compliance with Group policy and standards. Membership of the steering group includes senior managers responsible for businesses in areas where migrant workers are employed, and other relevant managers and employees with specialist knowledge, such as the Migrant Worker Coordinators.

Key performance indicators for human rights and duty of care can be found on page 24.

Additional information may be found on g4s.com/csr

Anti-Bribery and Corruption

Behaving with integrity and respect are key to G4S' core values - they are an integral part of the Group's strategy and form an essential foundation on which we carry out our business.

We know that being a responsible and ethical business partner, employer, customer and supplier is not just a reaction to the challenges of legal compliance, but an important means of doing business and provides a clear market differentiator for G4S, particularly in many developing regions.

We have recently refreshed our training programme on Anti-Bribery and Corruption (ABC). To ensure the training is effective and reaches those who need it, in addition to all new employees, all managers and staff with responsibility for making any financial decisions and for controlling assets have been prioritised to undertake the new ABC training and to repeat it annually.

Progress Against 2020 Commitments	
Refresh anti-bribery and corruption training with new scenarios.	Ongoing - The training programme has been refreshed, translated into 17 languages and launched early in 2021 alongside the updated G4S Ethics Code.

Business ethics

In 2020 we undertook a full review of our Business Ethics Policy which included an external view of current best practice.

As a result of that process, we have developed a new

Ethics Code which sets out in detail how the G4S values and standards should be applied in order to always do business in the right way. The Code was launched early in 2021. It is designed to be inclusive and accessible to all and relevant at every stage of the employee lifecycle. See g4s.com/ethics for more information.

Progress Against 2020 Commitments	
Undertake a review of our Business Ethics Policy and guidelines and relaunch a refreshed policy and framework.	Complete - Following a full review during 2020, the new Business Ethics Code was launched early in 2021, alongside an ongoing communications plan to ensure that code is embedded throughout the business.

Culture, Values and Behaviour
Our people are core to our long term success.

Our HR strategy is structured around the six workstreams shown below with associated HR policies, processes and performance measures.

1	2	3	4	5	6
Organise	**Acquire**	**Protect**	**Develop**	**Engage**	**Reward**
Are we organised as efficiently and effectively as possible?	Do we have the right people in the right places?	Do we put the safety of our employees and those in our care first?	Do our employees have the capability to deliver?	Are our employees committed to doing a good job?	Do our incentives support sustainable performance?

The execution of the Group's HR strategy is facilitated by establishing industry leading employment practices, such as:

- Our Ethical Employment Partnership with UNI, the global union federation, which has been in place since 2008 to enable G4S and UNI to work together to raise employment standards in G4S and throughout the wider security market.

- Our global employee survey had an 84% favourable score in 2019, with responses from over c.450,000 employees. This valuable employee feedback is used to inform local engagement plans in addition to group wide initiatives.

- Our health and safety policy has been supplemented by additional expert resources, provision of training and establishment of additional policies and guidance to help mitigate the risks particular to our industry.

- Our values are reinforced through ongoing communications and training, as well as embedding them in our management incentives to encourage the right behaviours.

Organise - embedding our values and creating the right organisational structure

Achievement of our strategic goals relies upon our 490,000 colleagues delivering high-quality service to customers across a wide range of geographic markets and industry sectors across the world.

In order to achieve this in a safe, ethical and sustainable way, it is critical to the success of G4S that we embed the right culture across the company. Our values underpin our culture and are fundamental tools in setting, communicating and implementing our standards across the Group in order to shape the way that we work.

Through communications and training, using a variety of methods and tools, we ensure that colleagues understand what the G4S values mean in practice and how to apply them in their everyday work life.

Progress Against 2020 Commitments	
Continue to measure progress on embedding the G4S values.	Ongoing • The Management Performance Development Review (PDR) includes a review of performance against the values. • Implemented a values 360 review in 2020 which forms part of the PDR. • Monthly H&S reporting and monitoring. • Ethics committee regular review of significant Speak Out cases (See page 21).
Board to complete G4S values training	Ongoing - Briefing undertaken at G4S Board Meeting in October 2020.
Launch values-based calendar for all employees which showcases our values and the behaviours that underpin them.	Complete

Acquire - attracting and recruiting the right people

Ensuring we recruit the right people is a responsibility shared by the hiring manager and the relevant HR team member. Selection processes vary according to the level and type of role, and in accordance with the specific customer or contract requirements. As well as interviews, a range of psychometric tests are available to assess personality and abilities to ensure that new hires are equipped to consistently perform to the high standards we expect, and include bespoke reports for participants and managers on how the individuals' responses align with the G4S values.

Our employee selection process is underpinned by G4S's global screening policy (updated in 2020), which defines the standards required to confirm the applicant's identity, personal history, licence requirements and their suitability to work in a position of trust and authority. The policy extends to subcontractors as well as direct employees.

Progress Against 2020 Commitments	
Complete review of our screening policy and practices and update accordingly.	Complete - After extensive review and consultation with businesses the policy was updated to ensure our resources and efforts are focused on obtaining the right information and addressing existing and emerging screening risks
Undertake a review of the G4S onboarding programme to ensure culture, values and ethics are appropriately emphasised.	Complete - The onboarding programme has been rolled out to Regional HR leads and to our wider employees via the global intranet. Further communication is planned alongside the implementation of the updated G4S Ethics Code.
Evaluate methods of engaging with 35,000 supervisors globally, to embed the values encourage best practice and further improve confidence in reporting behaviour which does not meet standards.	Ongoing - Specific programmes have been implemented, including supervisor training, the launch of the new G4S Ethics Code, health & safety training, and onboarding programmes.

Develop - building a capable workforce

The main focus for our training is mandatory induction and refresher courses to ensure our colleagues are competent and confident in the roles they undertake, but there is also plenty of scope for additional development too.

During the pandemic, there was increased demand for on-line resources and our global learning platform 'Mylearning' continues to be used extensively to enable access to development materials virtually. To keep people safe, induction materials were offered on-line where possible which provided an opportunity to showcase the wider materials available and enable employees to be familiar with self managed learning from the outset.

Alongside the delivery of training on anti-bribery and corruption and business ethics to significant numbers of employees, additional development resources being introduced in 2021 are targeted at our supervisors who are key to successful operational delivery and employee engagement.

Engage - creating an inclusive and engaging workplace

Our success depends upon having employees who are as diverse as the world in which we operate and who are able to perform to their best. In order to achieve this we need to recruit people with different backgrounds and provide them with equal opportunities to progress and grow.

To ensure we are building an increasingly diverse talent pool we are using the combined knowledge and experience from two global working groups established and sponsored by executive committee members.

The groups are looking at ways in which we can attract and retain more women and employees from Black, Asian and minority ethnic groups into operational management and leadership roles. To assist, efforts are also being made to extend our current diversity metrics beyond gender. This will not only help us measure progress it will also enable us to target other areas of under representation in due course.

G4S believes that employee engagement is essential across a global company with a workforce of more than 490,000 colleagues. To test the effectiveness of our engagement we undertake a global employee survey every two years which measures our employees' views of the company's performance across a number of areas.

Our most recent survey, which was undertaken in 2019, provides valuable insight into the views of our colleagues. The results of the survey are used to enhance our Human Resources strategy and practices.

The 2019 survey showed that our colleagues are highly engaged:

454,000 colleagues (representing **85%** of the global workforce) participated in the survey in 2019

88% of respondents are proud to be a member of the G4S team

83% of respondents would recommend G4S as an employer to a friend

85% of respondents believe G4S demonstrates high standards of ethics

86% of respondents believe that G4S respects and values people from different backgrounds

81% of respondents state that they are encouraged to develop and progress in their role

Business leaders continue to ensure that feedback from employee surveys is reflected in our every-day practices.

Progress Against 2020 Commitments	
Communicate employee engagement results to all relevant stakeholder groups, including employees, trade unions, customers and investors.	Complete
Develop and implement action plans for each business which take into account employee comments, demographics and trends.	Ongoing - Action plans for all businesses are recorded centrally and the Regional HR and Leadership teams ensure actions are implemented in line with the plans.
Launch sponsorship initiatives to support the further embedding of Integrity values across G4S.	Ongoing ▪ Values are reinforced at every opportunity including performance reviews, leadership meetings and during contract bidding, approval, negotiation and operation. ▪ New bidding process includes ethical compliance confirmation.

Reward - incentivising and recognising success

Rewarding people fairly and recognising them for their contribution and efforts whilst at work is integral to good leadership in a people based business like G4S. Terms and conditions in many countries are set by collective agreements, or by industry or government bodies. Where these don't apply we use pay and grading structures and follow the key principles set by the Workforce Remuneration Committee to ensure that our terms are consistent internally and competitive externally.

Recognition schemes are established at a business unit level with regional and a global one overlaying them. They are aligned to our values and seek to reinforce and recognise the right behaviours.

Key performance indicators for our people can be found on page 23.

Additional information may be found on g4s.com/csr

Climate Action

G4S recognises that the threat to the natural environment and infrastructure from climate change is an important and ongoing concern for our Group, our customers, our shareholders and our employees.

We are undertaking an in-depth review of our current approach to environmental impact and reporting, with the aim of developing a new climate action strategy.

G4S businesses based in the UK have committed to achieving net-zero carbon emissions. A programme to review our approach and develop a full road map and science based targets to achieve this ambition is underway, and will begin implementation later this year.

We follow WBCSD and WRI Greenhouse Gas Protocols to measure our Scope 1 and 2 emissions - vehicle fleet, fuel, refrigerants and electricity usage for G4S businesses over which the Group has financial control. In addition the Group has measured Scope 3 emissions from employee business air travel.

The businesses that reported data in the 2020 GHG measurement represent around 88% of the Group's activity within our financial control, across a 12 month period. This level of measurement, including each of the Group's main service types, allows reliable calculation of the total GHG emissions for 100% of the Group.

During 2020 we have experienced a significant reduction in our global carbon emissions, resulting from the divestment of the majority of our carbon intensive Cash Solutions business and the impact of the Covid-19 pandemic.

GHG emissions

	2020	2019	2018
GHG emissions per £m revenue	**36 t/CO2e**	50 t/CO2e	55 t/CO2e
Total GHG emissions	**272,955 t/CO2e**	422,461 t/CO2e	444,556 t/CO2e
Of which, UK is	**12.3%**	12.3%	13.9%

Based upon 88% measurement	**2020**	2019	2018
Vehicles (inc refrigerant)	**141,774 t/CO2e**	224,912 t/CO2e	235,162 t/CO2e
Total Buildings (inc refrigerant)	**73,040 t/CO2e**	117,501 t/CO2e	127,489 t/CO2e
- Inc electricity emissions of	**52,497 t/CO2e**	*95,502 t/CO2e*	*98,948 t/CO2e*
Air travel	**6,328 t/CO2e**	15,338 t/CO2e	14,354 t/CO2e

Consumption (includes building and vehicle consumption)

Based upon 88% measurement	**2020**	2019	2018
Kwh	**672,920,759**	1,058,602,081	1,106,362,441
Of which, UK is	**16.7%**	16.0%	17.3%

Key performance indicators for climate action can be found on page 24.

Additional information may be found on g4s.com/csr

Risk Management

Our aim is to identify material risks that could impact us and to focus management attention on effective mitigation of the significant risks to the achievement of our strategic objectives and safeguard our reputation.

G4S operates in more than 80 countries across the world. The risk landscape is dynamic and changing with the global trends facing businesses today. Shifts in economic power, technology advancement, climate change, demographic profiles and rapid urbanisation have an impact on how we do business. The global pandemic, political uncertainty and volatility, terrorism, weakening economies and cyber warfare are just a few of the factors influencing the risk environment.

These factors have created risks and opportunities for the security industry. G4S continues to face the operational and health and safety risks often particular to the security industry, along with financial and commercial risks common to all multinational companies. Regulations continue to be tightened with high penalties for non-compliance.

We continue to monitor global emerging risks through our risk and governance framework and confirm that there has been a robust assessment of principal and emerging risks, including those related to ethics and sustainability matters, through our risk and governance framework.

The world is in the midst of a global Covid-19 pandemic, the impact thereof is still uncertain and unfolding, and will certainly continue to affect economies of countries and industries for the foreseeable future. G4S has a large workforce, spread over many countries, and the risks arising from the pandemic demand intense management attention. The health and safety of our staff remains the priority focus of management.

An overview of our principal risks and enterprise risk management governance model can be found in our annual report at g4s.com/annualreport.

Speak Out

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

If colleagues have any concerns that our standards are not being met, we encourage them to use Speak Out, our global whistleblowing channel, to report them.

Speak Out can be used by any employee, in confidence, in multiple languages, at any time of the day or night.

The majority of matters raised via Speak Out are HR grievances, which are managed by the local HR team. Where appropriate, concerns regarding operational procedures are investigated by local management to ensure that relevant standards are being followed, Internal Audit and other assurance functions may also assess operational compliance.

All matters reported are reviewed and follow a standard process of consideration and potential investigation. Those which are classified as being of a serious nature are investigated at a senior and independent level.

The Group Ethics Steering Committee oversees the implementation of our whistleblowing policy and conducts regular reviews of serious cases, investigation progress and resulting actions.

Continuing to adopt best practice

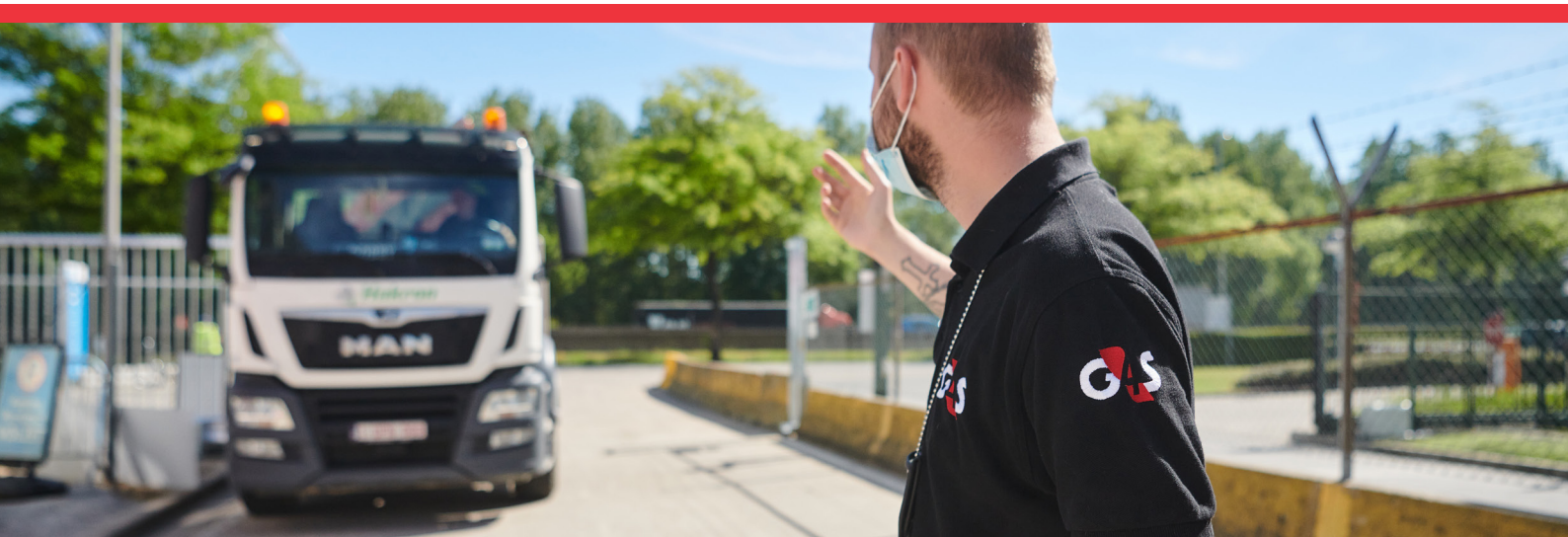Recognising the need for regular review and continual improvement, in 2020, we began an end to end review of G4S's whistleblowing service, updating our whistleblowing policy, evaluating the case management process and external service provider and refreshing communications materials.

In everything we do, no matter how challenging the circumstances, we require our people to behave in line with our values, to escalate business risks where appropriate and to be prepared to use our whistleblowing facility, Speak Out, if they become aware that others are not living up to our values.

During 2020 we engaged *Protect* (the UK's leading whistleblowing charity) to conduct an independent review of our whistleblowing practices. The recommendations from the review will be implemented in 2021 alongside the implementation of a new whistleblowing system and the launch of a new whistleblowing policy.

This will be further embedded through refreshed training for our investigators and revised training on our values, culture and ethics for the entire business. We will survey our staff, and adopt ways to measure our success in embedding the G4S values.

90% of colleagues responding to the 2019 Global Employee Survey said that they feel able to speak out if they notice unethical behaviour in G4S.

SPEAK OUT !

IF YOU SEE OR SUSPECT WRONGDOING IT'S SAFE TO REPORT IT

0808 101 5194
www.g4s-speakout.com

Key performance indicators for Speak Out can be found on page 24.

Additional information may be found on g4s.com/csr or g4s-speakout.com

Progress Against 2020 Commitments	
Review, update and re-launch whistleblowing policy.	Complete - The new policy reflects feedback from the independent review process and was launched early in 2021 with the new Speak Out service.
Evaluate and redesign whistleblowing case management, investigation and closeout process.	Complete - Early in 2021, G4S launched its new Speak Out service, incorporating feedback from the independent review performed by Protect, supported by the appointment of a new Director of Speak Out, refreshed training for employees, a new continuous communications programme and a new independent whistleblowing system provider.
Conduct end to end independent review of whistleblowing service by third-party experts, the charity *Protect*, and implement suggested improvements across the Group.	
Refresh all whistleblowing promotional materials across the Group to raise the profile and confidence of the Speak Out service.	
Conduct a review of the Group's external whistleblowing system provider.	

Key Performance Indicators

Our People

See page 13.

	2020	2019	2018
Number of employees	**490,000**	558,000	546,000
Gender balance: Percentage of female board members	**40% (4)**	40% (4)	30% (3)
Gender balance: Percentage of female senior management*	**16% (30)**	17% (35)	17% (34)
Gender balance: Total percentage of female employees	**16% (76,431)**	15% (85,904)	15% (80,812)
Coverage by collective agreements	**31%**	30%	33%
Voluntary turnover	**24%**	24%	25%
Employee engagement: Global employee survey response rate		84%	
Employee engagement: Overall favourable score		84%	

*"senior management" - The Group Leadership team and any senior managers who are also direct reports to Group Executive Committee members

Safety

See page 07.

	2020	2019	2018
LTI rate per 1,000 employees	**4.6**	5.7	6.6
Work-related fatalities:	**15**	20	24
Attack	***8***	*9*	*14*
Non-Attack	***5***	*4*	*3*
Road traffic incident	***2***	*7*	*7*
Non-natural deaths in custody (UK & Australia)	**1**	2	9

Human Rights and Duty of Care

See page 09.

	2020	2019	2018
Number of human rights control self-assessment	**24**	22	48
Percentage of in-scope suppliers to G4S UK who have completed an EcoVadis due-diligence assessment	**92%**	36% (Launched in Q.4 2019)	
Migrant Worker Assurance Programme: Percentage of migrant worker employees completing assurance surveys or interviews	**8%**	>10% (UAE only)	

Climate Action

See page 18.

t/CO2e	**2020**	2019	2018
GHG Emissions per £m revenue	**36**	50	55
Total GHG emissions	**272,955**	422,461	444,556
Scope 1	**162,317**	246,910	263,703
Scope 2	**52,497**	95,502	98,948
Scope 3 (business air travel)	**6,328**	15,338	14,354

Speak Out

See page 21.

	2020	2019	2018
Employees 'feel able to speak out on unethical behaviour'		83%	
Number of cases raised via Speak Out	**553**	555	519

Reporting Frameworks

At G4S, we engage with a number of widely recognised sustainability reporting frameworks and place great value on our engagement with the CSR and ESG community.

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

UN Global Compact

G4S became a signatory to the UN Global Compact in 2011. The world's largest CSR initiative, the Global Compact sets out 10 universal principles on human rights, labour, environment and anti-corruption to which businesses must align their strategies and operations, and calls upon companies to take actions that advance the UN's Sustainable Development Goals.

G4S is proud to reaffirm its commitment to these principles, which continue to be reflected in our core values. G4S is a signatory of the Business for Peace initiative and remains active within the UK Network of the UN Global Compact, participating in the governing Advisory Group.

In this Sustainability report we have described the actions we have taken at G4S to build upon and further integrate the Global Compact and its principles into our culture and values, business strategy and daily operations during 2020.

EcoVadis

G4S is regularly assessed by EcoVadis, an independent organisation that provides evidence-based social responsibility ratings, covering labour and human rights, business ethics, supply chain, and environmental matters. In 2020, G4S plc achieved an overall score of 52, against the industry average score of 40.

FTSE4Good

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

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

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

Carbon Disclosure Project

Since 2009, G4S has reported on the progress of its environmental management through the Carbon Disclosure Project (CDP). In the latest CDP report (December 2020), G4S achieved a CDP performance score of 'C' inline with the industry average.

Reporting to the CDP helps to demonstrate a company's awareness of their greenhouse gas emissions, allowing for reduction targets to be put in place, as well as addressing the risks and opportunities that are associated with climate change.

Modern Slavery Assessment Tool

G4S completes the Modern Slavery Assessment Tool (MSAT), a service designed by the UK Government's Crown Commercial Services to help public sector organisations gather information and work in partnership with their suppliers to help improve protection and reduce the risk of exploitation in their supply chains.

Crown
Commercial
Service
Supplier

Reporting to MSAT helps G4S with recording the progress it has made in reducing the risk of modern slavery and to identify opportunities for further development. In our latest MSAT report, (December 2020) G4S achieved a rating of 83%.

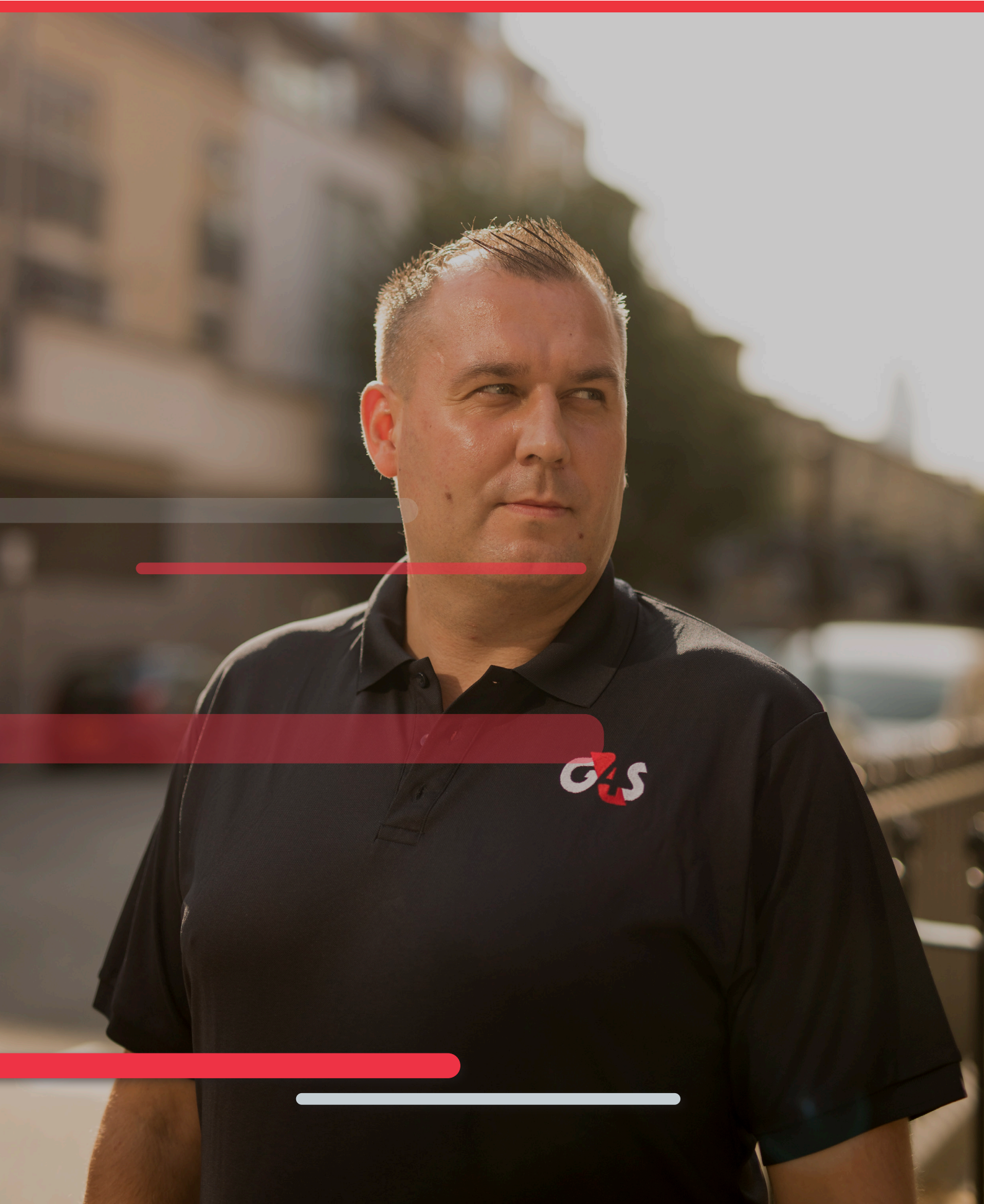### International Code of Conduct for Private Security Providers

G4S is a founder signatory to the International Code of Conduct for Private Security Providers (2010).

Based on international human rights standards, the Code sets out the principles for security operations in so-called 'complex environments' - areas experiencing or recovering from disaster or unrest or where governments and the rule of law are weak. It covers recruitment, vetting and training of staff, the use of force by security officers, including the handling of firearms, health and safety, and reporting and complaints handling.

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

In 2019, membership of ICOCA was also granted to G4S Tanzania.

UN Global Compact: Communication On Progress Index		
	Sustainability Report	**Online**
Statement of continued support by the CEO	04	g4s.com/csr
Human Rights Principles	06, 09, 10, 11, 24	g4s.com/humanrights
Labour Principles	05, 06, 07, 08, 10, 11, 13, 14, 15, 16, 17, 23	g4s.com/people g4s.com/humanrights
Environment Principles	06, 18, 19, 24	g4s.com/environment
Anti-Corruption Principle	06, 12	g4s.com/ethics

COMMUNICATION
ON PROGRESS

UN GLOBAL COMPACT

This is our **Communication on Progress**
in implementing the Ten Principles of the
United Nations Global Compact and
supporting broader UN goals.

We welcome feedback on its contents.