

2021 Sustainability Report



BUILDING ON **OUR PILLARS**

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Our Sustainability Report presents GardaWorld's performance across all business units on a consolidated basis. Unless otherwise indicated, quantitative data in this Report reflects performance for the financial year ended January 31, 2021, and references to "2021" or "2020" throughout this Report are to the financial years ended January 31, 2021, and January 21, 2020, respectively. All financial data of GardaWorld and its subsidiaries contained in this Report is extracted from GardaWorld's Management's Discussion and Analysis for the period ended January 31, 2021, filed on SEDAR (www.sedar.com) on April 20, 2021. All financial figures are in Canadian dollars unless otherwise stated.

About Us

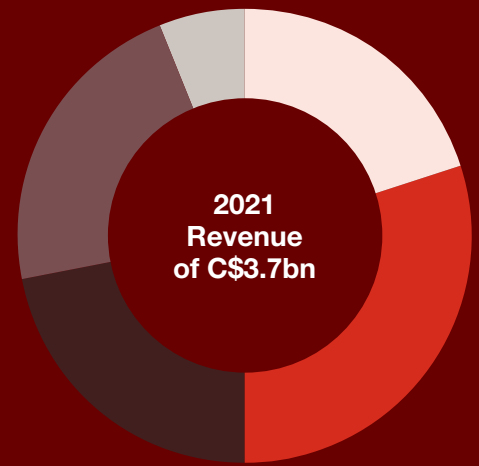


We Set The Bar

We are one of the largest privately owned integrated physical security, end-to-end cash management and risk management companies in the world. Our services are important to our clients, who rely on us to keep them and their environments safe. We offer peace of mind for our clients who operate in a complex world, by providing a wide range of industry-leading security services, delivered by experienced and knowledgeable experts. Through our comprehensive security solutions, we help protect businesses, employees, communities and assets and make the world a safer place.

While our service offerings integrate smart technology, at heart, we are a people business. We value our skilled employees and contractors, many of whom operate in challenging environments. Their wellbeing and engagement are crucial to our success.

Founded in 1995 by Canadian entrepreneur Stephan Crétier, today we serve over 30,000 clients in 35 countries around the globe. Agile and responsive, we have grown from a small operation based in Montréal, Québec, Canada, to a robust service business employing over 120,000 people. Our expansion combines a disciplined approach that includes strong organic growth and strategic acquisitions.



OUR CAPACITY WORLDWIDE

- 20% Cash Services US
- 30% Security Services Canada
- 22% Security Services International
- 22% Security Services US
- 6% Cash Services Canada

PEOPLE

120k

CLIENTS

30k

COUNTRIES

35

We Are on a Mission



Our Mission

Our mission is simple: to make the world a safer place by protecting our clients' people, assets and operations.

We achieve this mission by upholding the highest standards in all the jurisdictions in which we operate. We are a value-driven organization and are proud of our work and our goal-oriented mindset. Our core values of **Integrity, Trust, Vigilance** and **Respect** are foundational to our culture. So much so that they are on the seal of our uniform patch and carried by all personnel—from boots-on-the-ground security officers to senior executives.

Our **integrity** is the moral force that drives everything we do, every day and with everyone with whom we interact. We strictly observe all applicable laws and regulations. We hold ourselves to the highest ethical standards.

We secure and strengthen the **trust** that our clients place in us to safeguard their people, assets and businesses. We are committed to building trust with all stakeholders.

We are **vigilant** in mitigating risk and enabling our clients to safely and securely do business throughout the world. We tailor our services based on the specificities and needs of the environments in which we operate.

We **respect** our clients, our teams and the communities where we operate. We win their loyalty and trust through the quality of our services and commitment of our people.

We Are on a Mission Continued

Our governance framework and sustainability commitments are integral to upholding our core values. We strive not only to uphold our values but also to drive progress within the industry. We take our responsibilities in this area seriously—to our staff, to the environment and to communities.

These commitments are reflected across the breadth of the work we do, in all aspects of our activities. This report sets out how we align our business to achieve these commitments. Our operations take us from our headquarters in Montréal to field infrastructure in Iraq, from protecting embassies in Africa to delivering comprehensive services to North American financial institutions; all the while ensuring peace of mind with our complete portfolio of security services. We help businesses address the workplace security issues of staff safety, asset security and the protection of data and other valuable information. We provide actionable risk management through our Crisis24 business unit and the most powerful intelligence platform in the industry. We deliver end-to-end Cash Service solutions that extend from armored truck transport and ATM services to Cash Vault services and Smart Safe technology. We ensure the success of events with our BEST Crowd Management services and leverage our ECAMSECURE advanced technology for uncompromising security.

As a result, we are a partner of choice for private companies, governments, humanitarian organizations and multinationals all over the world. We provide leading security solutions to airports and ports, commercial properties, construction sites, embassies and diplomatic corps, oil and gas facilities, NGOs and governments, to name but a few. Most of all, we are proud to secure people, assets and reputations in an ethical, mindful and disciplined manner.

OUR GOVERNANCE

We are built on a solid foundation of core values that shape how we conduct ourselves and our work. We live up to the highest standards every day with best-in-class ethics and zero tolerance for bribery and corruption throughout our company. Our governance framework plays an integral part in setting our high standards and is reflected across the breadth of our work, in all aspects of our activities.

OUR PEOPLE

Our employees take on important responsibilities when they join our team and they are the single greatest contributors to our success. We are committed to treating them with dignity and respect at all times and have created an inclusive culture that allows our employees to reach their full potential through training and career development support. We provide competitive wages and benefits for our people and promote pay equity.

OUR COMMUNITIES

We understand that it is a privilege to work in the communities where we operate and we believe that the success of our company depends on a meaningful engagement with our local communities. In our daily activities, we strive to make a positive impact. Guided by our foundational values, we actively participate in the programs and causes that we believe will have the greatest positive impact on communities. We are dedicated to improving the sustainable development and the economic well-being of the places where we operate. We actively support hiring locally. We participate in social initiatives, as well as charitable programs that promote health, education and safety.

OUR ENVIRONMENTAL IMPACT

We have high ambitions for reducing our impact on the environment and conducting our business in a way that protects nature, preserves resources, reduces our environmental footprint and increases sustainable development. To achieve our goals, we constantly look to find new and innovative ways to be more energy efficient, manage water more effectively and reduce emissions. For more details on our environmental progress, see page 57.

We are proud to underpin our core values with a commitment to strong ESG practices.

CEO Statement



We are a disciplined, growth-oriented and financial results-driven organization, but while we ultimately measure our success through the lens of financial performance, we have also long recognized the fundamental importance of non-financial factors in the equation.

Our people, our culture, our values and our ability to positively impact the world around us are the underlying factors that drive our long-term success and the sustainability of our business. Our ability to have a meaningful, positive impact is guided by our mission to make the world a safer place.

That mission took on even greater meaning during the pandemic, as our people were called to the front lines to provide effective and considerate protection for people and assets around the globe in a rapidly evolving context. Looking back, the pandemic did not derail our long-term growth objectives. It in fact reinforced the resilience of our operating model and our ability to navigate confidently through the most complex of environments.

In this context, I am pleased to share with you our first sustainability report, which provides a comprehensive overview of our approach to ESG. Developed in alignment with UN Sustainable Development Goals, GRI and SASB standards, our strategy is set out across three broad pillars: security and trust, people and communities and environmental impact.

While many ESG factors come into play across our operations, we are, above all, a people business. As such, the vast majority of our overarching sustainability objectives are centered on our employees, our clients and the communities we serve around the world. Our sustainability priorities are highly compatible with our core values of integrity, trust, vigilance and respect, as well as our corporate culture and owner-operator mentality – we are all accountable for our actions, every day.

As we continue to grow our leadership as a best-in-class security services provider, we will remain committed to driving our ESG priorities across our businesses. As our footprint and reach expands, so does our ability to have a positive impact. We must and will continue to leverage our culture of accountability and owner-operator approach, which empowers all our people to act with purpose and integrity.

We look forward to continuing to report on our progress through measurable targets, pushing our teams to remain aligned, high-performing and always focused on the end game: to make the world a safer place for our people, our clients and our communities.

Stephan Crétier
Founder, President and CEO

Our First Sustainability Report

In recent years, it has become clear that businesses—regardless of size or operating model—have a duty and a responsibility to the broader world in which they operate.



Our First Sustainability Report Continued

Environmental, social and governance considerations are not a nice-to-have; they are an integral part of businesses' ability to create value for stakeholders in a sustainable way.

It is within this context that we set out, in this Sustainability Report, our approach to ESG issues. This marks the first formal step in providing greater insight into how we manage these issues. We do not stand still—our policies and approach to ESG risks and opportunities are constantly developing and future Sustainability Reports will reflect this.

Beyond our long-standing commitments to our employees and the communities in which we operate, there is a growing imperative to reduce our impact on the environment and, as a company, play our part in creating a more

sustainable future. This is an area where, over the coming years, we will be making continued efforts to improve our performance and lead by example.

What will not change is our commitment to our core values of integrity, trust, vigilance and respect, the pride we take in them and the importance we attach to seeing these reflected in everything we do, across all our operations. It is only in this way that we can serve our primary mission: that of making the world a safer place.

In this 2021 Sustainability Report, we provide an overview of our approach to ESG issues, which are relevant to both our business and our stakeholders. Where appropriate, we have aligned our reporting and data disclosure with

SASB, GRI and wider standards applicable to our business. For 2022, we will integrate these frameworks into our reporting to a greater degree, while also commencing disclosure against the recommendations of the TCFD. We will also look to introduce new measurable goals. While this report provides readers with a comprehensive overview of a variety of ESG issues relevant to our company, as an entity with publicly traded debt, this report should be read in conjunction with our regulatory filings. The Corporation's public disclosure documents are readily available in Canada on SEDAR, the electronic filing system for the disclosure documents of public companies at www.sedar.com.

The data contained in this report covers all areas of our business that are 100% owned and operated and reflects the most current annual data available.



Our Commitments



OCCUPATIONAL HEALTH & SAFETY

Continue to maintain leading safety standards, and protect all of our stakeholders

Maintain an industry leading TRIR and LTIR



TRANSPORTATION SAFETY

Develop mandatory transportation safety refresher training with a view to roll out to relevant personnel by 2023

Extend trial on dash cameras to multiple locations. If the trial is successful, target the installation of dash cameras in all new vehicles by 2024



SUPPLY CHAIN MANAGEMENT

Integrate human rights clauses in all new supplier contracts

Develop an enhanced supply chain due diligence process across all business units

Ensure all supplier contracts contain human rights clauses by 2024



EMPLOYEE ENGAGEMENT & RETENTION

Increase total training hours



COMMUNITY IMPACTS / SOCIAL INVESTMENT

Track and report charitable contributions and local community contributions separately



GHG EMISSIONS

Implement mechanisms, aligned with the Greenhouse Gas Protocol, allowing for Scope 1 & 2 GHG emissions tracking with first data set to be published in 2023

Extend reporting to Scope 1-2-3 by 2024



WORKFORCE AND HUMAN CAPITAL

Continue to drive diversity and inclusion initiatives

Report and track performance on metrics relating to diversity and inclusion



Our Business Model

OUR MISSION

Our mission is simple: to make the world a safer place by protecting our clients' people, assets and operations across the globe. We can achieve this mission only through upholding the highest standards in all the jurisdictions in which we operate. We are a value-driven organization and are proud of our work and our goal-oriented mindset. Our core values of integrity, trust, vigilance and respect are reflected in everything we do across all our operations.

OUR VISION

We envision a world in which our clients' people and assets are safe and secure. To achieve this vision, we strive to be the leading provider of security services and business solutions in the world, establishing ourselves as the trusted security partner of corporations, private clients and governments worldwide and providing trustworthy, fully vetted security information on a global scale. We intend to enhance our solutions through the implementation of our strategy for sustainability which encompasses People & Communities, Security & Trust and our Environmental Impact.



HOW WE GET IT DONE

Our People: We are Security People.
Trust: Our Clients Trust Us With What Matters Most.
Decentralized approach, for more agility and flexibility:
Closer to the communities in which we operate
Unique performance-based culture: Based on full transparency and strict accountability
We are accountable: We understand the importance of strong governance and maintain the highest standard.



SUPPORTED BY OUR CORE VALUES



OUR KEY OPERATING SEGMENTS

GardaWorld operates globally, through distinctly defined business verticals with two operating segments:

Security Services

Cash Services



Integrity

Trust

Vigilance

Respect

Our Key Segments and Services Offering

Our business model is a key strength that gives us a secure and flexible platform to pursue success. We operate globally through distinctly defined business verticals with two main operating segments: security services and cash management.

By doing so, we benefit from focused ownership with operational agility in each of our business markets while maintaining strong governance and economies of scale.

SECURITY SERVICES

**Risk
Management**



**Physical
Security**

**GARDAWORLD
SECURITY**

**Crowd
Management**

BEST
A GARDAWORLD COMPANY

**Virtual
Guarding**

 **ECAMSECURE**
A GARDAWORLD COMPANY

**Top-clearance
Security**

GARDAWORLD
FEDERAL SERVICES

CASH SERVICES

**End-to-end
Cash
Management**

**GARDAWORLD
CASH**

Our Operations

Our Footprint

We operate in more than 425 locations in 35 countries worldwide. We employ more than 120,000 people and serve more than 30,000 clients. We possess a strong track record of performance and commitment to serving our customers' needs, as reflected in the tenure and strength of our customer relationships and our track record of organic growth. We believe that this commitment, combined with management's relentless focus on best-in-class operating performance and sustainable business practices, will continue to drive attractive growth.

PEOPLE

120k

CLIENTS

30k

LOCATIONS

425

COUNTRIES

35

GARDAWORLD SECURITY

NORTH AMERICA

We ensure peace-of-mind through the solid execution of security services delivered by trained professionals and experts. We protect people and assets with the expertise that has earned the trust of clients everywhere. Our broad portfolio of security solutions includes Security Guards, Mobile Security & Patrol, Asset tracking, Police / First Responders Support Service, K9 (Canine) Security, Operations Center Oversight, Executive Protection, Airport Security and Traffic Control Services.

We support our security services with planning and consulting services, as well as leading technology solutions, such as virtual guarding and remote monitoring, data analytics, closed circuit television, access control management and the design, installation and service of integrated monitoring systems. We also offer virtual guarding and remote monitoring services from

a state-of-the-art TMA 5-Diamond Certified Command Center, as well as other highly capable command centers across North America

Operating from more than 130 locations across Canada and the United States, we provide deep expertise across a broad array of industries including airports and ports, commercial properties, financial institutions, healthcare, education, transportation, telecommunications, construction sites, embassies and diplomatic corps, oil and gas, NGO's, Governments and more.

The majority of our security services consist of the outsourcing of uniformed security guards enforcing preventive measures in observe and report roles to detect and deter potential external or internal security threats. We undertake the recruiting, screening, training, scheduling and supervision functions of uniformed security officers on behalf of our clients.



MIDDLE EAST & AFRICA

As a leading security provider in the Middle East & Africa, we have a proven track record of operating in emerging and complex countries, including areas focused on peace building and reconstruction efforts, as well as more stable, developing countries. Many of our clients in this region represent OECD-based businesses and organizations.

In addition to serving large multinationals across the extractives, agricultural, infrastructure and development sectors, we are a partner of choice to some of the most influential governments in the world. This includes the United States, the United Kingdom, Australia and the European Union, where we assist in securing their facilities, personnel and operations abroad.

GardaWorld Security Continued

GARDAWORLD FEDERAL SERVICES



With our experts working around the world, we gain a unique, on-the-ground understanding of the local realities and potential threats in every location where protection and security are needed. As a result, we deliver exclusive insights for tailored, geo-relevant solutions. And because our success is based on the unique contribution of the people we employ, we maintain high-quality recruiting and training programs in our locals-first policy that meet or exceed sustainability goals set by our customers.

FEDERAL SERVICES

GardaWorld Federal Services (GWFS) is the cleared business unit of the GardaWorld Corporation, focused solely on providing expedient, reliable and quality mission support services, especially to the U.S. Government (USG). Since its establishment in 2003, GWFS has continuously supported multiple USG agencies, state and local governments and commercial customers with professional medical and security support services.

GWFS has a proven track record of providing comprehensive and cost-effective programs domestically and internationally, delivering rapid deployment of emergency medical, security and integrated logistics solutions. Recognized for our integrity and highly ethical approach, we provide the highest quality services and personnel on critical USG programs such as the U.S. Department of State's (DOS) Worldwide Protective Services (WPS II) Program, Department of Homeland Security's (DHS) Operation Allies Welcome, Department of Defense's (DoD) Operation Allies Refuge and others.

CRISIS24 INTEGRATED RISK MANAGEMENT

The only true end-to-end security and risk management expert in the market, Crisis24 is powered by always-on intelligence, integrating our extensive expertise with large-scale boots on the ground capacities to provide rapid actionable risk mitigation. Crisis24 provides comprehensive integrated risk management services, including consulting & strategy, crisis response, global protective solutions, investigation & risk assessment, intelligence and training services.

Backed by our global operation centers and advanced AI proprietary technology platform, we protect individuals, organizations and their data on a global scale against all aspects of risk and threats. Our centers are staffed with highly specialized security analysts and experts who provide critical support and information 24 hours a day, 365 days a year. Through the acquisition of WorldAware Inc. in 2020, we significantly added to our risk management capabilities, providing additional scale to our platform to enhance service for our clients around the world.

GARDAWORLD CASH



A leading provider of integrated cash management solutions in Canada and one of the three largest cash services providers in the United States, GardaWorld Cash offers clients in the United States and Canada a fully integrated approach to managing their cash ecosystems, which consists of both cash logistics and cash management services. In Cash logistics, we provide secure transportation of assets via armored vehicles, usually between retailers and banks or between reserves and financial institutions, as well as ATM maintenance and management. Cash management services include the processing of cash through cash processing centers, check imaging, cash forecasting and cash automation solutions such as Smart Safes and recyclers that detect counterfeit currency, count cash and remotely monitor credit accounts.

Our Cash solutions business operates through a combination of armored vehicles, deposit processing systems, high-speed currency processing systems, cash vaults and other technologies for cash automation and cash management. As a market-leading cash services provider focused on high urban density regions and financial centers, we provide our cash solutions to more than 11,000 clients, covering all 10 Canadian provinces and the 48 continental United States.

Our expertise helps clients minimize their risk, increase their productivity, optimize their processes and systems and improve their overall strategic agility. Through our advanced information technology platforms, we deliver value-added services such as asset tracking, consolidated electronic reports for

simplified reconciliation of accounts and deposits, the use of electronic transfer, check imaging and electronic signature lists and specialized monitoring and cash forecasting services.

We leverage innovative technology such as high-speed currency processing, cash automation technologies and AI-enabled platforms for cash forecasting, as well as logistical expertise and best-in-class partnerships to securely and efficiently manage our clients' cash ecosystems. Our portfolio of differentiated and innovative technologies not only supports our position as a leading provider of such value-added services but also positions us to support any incremental outsourcing needs that our clients could require.

We Own it: Our Business Culture

The values we live by drive everything we do. Our core values of Integrity, Trust, Vigilance and Respect are so fundamental to our culture that they are worn by all hourly staff in the seal on our uniform patch and carried by all personnel, from security officers to senior executives. Each and every one of our employees is part of a greater team that shares our values and follows the same ethical roadmap. By doing so, we earn the confidence, respect and trust of our clients, partners and every other stakeholder.

We are a trusted organization built on expertise, collaboration, consistency and entrepreneurship. Privately owned and operated by the owners of the business, we maintain a high-touch “boutique” customer service and employee engagement business model that has been validated by both our employees and our clients.

Our Code of Ethics serves as a standard of conduct for all employees to commit to in their work and their business dealings. To that point, we have implemented a governance structure to ensure that our Code of Ethics is observed, promoted and managed effectively throughout our company. The Governance Committee approves and oversees our Code of Ethics. The board of directors of each business unit in our corporate group, as well as the management and legal teams and supervisors, all share in the responsibility to promote an ethical work environment and to ensure that the Code of Ethics is distributed, understood and followed within their teams. Please see more in our governance section on page 23.

We Own it: Our Business Culture Continued

My Actions Matter

Every GardaWorld employee is expected to follow two guiding principles: to take ownership and to act responsibly. This means challenging themselves and always

striving to do better. To always lead by example and actively contribute to a culture that respects ethical values, communities, people and the environment.

I AM AN AMBASSADOR OF OUR CULTURE

- I challenge myself.
- I lead by example.
- I adhere to our core values of Integrity, Trust, Vigilance and Respect.

I AM UPRIGHT AND HONEST

- I do not accept any form of bribery or improper payments.
- I avoid conflicts of interest.
- I respect company and client property.

I PROMOTE A SAFE AND INCLUSIVE WORKPLACE

- I treat all my coworkers fairly and with respect.
- I never tolerate any form of discrimination, harassment, or violence.

I SUPPORT COMMUNITIES AND SOCIETY

- I work to improve the development and well-being of the communities we serve around the world.

I PROTECT THE HEALTH AND WELL-BEING OF ALL

- I act responsibly.
- I am aware of my surroundings.
- I make sure that I am in good condition to execute my duties everyday.

I CARE FOR THE ENVIRONMENT

- I preserve resources and avoid wasting water or energy.
- I am encouraged to contribute to the company's sustainability commitments.

I RESPECT HUMAN RIGHTS

- I never tolerate human trafficking, child labor or slavery of any kind.
- If I witness any such act, I will report it immediately to the company.

I DO NOT SHARE PRIVATE INFORMATION

- I protect the confidential information entrusted to me.
- I do not discuss confidential information I may have about the company or our clients.

I ADHERE TO THE CODE OF ETHICS

- The Code is meant to guide my actions every day and help me to do the right thing.
- I follow the laws and regulations that apply to me and my work.

I SPEAK UP AND ASK FOR HELP

- I report all improper actions to my supervisor, the Legal Department, Human Resources, or through the confidential Ethics and Integrity Hotline.

We Own it: Our Business Culture Continued

Our Resilience and Agility During the COVID-19 Pandemic

We have met the operational demands placed on our business units throughout the global pandemic, demonstrating the advantages of our agile model. While many businesses shut down and reduced their day-to-day security requirements, others, including municipalities and healthcare providers, needed substantial support from us to deliver on their commitments. Accordingly, our services were declared essential services across all jurisdictions in which we operate. The flexibility and resilience of our business model allowed us to prioritize the

support of our staff while repurposing the roles of our frontline employees, away from tasks that had been made obsolete by the pandemic towards those that had become important. This agility ensured that our services remained in high demand and allowed us to continue to drive high levels of trust from clients—a core aspect of our offering.

Ensuring that our employees minimized risk to both themselves and those around them when performing their duties was paramount. To that end, we were able to quickly implement numerous

measures to prevent the spread of COVID-19, including training and coaching material about COVID-19 prevention and providing necessary PPE, preventative messaging, as well as cleaning protocols and enhanced sanitization. Where feasible, we also sought to provide as much flexibility around working locations as possible, cover the cost of any COVID-19 testing, provide educational updates once vaccines were available and accommodate any requirements of those who wished to receive the vaccine.



HOSPITAL SERVICES, CALGARY, CANADA

*We Own it: Our Business
Culture Continued*

Recognizing Our Frontline Employees: Our Everyday Heroes Campaign

At the height of the pandemic, we launched a campaign to recognize our frontline employees' relentless commitment and efforts during unprecedented times. The goal was to inspire, encourage and show appreciation for our teams. The campaign ran throughout the spring and summer of 2020 and encompassed all our digital platforms, where our video garnered worldwide attention and yielded 11 million views.



**Thank you for being our
Everyday Heroes.**

Your hard work and dedication make all the difference.

EVERYDAY HEROES 2020 CAMPAIGN POSTER

Governance of ESG

Developing our Approach to Sustainability

Our business is set apart by our focus on risk management and taking an equitable approach to all stakeholders – whether internal or external. We manage key ESG risks to a high standard, based on those areas that are material to our industry and business units. Each business unit has developed robust management systems, policies

and procedures, with safety and people at the heart of everything.

Over the past two years, we have placed a significant focus on ensuring that our approach was aligned with our aim of creating value in a sustainable manner. A core aspect of that approach has been the development of

sustainability pillars and their alignment with the United Nations Sustainable Development Goals (UN SDGs). While further details of our contribution to the UN SDGs are set out on page 25, the following are the key overarching pillars of our ESG and sustainability strategy:

Governance & Oversight

Effective sustainability and ESG strategies start
with strong governance and oversight

Security & Trust

Best-in-class management
systems and performance
on health and safety

Securing client assets,
locations and people

Clients trust in our ability
to consistently deliver
what is asked

People & Communities

Development of our people
through investment and training

Commitments to having
a positive impact wherever
we operate

High levels of charitable giving
across the globe

Environmental Impact

A commitment to do
more to mitigate our
environmental footprint

Initial dataset on emissions
detailed in reporting

*Developing our Approach
to Sustainability Continued*

Alignment with the UN SDGs

In 2015

The UN General Assembly adopted the 17 Sustainable Development Goals (SDGs), which aim to “create economic prosperity, social inclusion and environmental sustainability for all.” Forming a blueprint for a more sustainable future, the SDGs require governments, businesses, academia and citizens around the world to get involved.

In 2020

We undertook an assessment to determine where we are making the largest contribution to the SDGs. This involved mapping the 17 goals and 169 targets against information provided by our five business units when compiling this report, as well as the formal policies set out within those business units and at the corporate level. The outcome of this process was used to rate our overall alignment and contribution to each goal. As highlighted within the pages of this report, we see the SDGs that we are most aligned with as those that are also supported by our business activities.



Developing our Approach to Sustainability Continued

Sustainability Pillars

POLICY FRAMEWORK AND CONTRIBUTION TO THE SDGS

As a business, we recognize that we are only starting our journey by aligning with and contributing to the UN SDGs. We intend to strengthen our practices in these areas and report on that progress in the years ahead.

People & Communities				Environmental Impact	Security & Trust
3 GOOD HEALTH AND WELL-BEING 	5 GENDER EQUALITY 	8 DECENT WORK AND ECONOMIC GROWTH 	10 REDUCED INEQUALITIES 	13 CLIMATE ACTION 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 
Health and Safety – Policy Health, Safety and Environment-Communication, Participation and Consultation Health and Safety – Contractor Handbook Transportation Safety – Land and Air	Gender Diversity – Policy Policy on Anti Harassment Recruitment and Selection policy Equal Opportunities Policy Approach to Women in Security Training and Development	GardaWorld Corporate Responsibility UN Global Compact-EMEA Family Support Handbook Contractor Handbook Veterans at GardaWorld Building Relationships with Indigenous Communities	GardaWorld Corporate Responsibility UN Global Compact-EMEA Indigenous advantage Business impact and stakeholder analysis External Stakeholder grievance policy School of Leadership/ Famijeunes	Environmental – Policy and Statement of Intent ISO - EMEA	External Stakeholder Grievance Mechanism Protection of Embassies, People and Capital Engagement with national bodies

The primary activities of our business that align with the goals above are:

- Striving to be a leader in health and safety, using a data-driven approach
- Engaging with a diverse set of communities to ensure inclusive practices across all our operations
- Striving for greater diversity and inclusion in terms of our people but also the communities we serve
- Gender diversity policies, anti-harassment training and approach to women in security
- Extensive human rights, anti-corruption and anti-bribery training and oversight
- Development of our inaugural environmental policy
- Protection of people, organizations and assets

Corporate Governance

A Robust Governance Framework

The oversight of our operations around the world and our governance framework ultimately rests with our Board of Directors, which is committed to transparency, to upholding the highest standards in governance practices and ethical behavior and to enhancing and protecting long-term economic value creation for our stakeholders.

The primary responsibilities of the Board are to provide leadership and develop strategy; to preserve integrity and supervision of the business; and evaluation and succession planning.

The Board is responsible for acting in the best interests of our company and shareholders by overseeing senior management, providing guidance in the development of corporate strategy and policies,

reviewing and approving major corporate decisions and assisting in setting and achieving the company's objectives. The Board promotes the long-term success of the business through effective oversight of risk management and an entrepreneurial outlook. Furthermore, the Board promotes GardaWold's constant improvement and ESG values.

AN EXPERIENCED BOARD OF DIRECTORS

The majority of our directors are considered independent and its committees are chaired by independent directors. They bring a diverse set of skills, backgrounds and experiences to the Board's deliberations, including in the fields of executive management, risk management, leadership, finance, economics, financial reporting and policymaking, among others.

Corporate Governance Continued

Board of Directors

The Board of Directors is led by our Founder, President and CEO, Stephan Crétier. The majority of the members are considered independent. The Board has a Lead Director, who is an independent member of the Board who ensures the Board acts independently from senior management; those independent directors have sufficient opportunities to meet in the absence of senior management; and chairs the meetings of the independent directors.

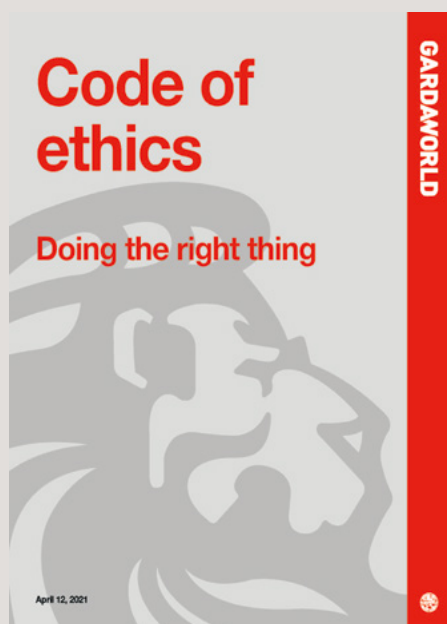
The Board has two key permanent sub-committees, the Audit Committee and the Corporate Governance Committee.

The Board promotes our ESG values. The Corporate Governance Committee is responsible for overseeing the company's Code of Ethics and integrity hotline, policies and decisions relating to corporate governance and assessing executive compensation. This committee is also responsible for overseeing our ESG policies, strategies and performance.

The Audit Committee is responsible for compliance with guidelines, procedures and financial practices across the company's operations, as well as their continuous improvement. The Audit Committee acts as an independent and objective party to notably verify our financial reporting processes, internal control procedures and to ensure that we adopt an appropriate disclosure policy.

Corporate Governance Continued

Code of Ethics



Our success is fundamentally aligned with our adherence to core principles that govern the business and we continuously ensure that all our activities, as well as our subsidiaries, contractors, directors, officers and employees – comply with all laws applicable to our business operations and our own business ethics standards.

In 2020 and 2021, we undertook a comprehensive review of our various codes and policies in place across our operations and developed our first international and unified Code of Ethics. The new and unified Code of Ethics, which now applies to all business units and operations globally, was launched following extensive analysis and engagement with business units.

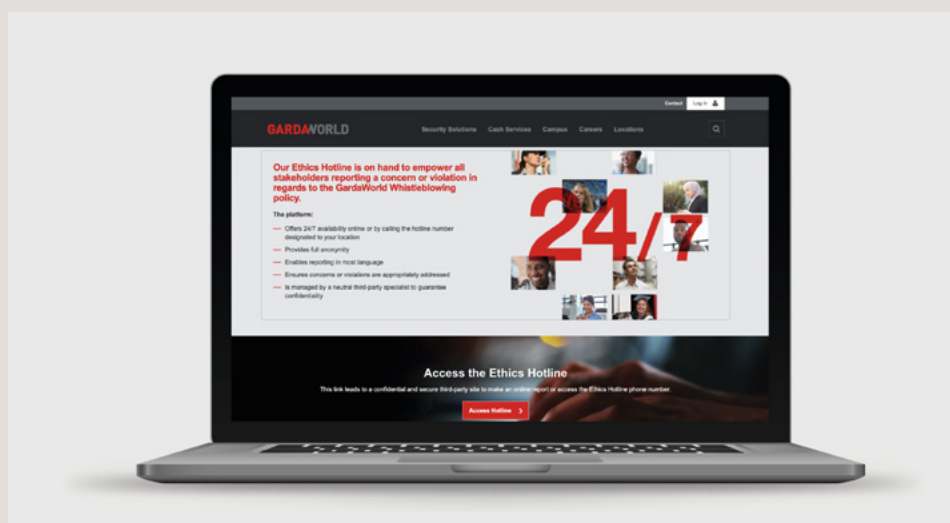
To promote understanding of the new Code, a comprehensive communication campaign supported its company-wide launch, including videos by business leaders, emails and regular posts through our various internal communication channels.

The Code of Ethics has been integrated into the onboarding process for all new employees worldwide and we are developing enhanced training modules applicable across the business.

Corporate Governance Continued

Whistleblowing Policy and Ethics Hotline

As a global leader in security services, we consider it our responsibility to systematically intervene in any activity considered illegal, dishonest, inappropriate or unethical. To this end, we have developed a Whistleblowing Policy that applies to all individuals worldwide. To assist in the implementation of this policy, we have set up an Ethics Hotline to report concerns or violations. Further details of the Whistleblowing Policy are set out on page 39.



ETHICS HOTLINE CAMPAIGN POSTER

Our Approach to Sustainability Reporting

This Sustainability Report is our first formal step in providing greater insight into our approach to—and our management of—environmental, social and governance issues across our value chain. As a business, we recognize the growing importance of providing transparency about our efforts to create value in a sustainable manner, based on a set of topics that we have identified as material to our business and our stakeholders. Further details on the process we underwent in identifying those topics are set out below.

In developing this report, our approach was informed by multiple, best practice sustainability reporting standards and frameworks. Guidelines and recommendations from the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Boards (SASB) and the integrated reporting framework have all been considered for the creation

of this report. In addition, the UN SDGs played a key role in the development of our overarching strategy for ESG and sustainability. At the end of this report, we include indices that map a selection of our disclosures to those external reporting frameworks, as well as how they fit in with our contributions to the UN SDGs.

DATA FRAMEWORK

As we continue to enhance our disclosures, we remain focused on improving our processes and procedures for tracking, monitoring and measuring our performance in relation to the sustainability factors that are relevant and important for our company and our industry. The creation of our ESG data framework, which is supported by consistent contributions from each of our business units, will be central to our ability to drive performance in the period to come. While we have only begun this journey, we consider

the steps that we have taken over the past two years as creating the foundation from which we can further develop our approach to sustainability, ESG and strong reporting in the years ahead. Our future reporting will be informed by the ongoing review of sustainability reporting standards across the globe, as well as the integration of third-party reporting frameworks, both of which will serve to enhance the external understanding of our approach.

Our Approach to Sustainability Reporting Continued

Materiality at the Core

As part of the process to develop our approach to sustainability and ESG factors, the business, with the help of two experienced consultants, carried out an in-depth assessment to identify the most material areas for the company and its stakeholders. Although there is a consistent focus on the disclosure of ESG and sustainability information, it can often be difficult to identify and assess which information is most useful. The process was carried out to ensure that the development of a long-term strategy focused on addressing the most significant sustainability-related risks and opportunities.

In line with established practices, we assessed which sustainability issues are most important to our stakeholders and our business and those that could impact our ability to create value in the short, medium and long term. The process was

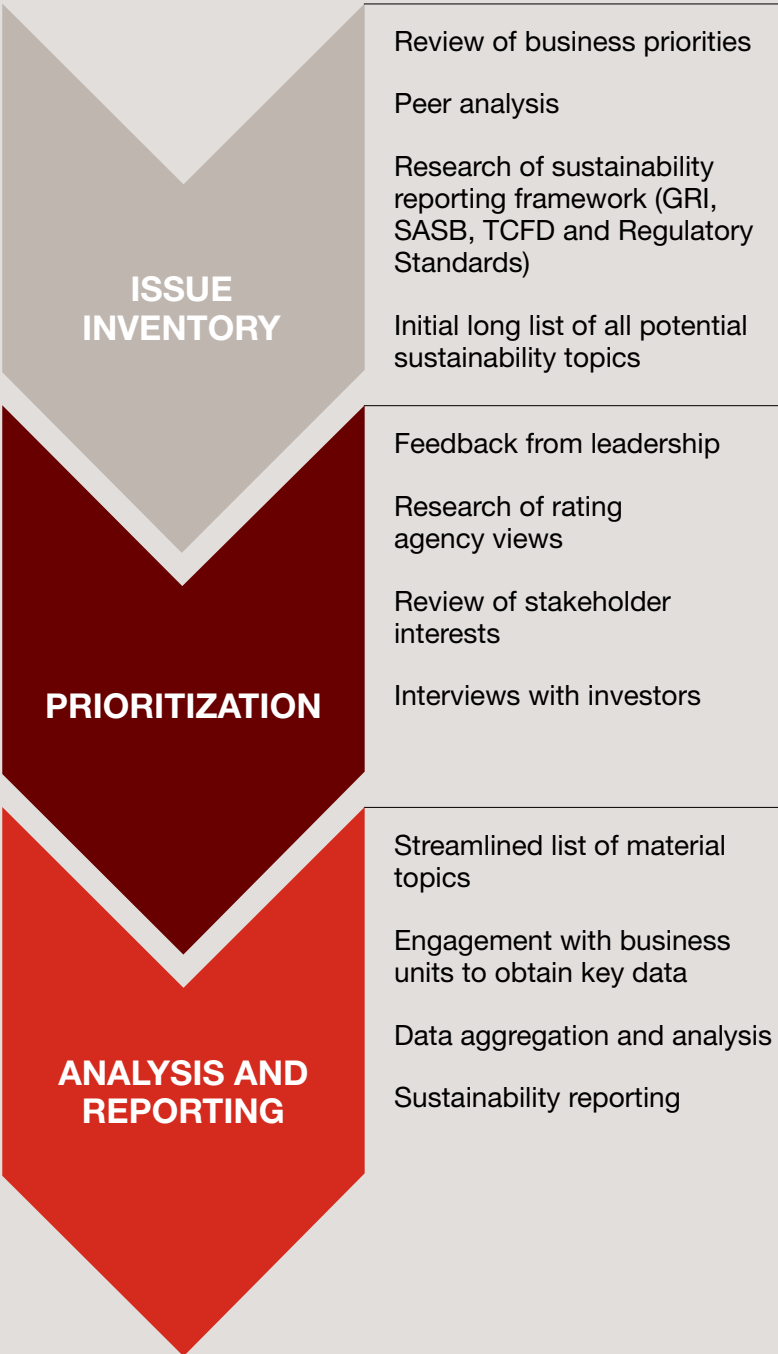
highly beneficial to the organization and has served to inform decision-making, to help focus the company on material risks and opportunities stemming from these issues and, ultimately, to provide the platform to enhance our reporting to stakeholders. The output of the assessment has also informed the development of our initial data framework, which will allow the business to drive improved performance in each of the key areas over time.

While the material issues reported on and their link to our overarching sustainability pillars are neither exhaustive nor set in stone, we are confident that they provide a comprehensive picture of our approach to sustainability.

We fundamentally believe that these issues will continue to evolve over time, as will our reporting and performance under them.

Our Approach to Sustainability
Reporting Continued

Identifying Material Issues



In the following section, there are extensive details provided about each of the priorities identified by our materiality evaluation. Those were identified as:

- Health and Safety
- Business Ethics and Conduct
- Human Rights and Supply Chain
- Workforce and Human Capital
- Communities and Society
- Emissions and Climate

Each section provides extensive details on the policies, data and case studies relating to each of the material areas.

Our Sustainability Pillars

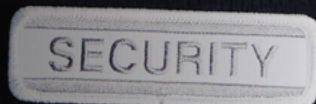


Security
& Trust

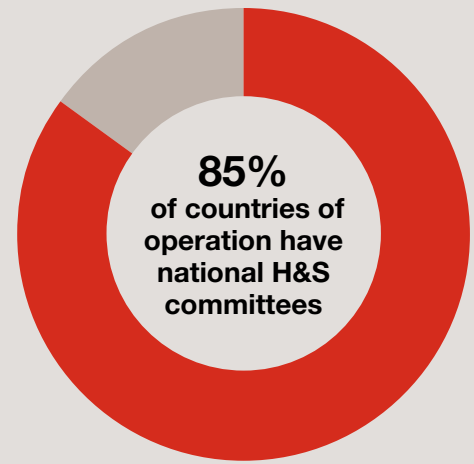
People &
Communities

Environmental
Impact

Security & Trust



Leading Safety Standards



COUNTRIES OF OPERATION WITH FORMAL HEALTH AND SAFETY COMMITTEES

Sustainability Pillars:
Security and Trust, People and Communities

OUR OVERARCHING OBJECTIVE: ADHERING TO THE HIGHEST SAFETY STANDARDS AND REDUCING SAFETY INCIDENTS EVERY YEAR.

As a business whose purpose is inextricably linked to the provision of safety, we uphold the highest standards when it comes to operating in a safe, compliant and ethical manner. With a variety of material risks facing our employees, from security guards to drivers, we recognize our responsibility to ensure the safety of our employees, our clients, our partners and the communities in which we operate.

Across all business units, we work relentlessly to ensure this critical business goal is achieved. Whether it is cash or security services in North America, or security services throughout the Middle East and Africa, safety is at the foundation of everything we do and is essential to our success as a business.

Each of our business units has developed formal documentation concerning the policies, processes and procedures pertaining to occupational health and safety (OHS) hazards. Those policies operate in addition to overarching principles, such as the seven golden rules of OHS in Canada, the general safety principles in the U.S. and standard operating procedures in the Middle East and Africa.

Embedding a culture of safety – Security Services Canada

In response, during the last year, following an in-depth evaluation of our approach to safety, we made certain enhancements to our OHS framework. Specifically, we appointed regional advisors, a senior national advisor and a national director to oversee OHS practices and make improvement recommendations. Consequently, we have identified two main objectives for the year: enhancing our risks assessments and safety-related investigations.

SIGMA-HR OHS, a software system designed to promote the occupational health and safety of employees was also implemented during the past year, with all users receiving in-depth training to maximize its effectiveness.

Leading Safety Standards Continued



A culture of safety is integrated into every aspect of our operations across the company. Professional staff work alongside all employees to ensure a continuous focus on safety. From strategic planning to implementation on the ground, we promote our safety efforts through:

- Task pre-planning and reviews
- Lagging indicators
- Data oversight
- Incident analysis

The integration of safety improvement efforts is driven by business unit leaders and their direct reports. However, ownership of the safety process does not solely reside within HR or those with an explicit focus on OHS. In line with our overarching approach to risk management, our safety process is led by business unit leaders and Senior Management and is embraced and upheld by all

employees. Each level is accountable to the one above and responsible for the one below. This level of accountability and responsibility is achieved by a belief in and adherence to our corporate values. On the issue of safety, we endeavour to outperform.

Safety performance data is tracked and recorded across all areas of operations. Our OHS frameworks allow for live and automated reporting and tracking processes of incidents. Our teams can track incidents, allowing for analysis of the root cause, the cost of the incident and the length of time the involved personnel were on duty. The ability to analyze this type of data allows us to proactively identify safety risks, as well as educate employees, partners and clients prior to beginning work on elements that may result in an incident or injury. The greater our data insights and

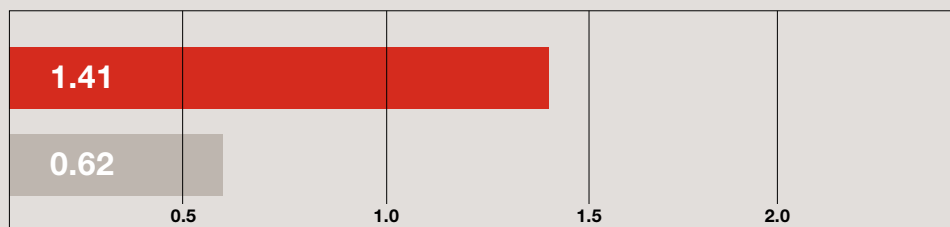
the stronger our education, the greater is our opportunity to mitigate the risk of safety incidents occurring.

Our injury rate and lost time injury rates continue to be more favorable than our global security service peers.

COVID-19—A Test of Workforce Safety

As a decentralized organization, we have a level of flexibility in how we deal with restrictions and the variance of risks relating to COVID-19, on both a regional and national level basis. But words must also be met with action. We addressed these challenges with our employees across the globe. Preventative messaging, cleaning and sanitization and PPE was distributed to operations, recognizing that many of our people were faced with challenges on a daily basis.

As we sought to protect our people and wider stakeholders more broadly, throughout the pandemic, we have closely monitored and followed guidance from the Centers for Disease Control and Prevention, the World Health Organization and other public health organizations.



GARDAWORLD KEY OHS INDICATORS
IN 2021

- Total recordable incident rate (TRIR)
- Lost time injury rate (LTIR)

Leading Safety Standards Continued

EMBEDDING A CULTURE OF SAFETY

In line with our overarching principles of business and risk management, our track record on safety benefits from our decentralized approach, which allows each business unit to craft and develop a custom OHS program that meets the specific needs of their people and the challenges facing their operations. While there are aspects of our approach to OHS that are uniform across business units, such as a tireless focus on training and maintaining our industry-leading position, the flexibility of the decentralized framework encourages adherence and hereby ensures stronger overall performance. We set out below some of the most positive aspects of how we ensure we not only perform to a high standard on safety, but also embed a culture of safety across the organization and within business units.

All personnel are informed of our safety expectations and commitment to reducing all safety related incidents. Equipping our people with the necessary skills and knowledge to perform their daily responsibilities safely is pivotal in our approach to OHS. Over the last several years, we have refined our development and training programs to enhance flexibility and relevancy, with job-specific training based on the degree of risk involved and the complexity

of efforts to mitigate risk. Ultimately, we want each and every employee to develop a keen understanding of how to evaluate risk and how to respond if a risk of whatever nature begins to materialize.

Initiatives such as the introduction of a 22-module training package for all managers located within the Middle East and Africa, taken over 44 hours, emphasize the importance placed on safety, which resonates through the organization. In addition, all business units have their own location-specific safety and emergency response plans that address risks that are specific to their location.

COMMUNITY SAFETY

We make every effort to engage with the communities in which we operate. The safety and well-being of those same communities is of the utmost importance. Across business units, not only our people, but also our leaders ensure that all planning of operations is underpinned by a constant focus on the safety of the community.

CONTRACTOR SAFETY

In addition to the safety of our employees, we equally prioritize the safety of contractors. Contractors are afforded the same protections as full-time staff and receive similar levels of training to make them aware of any risks related to their work.

Workforce Safety Awareness

A robust Health and Safety framework can be undermined by a lack of awareness from the workforce. Our U.S. Cash Services business unit has, over the last year, taken many steps towards ensuring that Occupational Health and Safety remains a priority for employees and management alike.

A strong focus was placed on expanding environmental health and safety training programs available on their online learning platforms, on rolling out a national workplace safety and heat illness awareness program alongside a hydration program specific to California, as well as on improving education and awareness around serious injury reporting. Furthermore, a newly hired OSHA Manager was added to the compliance team to reinforce the existing structure already in place.

There are plans to further expand on the OHS training and education of the field leadership team and to continually update OHS programs so that every employee has the training, knowledge and resources they require to ensure their own safety and the safety of others around them.

Leading Safety Standards Continued

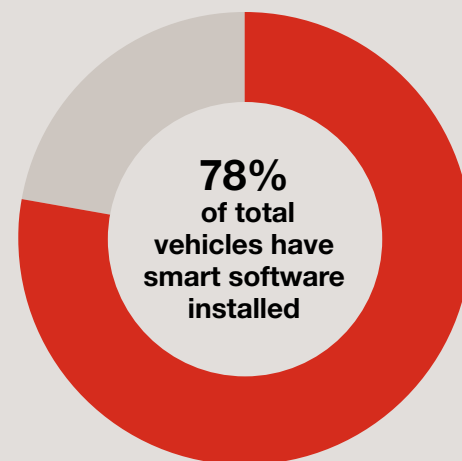
TRANSPORTATION SAFETY

Logistics is a critical component of our business and we are mindful that having large numbers of people and valuable assets on the move poses safety risks. In line with our overall approach to OHS, we have developed best-practice standards to reduce transport safety risks and work to ensure all employees are fully aware of their responsibilities.

Road transport remains a challenging and complex area for a number of industries. To mitigate the risks related to traffic and vehicle-related accidents, we focus on safe practices and behaviours and calling for safe vehicle design. Road traffic accidents claim around 1.35 million lives every year, according to the World Health Organization. In FY 2021, our workers drove over 209 million km across our operations in almost 6,000 vehicles.

Over the same period, we provided at least 16,000 hours of transportation safety training for employees and contractors. Across business units, we consistently run road safety programs, such as new driver training and education. Canada's Security Services mobile fleet is equipped with telematics technology. The technology allows our branches to track precisely where our vehicles are located from any one of our branch offices, and to dispatch the closest available vehicles to our clients' sites.

Vehicles are monitored 24/7 and information is relayed in real time. Each vehicle's trip history is stored, meaning that we can obtain a record of arrival and departure times for any location for any given time period. Additional features include tracking our fuel consumption, engine idling patterns and driving



PERCENTAGE OF VEHICLES WITH SMART SOFTWARE INSTALLED

habits, keeping in line with many municipal "Think Green and Drive Safe" strategies to promote environmental sustainability. In addition to vehicle route monitoring, telematics' key features include the tracking of distances to and from each client site and of driver behaviour patterns such as speeding, harsh braking and harsh cornering.

While we strive to eliminate all incidents, we are rigorous in our monitoring of traffic and wider health and safety issues. Any driver infractions are immediately investigated by the HR department, with the potential for disciplinary measures by managers.

As with OHS, our Senior Management team is regularly apprised of developments in our approach to transportation safety, as well as the key indicators tracked by the business units.

KPI	GardaWorld Consolidated 2021 Data
Road traffic accidents /100,000 km	0.409

In 2020

AI dash cameras were piloted in North America. The pilot program is still ongoing and the evaluation framework is currently being built.

Ethical Business Practices

Sustainability Pillar: Governance and Oversight

OUR OVERARCHING OBJECTIVES: TO ACT WITH INTEGRITY, ENSURE A ZERO-TOLERANCE APPROACH TO BRIBERY AND CORRUPTION, PROVIDE ROBUST GRIEVANCE MECHANISMS AND PROMOTE THE HIGHEST STANDARDS OF DATA PROTECTION.

We expect our employees to work in line with our policies and training and to treat others with respect, fairness and dignity. Our international Code of Ethics sets clear expectations for how we work. It applies to all our employees and underscores the belief that how we deliver our services is as important as what we deliver. As outlined, we provide regular training and communications to employees to ensure it is embedded in our culture and everyday thinking. Our expectations of suppliers are documented through certain requirements, engagements and regular evaluations to help them develop and strengthen their relationships with us.

ANTI-BRIBERY AND CORRUPTION

We have a zero-tolerance policy for all forms of bribery or corruption, regardless of whether the recipient is a government official or a private citizen. While the risk of bribery and corruption can manifest itself anywhere, we are aware that for certain sectors and areas, bribery and corruption present a particularly high risk. As such, we take our responsibility of communicating our zero-tolerance approach to our employees, contractors and suppliers extremely seriously.

Our international Code of Ethics explicitly prohibits engaging in bribery or corruption in any form. It clearly states that employees should never provide, offer, promise, receive, or solicit any improper payment or engage in any form of kickback. All employees must comply with the terms of all government tenders and procurement processes and avoid engaging in any improper dealings

in connection with governments under any circumstances. Appropriate training is focused on the needs of employees in locations or roles assessed to be at a higher risk of bribery and corruption.

GRIEVANCES AND WHISTLEBLOWING

Whistleblowing is recognized as an important tool in the prevention and detection of corruption and any other forms of malpractice. By disclosing wrongdoing in an organization, whistleblowers can avert harm, protect human rights, help to save lives and safeguard the rule of law. The clandestine nature of corrupt behavior means that it may never come to light unless cases are reported by people who discover them in the course of their work.

Ethical Business Practices Continued

In keeping with our commitment to maintain the highest ethical and professional standards within our operations, all internal and external stakeholders are strongly encouraged to report concerns about any perceived or suspected misconduct either directly by the Company, its employees, officers or directors, or indirectly by the labor unions, contractors or suppliers. Accordingly, we have established a comprehensive Whistleblowing Policy to manage the receipt, retention and treatment of complaints and concerns received by the Company regarding activities believed to be illegal, dishonest, unethical or otherwise improper. The Whistleblowing Policy provides clear guidance on the use of internal and external communication channels that will allow such concerns to be raised in confidence and anonymously if desired, without fear of reprisal or retaliation of any kind. The Whistleblowing Policy is available on the company's website at www.garda.com/ethicshotline.

FAIR COMPETITION

We believe in a free and fair competitive environment for the provision of our services, with honest competition based on integrity, product quality, price and customer service. Without question, we comply with the competition laws of each country we do business in.

As set out in our Code of Ethics, as a business, we will continue to compete vigorously and independently. This relentless focus on performance, however, will never come at the expense of acting ethically. We will not use any misleading marketing, advertising, or improper negotiation methods and tactics, which could be interpreted as a way of intimidating or forcing a client to purchase a product or a service. Likewise, we will never engage in cartels or other measures or methods planned to restrain or obstruct fair competition.

RESPONSIBLE USE OF DATA

The effective monitoring and oversight of information security risks are critical components of corporate governance and responsible business practice, particularly in light of the accelerating trend of digitalization across all industries. As with most businesses, we manage a variety of data and information security as an essential element of day-to-day operations. We understand the importance of respecting privacy and are committed to protecting our clients' personal data. Our practices are designed to meet some of the most stringent data protection regulations in the world, including the Canadian Personal Information Protection and Electronic Documents Act ("PIPEDA") and the European General Data Protection Regulation (GDPR). We also adhere to all other applicable related legislations. Our approach is guided by our Ten Privacy Principles, detailed on our website, as well as by our Code of Ethics, which sets out our commitments to our employees, clients and other stakeholders on the use of their data.

People & Communities



Protecting All Parts of Society

Sustainability Pillar:
Governance and Oversight

**OUR OVERARCHING
OBJECTIVE: HAVING THE
UTMOST RESPECT FOR HUMAN
RIGHTS, PLAYING A LEADING
ROLE IN PROTECTING AGAINST
ANY ABUSES AND PROMOTING
GREATER PROTECTION IN
THE SUPPLY CHAIN.**

As a global security company with more than 120,000 employees, our operations inherently involve human rights risks, which are associated with a range of business and societal risks. By respecting and promoting internationally proclaimed human rights, we can ensure that work is a source of dignity and purpose—as well as income—for the people we employ. Our clients, employees, governments and wider stakeholders expect nothing less.

The core elements of human rights oversight and diligence are:

- having an overarching commitment to human rights
- assessing the human rights impacts of company activities
- integrating those values and cultures
- tracking and reporting performance

We do not tolerate the practice of human trafficking in any form and reject any form of child labor or slavery, including forced or indentured labor of any sort. We are particularly vigilant about this risk to our operations and have developed systems to apply fair employment practices across our organization globally. We adhere to best practice standards in relation to the management of human rights risks and our approach is informed by the core of the International Labour Organization and our founding membership of the International

Code of Conduct Association (ICoCA), a multi-stakeholder initiative formed in 2013 to ensure that providers of private security services respect human rights and humanitarian law.

We, along with other signatories, affirm that we have a responsibility to respect the human rights of and fulfill humanitarian responsibilities towards, all those affected by our business activities, including personnel, clients, suppliers and the population of the area in which services are provided. We also recognize the importance of respecting the various cultures encountered during our work, as well as the individuals we come into contact with as a result of those activities.

Protecting All Parts of Society Continued

As a signatory to the Code and a fully certified member of the ICoCA and one that supports the UN SDGs, We have been able to develop a culture of strong ethical behavior. Our work with the ICoCA, including the use of their guidance and tools, has proved invaluable in promoting these high ethical and regulatory standards. In addition, the requirement to provide evidence for Code compliance to be eligible for many state security contracts, has enabled us to be a leader in the provision of security for the diplomatic and aid sectors. It is at these points where we see the growing overlap between risk management and ethical conduct.

In addition to ICoCA, we have multiple processes and procedures in place to effectively identify and manage potential human rights issues and business units have varying approaches to the management of human rights issues based on the level of exposure and risk.

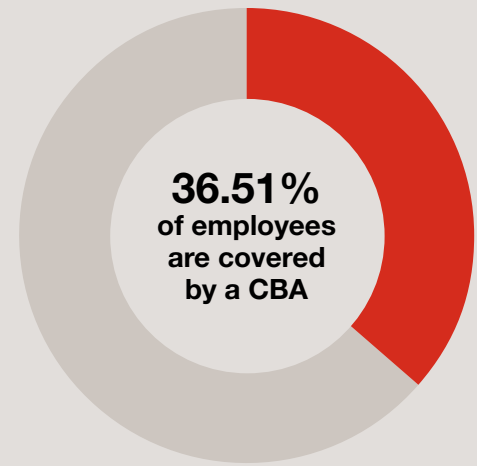
Our Middle East and Africa business unit has established a formalized approach in the management of potential human rights impacts through its adherence to multiple international standards and principles. Among several commitments, the business unit participates in the UN Global

Compact, whereby its commitments to the program are supported by an action plan to continue advancing internationally recognized human rights, labor, environmental and anti-bribery and corruption principles. Under the authority of its Oversight Board, the business unit has also established a Business & Human Rights Working Group, which is responsible for the oversight and awareness of human rights issues.

Furthermore, two of our business units have achieved certification for their operations worldwide to ANSI/ASIS PSC-1 standard and undergo regular reviews and audits on human rights practices

FREEDOM OF ASSOCIATION

Freedom of association is a fundamental human right proclaimed in the Universal Declaration of Human Rights. As part of our recognition of human rights, we have the utmost demonstrable respect for the freedom of association of our employees. Across our operations, ranging from East Africa, the 26 different unions representing Security Services U.S. officers and the unionization of guards in Canada, we ensure the right to collective bargaining is fully protected.



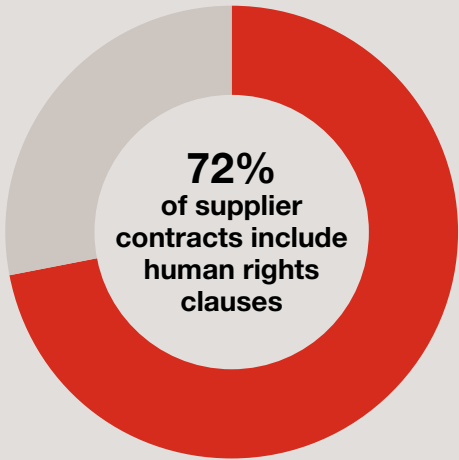
PERCENTAGE OF EMPLOYEES UNDER COLLECTIVE BARGAINING AGREEMENTS

SUPPLY CHAIN

The supply chain relates to both the purchase of goods and services for internal use and also the purchase of goods and services procured in order to fulfill customer contracts. While placing a continuous emphasis on ensuring we adhere to the highest standards of human rights protection within our own operations, we also recognize our responsibility to—where possible—positively impact the practices of those we interact with.



Protecting All Parts
of Society Continued



PERCENTAGE OF SUPPLIER CONTRACTS THAT INCLUDE HUMAN RIGHTS CLAUSES

We have vendor selection, vendor management and due diligence policies in place that include review and screening mechanisms for existing and prospective business partners. They account for reputational risks, including specific due diligence policies relating to bribery and corruption. The company extends several of its human rights and health and safety standards to suppliers and other third parties.

Across our operations, we have enhanced engagement with the supply chain on a number of issues, ensuring that we have an accurate picture of the risk within it as well as its impacting behaviors:

- Cash Services Canada are currently engaging with suppliers to obtain accurate data on diversity and human rights criteria through the supply chain.
- Cash Services U.S. are in the process of identifying a third-party consultant to review all vendors to ensure they meet adequate diversity guidelines.

- Security Services Canada are placing a focus on engaging with suppliers toward sustainable development, with a key objective that all agreements coming to maturity in 2021 and beyond are subject to clear discussions with the supplier to enhance the emphasis on sustainability.

The increase in engagement between business units and suppliers is a hugely positive step. Nonetheless, we have also sought to drive an increase in the number of supply chain due diligence assessments we have carried out.

We are confident that we have made significant progress in our oversight of supply chain risks and developments as a means of increasing the protection of our stakeholders and our business. However, as with much of our efforts on ESG and sustainability, we recognize that we can continue to improve in the period ahead and will continue to do our utmost to drive further engagement with suppliers and develop our due diligence of supply chain practices.

UK Modern Slavery Act Compliance

GardaWorld Security Services Middle East and Africa provides a detailed statement in line with the requirements of the UK Modern Slavery Act 2015, which states that the business unit is committed to ensuring that there is no modern slavery or human trafficking in its supply chains or in any part of its business. Key codes and policies reflect its commitment to acting ethically and with integrity in all its business relationships and to implementing and enforcing effective systems and controls to ensure slavery and human trafficking is not taking place anywhere in its supply chains.

NUMBER OF SUPPLY CHAIN DUE DILIGENCE ASSESSMENTS

KPI	GardaWorld Consolidated 2021 Data
Supply chain due diligence assessments	1,476

Developing our People

Sustainability Pillar: People & Communities

OUR OVERARCHING OBJECTIVES: TO DEVELOP OUR PEOPLE

We foster a culture of respect and integration by developing policies to support the success of all our team members whoever they are, wherever they come from. As an equal opportunity employer, diversity is not only a core belief but something we strive for every day. We seek to ensure the full integration of each employee in their working environment, regardless of ethnic or social origin, race, gender, religion, nationality, sexual orientation, or other distinguishing characteristics. This includes ensuring fair access to internal opportunities such as promotions and appointments. We know that strong labor practices, including

appropriate remuneration levels that encourage loyalty, working-time standards and respect for collective bargaining, mean greater satisfaction and improved performance for workers, better staff retention and increased brand loyalty among employees and clients alike.

LABOR PRACTICES AND TRAINING

We are committed to international best practices for labor practices and relations, including adherence to international conventions and frameworks. In the Middle East and Africa, GardaWorld is a signatory of the UN Global Compact (UNGC), a central tenet of which is adherence to strong labor practices. Our commitment under these principles includes the upholding of freedom of association and the elimination of discrimination in respect of employment and occupation.

When an employee joins our company, they commit to our corporate values. To ensure our employees fully support and demonstrate these values, we provide them with a complete and robust onboarding and induction program. This includes a presentation to align the new employee with our global business, our history, the locations in which we operate, the type of services that we provide, the structure of the organization and the employee's role within the business and their team. A smooth onboarding process is vital and we take measures to ensure that this is the case. In the U.S., for example, each Security Services employee is contacted by different members of management on their 30th, 60th and 90th day of work to talk about any issue and make sure that things are going well.

Developing our People Continued

In-work training plays a key role in continuously helping to drive a culture of performance and accountability. Our training programs combine different forms of learning. Managers play a crucial role in reinforcing employees' learning and professional growth. Our training programs are competency-based and focus on leadership, sales, job-related skills and soft skills. Training is offered at all levels within the organization. For field positions, we have dedicated training programs focusing on operational skills and specific knowledge required for the job. Through our platforms, employees are offered continuous opportunities to learn and develop. Ultimately, we focus on reciprocal commitment so that employees are proud to wear the GardaWorld uniform and we are proud to invest in them.

For our Security Services Middle East & Africa colleagues, a training-needs analysis is done during performance reviews, with individual performance and role requirements assessed against the training currently offered. The line manager's commitment to proactively manage the employee's professional growth and development is critical in this process. Any gaps that are identified are recorded by the training manager who will source and

arrange the training needed. Once training has been completed, the training manager will follow up with the employee and manager to record the effectiveness of the training.

Our industry is a competitive one, characterized by higher levels of employee turnover than many other sectors. We recognize the importance of talent management as one of the key factors underpinning company growth and ensuring the continuity of our business in a competitive marketplace. Talent management enables us to attract and retain high caliber people, develop our employees and continuously anticipate needs for future positions on a local and global level.

For employees working in an international environment, our local cultural training programs provide a special focus on personal effectiveness in an international setting, allowing them to operate effectively, comfortably and sensitively.

We provide our employees with competitive remuneration that meets or exceeds market standards and living requirements. We are committed to fair living wages for all our employees in all countries and regions where we may operate.

Alongside competitive wages, we provide a variety of in-work benefits for employees — these can include referral bonuses, health care benefits and dental coverage for employees and family.

Removing Barriers to Diversity and Inclusivity

Sustainability Pillar:
People & Communities

**OUR OVERARCHING
OBJECTIVE: PUTTING IN PLACE
POLICIES AND PRACTICES
THAT ENSURE GARDAWORLD
REMAINS A WELCOMING
BUSINESS TO ITS PEOPLE
AND COMMUNITIES.**

We pride ourselves on being an equal opportunity employer, treating our employees with dignity and respect and going out of our way to create a working environment that reflects the diversity of the communities in which we operate. We are the proud recipient of the Maurice Pollack Award, an honour bestowed on us for our various initiatives designed to integrate a diversified ethnocultural workforce and to create equal access to employment. This is reflected in our recruitment process. We have a transparent, non-discriminatory recruitment process aimed at employing highly qualified, experienced and knowledgeable individuals, with the aim of

maintaining a diverse and highly competent workforce. In the U.S., for instance, a key focus of Security Services' Diversity & Inclusion National Committee is to ensure a diverse applicant flow. In Canada, Security Services have partnerships with external associations to promote the hiring of Indigenous people, new immigrants, young graduates, retirees and women. We know that traditionally, the security industry has been a male-dominated field. We want to change that. Each year, we welcome increasingly more women to the team, who challenge the status quo and exemplify exceptional professionalism and competence.

While hugely important in workforce composition, gender is only one aspect of diversity. We are also committed to helping military reservists and veterans find fulfilling careers within our workforce. We value the expertise and ambition of former and active members of

the military. We are proud to count over 10,000 military reservists and veterans among our ranks.

We attach particular importance to creating accessible job opportunities, to give people with disabilities a chance to shine in the GardaWorld community.

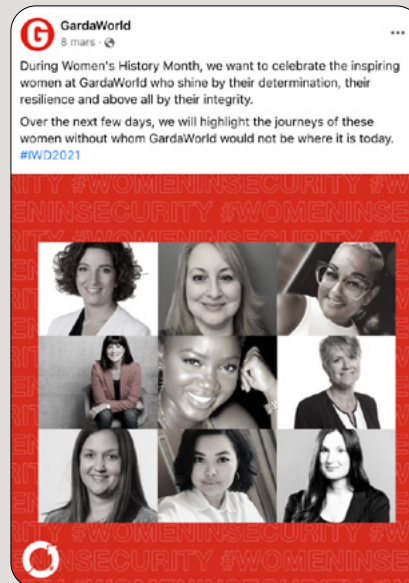
In our community, there is no room for discrimination. We want our employees to be true to themselves and put their best foot forward, no matter their sexual orientation, gender identity, background, skin colour, or experience.

In the period ahead, we will focus on disclosing data and metrics that go beyond gender diversity, in accordance with our belief that diversity comes in many different forms.

Removing Barriers to Diversity and Inclusivity Continued

RECOGNIZING WOMEN DURING INTERNATIONAL WOMEN'S HISTORY MONTH

We presented the portraits of some of the women in each business unit who occupy positions traditionally considered to be reserved for men. The goal was to inspire female employees and demonstrate that no job is out of reach at our company.

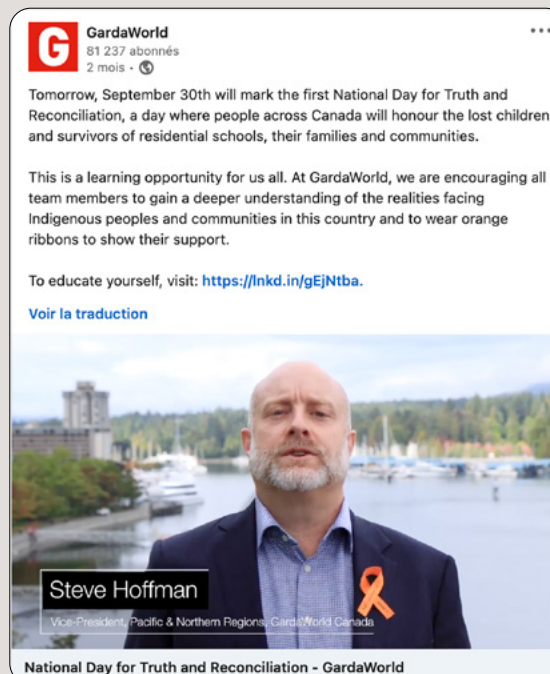


WOMEN'S HISTORY MONTH CAMPAIGN
HIGHLIGHTING SOME OF THE INSPIRING
WOMEN AT GARDAWORLD

WE MARKED CANADA'S FIRST "TRUTH AND RECONCILIATION DAY"

To recognize and reinforce our belief in the importance of honoring the lost children and survivors of Canadian residential schools, the Global Communications team collaborated with the Security Services Canada executives to produce several videos highlighting our commitment to supporting Indigenous communities across Canada. These videos ran on September 29 and 30 as part of a national campaign launched on all our digital platforms.

Through partnerships with 19 First Nations communities and counting, we are proud to employ Indigenous people. We provide training and support services so that we can excel together as a team and as an organization.



MESSAGE FROM OUR REGIONAL VP STEVE
HOFFMAN ADDRESSING TRUTH & RECONCILIATION
DAY IN CANADA

"Thank you from our Nation for bringing awareness and education to such an important day in history. Tomorrow will be a day of reflection and gives us an opportunity to reflect on the tragic history of residential schools and honor their survivors. This is a small step in the long journey ahead. Thank you, GardaWorld, for reflecting on this day."

– Crystal Young,
President and CEO
at McKay Métis
Group

Removing Barriers to Diversity and Inclusivity Continued

Indigenous Inclusion

GardaWorld was founded in 1995, one year before the last Indian residential school in Canada, located in Saskatchewan, closed its doors. While it marked the official end of one of the darkest chapters in Canadian history—when thousands of Indigenous children were taken from their homes and brought to government-sponsored religious schools built to assimilate them into Euro-Canadian culture—their plight was far from over.

We are a global organization headquartered in Tiohtià:ke (Montreal), with offices worldwide across several continents. While Indigenous inclusion is something we have championed for more than two decades, it was eight years ago that we adopted what was then-called the National Aboriginal Partnership Strategy which included a list of seven guiding principles to build bridges with communities across Canada.

When we were honored by the Society of Wood Buffalo Employment & Career Training in 1999 for ensuring that the Indigenous people in the northern Alberta community were represented and had equal access to the labor workforce, we knew important work was still ahead of us.

As we continue to develop a full appreciation for Indigenous peoples' journey and the many social, environmental, political and economic barriers they still face, we have a duty to educate ourselves so we can become better advocates and foster a more equitable society.

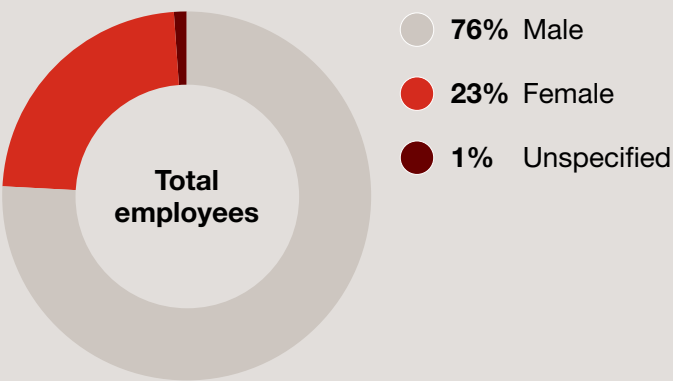
In many respects, 2021 signaled an important milestone in better understanding our collective journey toward reconciliation. September 30 marked the first National Day for Truth and Reconciliation in Canada, honoring the children who died while attending residential schools and the survivors, families and communities still affected by the legacy of the residential school system. The creation of the new federal statutory holiday was approved by Parliament days after the Tk'emlúps te Secwépemc First Nation confirmed the discovery of the remains of 215 children on the site of a former residential school in Kamloops, BC.



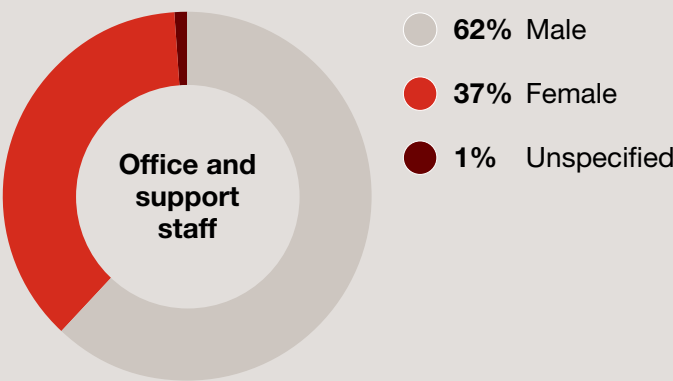
NATIONAL INDIGENOUS DAY CAMPAIGN
SHOWCASING INDIGENOUS GARDAWORLD
EMPLOYEES

Removing Barriers to
Diversity and Inclusivity Continued

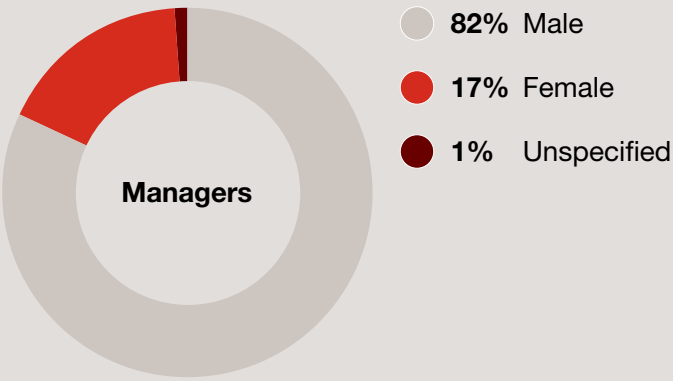
Diversity Breakdown



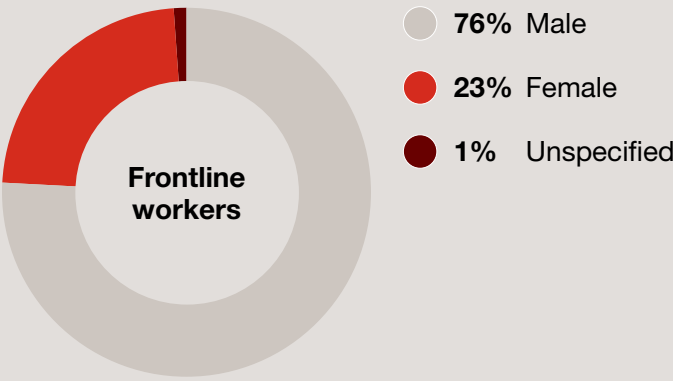
TOTAL EMPLOYEES



OFFICE AND SUPPORT STAFF



MANAGERS



FRONTLINE WORKERS

Improving Health and Wellness

Sustainability Pillar:
People & Communities

**OUR OVERARCHING
OBJECTIVE: TO CULTIVATE
AN ENVIRONMENT WHERE
EMPLOYEES ARE HAPPY
AND PRODUCTIVE AT WORK**

Our employees—over 120,000 of them—are the single greatest contributors to our success and their health and well-being is of paramount importance to us. Our initiatives in this area sit alongside our work to uphold the highest safety standards, which are inextricably linked to employee welfare.

Our multiple Health and Safety policies recognize the importance of mental health considerations, such as stress and post-traumatic stress, as well as physical health. And we recognize that for our employees, wellness also comes from being appreciated and knowing that as an employer, we will help them thrive and succeed in their career. We welcome a widening focus on mental health as a core component of ESG and employee engagement, as we consider it central to our efforts to ensure our employees are satisfied and productive.

Increasingly—for instance, for our corporate teams in the Middle East—we look after our employees and their immediate household members via an Employee Assistance Program (EAP). Through the EAP, practical information and guidance on a variety of topics are available free of charge over the phone and via email and counselling is offered at a time and location convenient to the individual. The EAP can provide support on a wide range of work and personal issues in areas such as relationships, parenting, romantic partnership, stress, life changes, bereavement, workplace pressure, self-esteem and confidence, the pursuit of personal interests and physical health. Where appropriate, referrals to local financial or legal resources are also offered.

Improving Health and Wellness Continued

In the U.S. and Canada, we run an employee engagement program for our Cash Services team called **We Look Out for Each Other**.

It runs in-branch initiatives based on three pillars: safety, teamwork and recognition. **We Look Out for Each Other** activities and communications are focused on creating and strengthening culture and happiness at work, outside of traditional employee benefits—the goal being to help our people remain safe, happy and fulfilled employees. Initiatives include team-building contests, quarterly newsletters highlighting the great work of our teams and employees, an ongoing digital wall of fame and a tenure recognition program.

To help boost physical and mental health, corporate rates for gym memberships and online fitness sessions are also available. We encourage staff at all levels to engage in activities such as the Jerusalema Dance Challenge, an online dance challenge that had companies around the world joining in and the Famijeunes race, raising funds for the Famijeunes community charity in Montreal.

In the U.S., alongside the EAP program available to employees and their immediate family living in the same household, our Cash Services team members have access to programs to support both their physical and mental wellness. Through AETNA, our healthcare plan, employees have access to preventative programs specialized to address specific health concerns and elective preventative medical care at low or no cost to the employee. We also sponsor employee participation in extracurricular health-related events, such as running races or team sports. In Canada, we offer access to LifeSpeak—a wellness platform that contains modules and articles from experts that help employees focus on their mental health—and lunch-and-learn activities.

Showing appreciation for our employees is an important part of our culture. In Canada, during the third week of September, the entire management team toured our offices to celebrate National Security Appreciation Week. The whole month of November is dedicated to recognizing employees who have climbed the ranks of

our company. During the holidays, management makes it a priority to tour our offices to thank our employees. We consider it particularly important to highlight exemplary employees and stories that branches want to talk about specifically, which we do via online content as well as regular newsletters. The goal is to boost morale, encourage team building and spur people on to do great work.

We also take pride in our long-standing employees. On an annual basis, Cash Services recognizes the tenure of employees with a specially designed lapel pin and individual acknowledgement from branch and regional leadership. Employees are recognized at each 5 year anniversary of their employment. Additionally at their 25th anniversary, employees are recognized by the corporate team and invited to a dinner and award ceremony hosted by our CEO, Stephan Crétier.



Communities – Supporting Prosperity

Sustainability Pillar:
People & Communities

**OVERARCHING OBJECTIVES:
TO ENGAGE PRODUCTIVELY
WITH ALL COMMUNITIES
IN WHICH WE OPERATE,
PROMOTE PROSPERITY IN
ALL LOCATIONS AND TAKE
STEPS TO CONTRIBUTE TO
GOOD CAUSES.**

Throughout our operations, we aim for strong partnerships in the communities in which it operates. Active engagement with the communities in our areas of business is a core part of our social licence to operate. We are committed to improving the sustainable development and economic well-being of these communities, while playing our part to ensure safety is at the forefront of everything. Our workforce is, insofar as it is possible, reflective of the communities in which we conduct business. We actively support social initiatives and charitable projects that promote the health, education and safety of these communities and we take great pride in having positive impacts throughout the world.

As our global presence grows, we consistently evaluate our effect on the communities around us and how it aligns with our strategy and values. We aim to promote sustainable practices and support local communities wherever we have a presence. With over 120,000 employees in 35 countries, our community engagement is guided by the ideas of respect, prosperity and responsibility.

Communities – Supporting Prosperity Continued



CERVICAL CANCER IN RWANDA INFORMATIONAL POSTER



CERVICAL CANCER SCREENING LOCATED AT MAYANGE HEALTH CENTER IN RWANDA

Educate, Treat and Screen – Cervical Cancer in Rwanda

We have acted as the key implementation partner in BIO Ventures for Global Health's (BVGH) Educate, Screen and Treat (EST) program focusing on cervical cancer. Working in partnership with the Ministry of Health and the Rwanda Biomedical Centre, the program saw 5,000 women screened for cervical cancer across the Bugesera district of Rwanda in September 2021. Specifically, we have:

- Provided drivers and transportation for all screening samples collected from the 14 health centers.
- Developed, printed and distributed all print communications materials associated with the program, including posters, information cards and leaflets for community health workers.
- Brought on a dedicated team member to champion the project, who provided logistical and administrative support on the ground.
- Provided financial contributions totaling US\$50,000 to the program.

Communities – Supporting Prosperity Continued

LOCAL ENGAGEMENT

We are committed to contributing to the growth, stability and sustainability of communities through the employment, professional development and contracting of services of individuals and groups within these same communities. This commitment is an important aspect of not only making positive economic impacts on a community, but we also see it as a crucial element in ensuring stakeholder “buy-in” and protecting our social license to operate in these areas.

SOCIAL INVESTMENT

Social investment includes company-financed investments and donations to community programs, both key pillars of our engagement and support of communities. We aim to create shared value and drive community development through the provision of expertise, access to facilities, training and other non-financial resources. Across the globe, our company and our people have supported local initiatives. Whether it is in supporting Indigenous people in Canada, food banks in Denver, Ewa’a Shelters in the UAE or Refuge in the UK, we are confident that our efforts are making a difference.



PERCENTAGE OF MANAGERS HIRED FROM THE
LOCAL COMMUNITY

Environmental Impact

Environment – An Increasing Focus

Sustainability Pillar: Environmental Impact

OUR OVERARCHING OBJECTIVES: TO REDUCE OUR IMPACT ON THE ENVIRONMENT AND PLAY OUR PART IN CREATING A MORE SUSTAINABLE FUTURE

We are committed to delivering sustainable long-term value by proactively taking steps towards protecting the world's natural environment and minimizing the environmental impact of our business operations across the globe. As one of the world's largest privately owned security service companies, we recognize our responsibility in preserving and promoting safe and environmentally sustainable best practices to help reduce our impact on the environment.

As part of an industry that is not traditionally associated with significant adverse impact on the environment, or specific environmental damage, we have in the preceding years focused on the social and governance aspects of our business operations. This is because the majority of our material stakeholder impact points have been through these aspects. Had this report been published just five years ago, stemming from our materiality assessments at such time, the detail on the environment and climate may have been measurably less.

In recent years, it has become clearer that each and every business, regardless of the relative extent of their contribution to climate change, has a role to play in creating a more sustainable future. We are no exception. We, like our stakeholders and clients, are putting the issue of climate change at the forefront of our business leadership.

During 2020 and 2021, we made significant strides toward more efficient environmental stewardship, through engagement with all business units and, for the first time, the collection of emissions data. These efforts will allow us to enhance our performance and mitigate our impact in the coming years. As a business, we recognize that we must also develop our strategy and approach to data gathering and reporting ahead of upcoming regulatory requirements. Accordingly, in 2022 we will develop and implement a formal environmental policy stating our commitments and priorities, advancing environmental governance at the very core of our daily operations.

Environment – An Increasing Focus Continued

In line with our business model, our direct emissions primarily emanated from energy use and transport, specifically from our vehicle fleet. Following in-depth reviews and work across business units, we were able, for the first time during 2021 to calculate the GHG emissions resulting from our fleet operations.

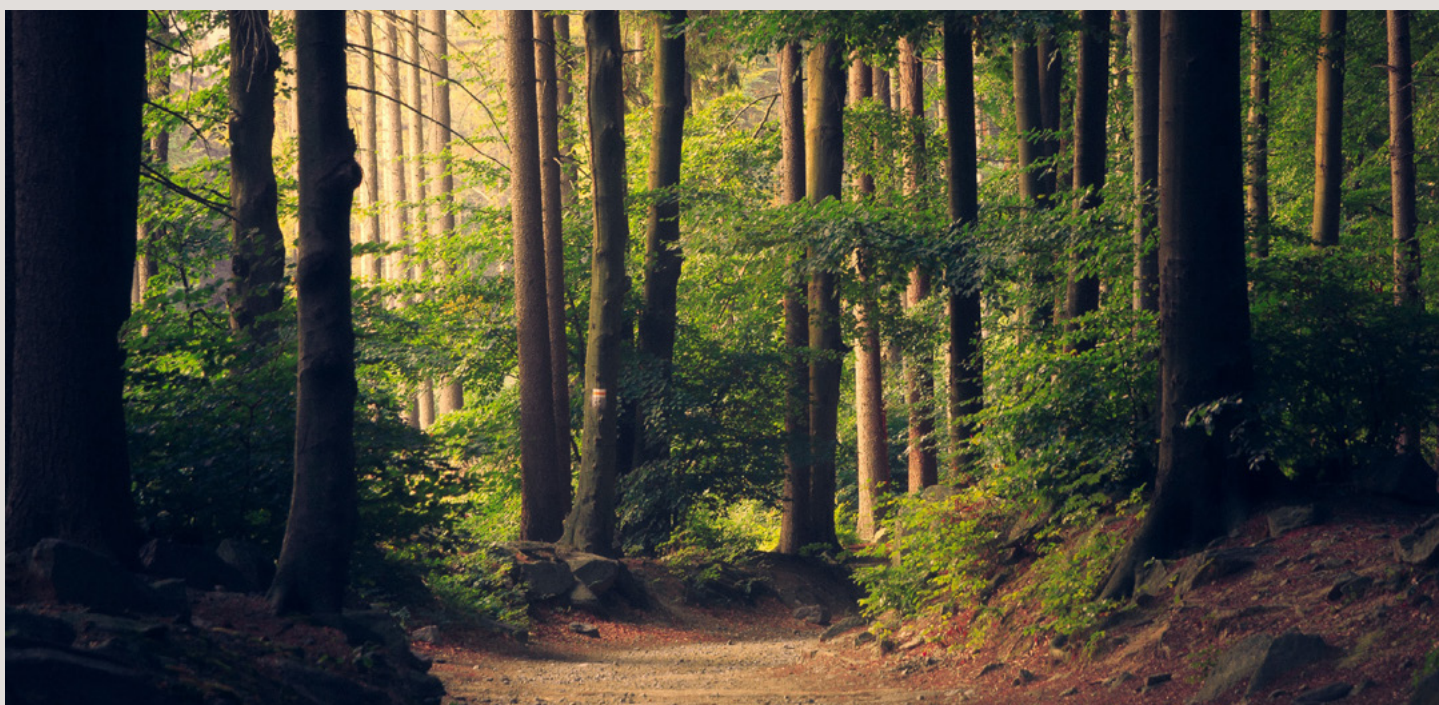
FLEET GHG EMISSIONS ARE 129,406 TONS

Electric and hybrid vehicles will likely play a key role in the transition efforts, particularly for a business like ours where our ability to service clients is linked to our fleet. To reduce our current environmental impact, we are seeking ways to become more efficient in our use of carbon. While in certain instances

this will incur greater expenditures over the short-term, we expect to reap the rewards of our strategy over the longer term through the diversification of the vehicle fleet. In recent years, we have in the first instance responded to regulatory requirements to ensure that all our vehicles meet emissions standards. This has been the case for all new vehicles in the U.S. and Canada cash services units since 2013, which along with other initiatives has supported a reduction in our fuel consumption. Over the period ahead, we are becoming more proactive as we seek to go above and beyond regulatory requirements and mitigate our impact on the environment through greater fleet fuel efficiency.

We will seek to reduce our carbon emissions by exploring alternative and environmentally friendly options for our fleet where appropriate, such as the use of lighter vehicles, increased route optimization and efficiency, fleet management software, minimizing the total number of vehicles on the road and replacing eligible vehicles with hybrid and/or electric alternatives.

We also lease our entire fleet, which provides greater flexibility to transition to a more efficient fleet more rapidly.



Environment – An Increasing Focus Continued

As we continue our efforts to improve our performance in this area, we will widen the scope of our approach to the environment, which will include a focus on energy use and waste management. The collection of data and engagement with business units is one aspect of ensuring greater responsibility toward the environment. In the period ahead, we will also take the following steps to further embed a more environmentally friendly approach throughout the organization:

Encouraging awareness and training.

We will support, advise and develop an understanding among our employees, contractors, customers and suppliers about the impact that their actions and decisions may have on the environment.

Diversifying our fleet.

We will also seek to reduce our carbon emissions by exploring alternative and more environmentally friendly options for our fleet, where appropriate.

Promoting recycling.

We will actively promote and encourage our employees to recycle materials where possible and ensure waste is disposed of correctly.

Reducing the use of plastic.

We will make use of more sustainable products or environmentally friendly alternatives where possible.

Reducing emissions and increasing efficiency.

We will look to implement processes for reducing our emissions footprint.

Setting targets and tracking performance.

We will aim to augment our approach to monitoring and measuring our environmental performance by reporting our progress across our commitments in our sustainability reports.

Data

Reporting Index

Based on the timing of our reporting, the references to GRI below are based on the standards that applied in 2020 and 2021. In future reports, all references will be aligned with the revised

standards from the GRI. While the table below does not claim compliance with any external reporting framework, it links to the overarching standards.

Strategic Pillar	Metric	UN SDG	GRI	SASB	Page Reference
Security & Trust	TRIR	UN SDG 3, 8	—	TR-RO-320a.1	36
	LTIR	UN SDG 3, 8	GRI 403	TR-MT-320a.1	36
	Countries with national H&S committee	UN SDG 3, 8	GRI 403	—	35
	Road traffic accidents/100 000 km	UN SDG 3, 8	—	—	38
	Vehicles with smart software installed	UN SDG 3, 8	—	TR-AU-250a.1	38
People & Communities	Supplier contracts with human rights clauses	UN SDG 8	GRI 414	CG-AA-430b.1	44
	Supply chain due diligence assessments	UN SDG 8	GRI 414	CG-AA-430b.1	44
	Percentage of employees covered by a CBA	UN SDG 8, 10	GRI 407	—	43
	Workforce Composition	UN SDG 5, 10	GRI 405	SV-PS-330a.1	50
	Percentage of managers hired from local community	UN SDG 10	GRI 202-2	—	55
	Charitable causes and local communities	UN SDG 10	—	—	55
Environmental Impact	Scope 1 Emissions	UN SDG 13	GRI 305-1	TR-RO-110a.1	58

Definitions

METRIC

Total recordable incident rate (TRIR)

Lost time injury rate (LTIR)

Countries with national H&S committee

Road traffic accidents/100,000 km

Total hours of transportation safety training

% of vehicles with smart software installed

Coverage of employee assistance program

Percentage of employees covered by a CBA

Gender composition of workforce

% Supplier contracts with human rights clauses

Number of supply chain due diligence assessments

Charitable causes and local communities

% Expatriate (international) managers operating in a foreign country

Fleet emissions

METHODOLOGY

Total number of recordable cases x 200,000/total hours worked by all employees during the year covered

Total number of lost time injuries x 200,000/total hours worked by all employees during the year covered

Total number of health and safety committees. Coverage is expressed as the percentage of business unit specific H&S committees across our countries of operation

(Total number of traffic accidents/Total number of kilometres driven) x 100,000

Total hours of transportation safety training carried out by all employees and contractors

Percentage of fleet with smart software installed

Total number of employees with access to an employee assistance program x 100 / Total number of employees

Total number of employees covered by a Collective Bargaining Agreement (CBA) as a percentage of total employees

The gender composition of the workforce is broken down to show gender diversity of all employees, managers, office and support staff and frontline workers

(Total number of supplier contracts that include provisions on Human Rights / total number of supplier contracts) x 100

Total number of supply chain due diligence assessments conducted in reporting period

Total \$ amount reinvested in charitable causes and local communities (CAD)

(Total number of expatriate international managers / Total number of managers) x 100

Internal data on fuel was used to calculate emissions generated through transportation within our operations. Emissions were calculated in line with the GHG protocol

GARDAWORLD

