

**SUSTAINABLE HORIZONS:**

# Our Progress in Environmental, Social and Governance Responsibilities





I am pleased to introduce our latest Sustainability Report, showcasing our steadfast commitment to Environmental, Social, and Governance (ESG) principles. This comprehensive report highlights our global efforts and dedication to accountability and transparency. Guided by our core values of Integrity, Trust, Vigilance, and Respect, we uphold the highest standards in all our operations.

Our visionary approach to responsibility, combined with an owner-operator mindset, empowers every team member to act with integrity and purpose. As we strive to solidify our leadership in the industry, our focus remains on embedding ESG principles into every facet of our operations. With our expanding global presence, we recognize the inherent power of excellence to effect positive change worldwide. Embracing a best-in-class approach, we uphold our reputation for success and celebrate wins as we continue to grow.

Our ESG strategy is anchored by three core pillars: People and Communities, Security and Trust, and Environmental Impact. These pillars guide our actions and provide a framework for addressing the most critical sustainability issues relevant to our company and stakeholders. Set in 2020, our ESG strategy has led to significant improvements in our approach to non-financial performance. In line with our commitment to ensuring our approach to ESG remains current and leading, we will refresh our strategy during 2024, undertaking a materiality assessment to ensure our strategy aligns to the priorities of our business and addresses the concerns of our stakeholders.

The dedication and excellence of our people, who are the driving force behind our achievements, will remain central to our strategy. This report once again emphasizes the crucial role our employees play in our sustainability journey. By investing in our people, we are better equipped to achieve our growth objectives and fulfill our mission.

I am excited to share our progress with you and reaffirm our pledge to contribute to a safer, more sustainable world for our people, clients, and communities.

A handwritten signature in black ink, appearing to be 'S. Crétier', written in a cursive style.

**Stephan Crétier**  
Founder, President and CEO



## Environmental

### **Reducing Scope 1 Carbon Intensity Over the Past Four Years**

Over the past four years, our company has implemented various initiatives to reduce Scope 1 carbon intensity, resulting in a steady decrease in emissions year over year.

### **Culture of Environmental Responsibility**

Empowering all employees to contribute to sustainability goals and integrate environmental considerations into organizational decision-making.

### **Technological Innovation and Sustainability**

Working towards reducing Scope 1 and establishing baseline Scope 2 emissions through measures such as integrating hybrid vehicles and implementing idling reduction strategies.



## Social

### **Transparent Recruitment Processes**

Emphasis on diversity and inclusion across our workforce, with initiatives ranging from increasing female representation to supporting neurodiverse individuals and promoting accessibility for people with disabilities.

### **Employee Development and Engagement**

Through our Ambassador Framework, innovative learning approaches, integrated technology, and robust health and wellness initiatives like the Olympiads.

### **Community Support**

Committed to give back to the communities in which we operate, making the world a better and safer place.



## Governance

### **Integrity and Respect**

Dedicated to ensuring impeccable business conduct by adopting key policies (Human Rights Statement, Supplier Code of Conduct, Anti-Bribery and Corruption Policy).

### **Materiality assessment**

As we conclude our inaugural ESG cycle, we are committed to conduct new materiality assessments of our businesses in FY 2025.

### **Certifications**

GardaWorld Cash – Canada and GardaWorld Cash – United States have obtained certifications on their internal controls. Following rigorous external audits, both divisions received SOC 1 reports, affirming the suitability and effectiveness of their control designs. Additionally, GardaWorld Cash – Canada achieved SOC 2 Type 2 certification, further demonstrating its commitment to maintaining robust and reliable control systems.

	From the CEO	2
	FY 2024 Highlights	3
1	About GardaWorld	6
	Entrepreneurial Mindset. Global Excellence.	7
	Our Mission	8
	Our Sustainability Strategy	9
	Update on Our Commitments	10
2	Governance of ESG	13
	Governance	14
	Spotlight on: Controls and Assurance	
	GardaWorld Cash – Canada, GardaWorld Cash- United States	16
	Materiality & Overarching ESG Priorities	17
3	People and Communities	18
	Our People	19
	Labour Practices and Training	20
	GardaWorld Academy	21
	Employee Attraction and Development	22
	Case Study: People Program	24
	Improving Health & Wellness	26
	Spotlight on: GardaWorld Olympiads	27
	A Focus on Mental Health	28
	Veteran Inclusion	29
	Protecting & Promoting Human Rights	30
	Diversity and Inclusion	33
	Removing Barriers	35
	Community Support and Engagement	38

<b>4</b>	<b>Security and Trust</b>	<b>41</b>
	Security & Trust	42
	Spotlight on: 8 Golden Principles – Critical Infrastructure and Government Services	43
	Health and Safety Compliance	44
	Spotlight on: Health and Safety GardaWorld Cash - Canada	46
	Transportation Safety	47
	Spotlight on: Safety Steering Committee	
	GardaWorld Security – United States	48
	Business Ethics and Whistleblowing Procedures	49
	The Ethics Hotline	51
<b>5</b>	<b>Environmental Impact</b>	<b>52</b>
	Sustainability For a Brighter Tomorrow	53
	Focus Areas	54
	Environmental Management Working Group	55
	Fleet Carbon Emissions	56
	Spotlight on: Hybrid Fleet GardaWorld Security – Canada, GardaWorld Cash – United States	57
	Introducing GardaWorld’s Scope 2 Emissions Tracking	58
	Environmental Management Highlights	59
	Spotlight on: Partnership for Upcycling in Kenya, GardaWorld Security – Africa	60
	Looking Ahead	61
<b>6</b>	<b>Data</b>	<b>62</b>
	Reporting Index	63
	Definitions	64
	Key ESG Figures	65

Our Sustainability Report presents GardaWorld’s ESG performance across the organization on a consolidated basis. Unless otherwise indicated, quantitative data in this Report reflects performance for the financial year ended January 31, 2024, referenced as “fiscal 2024” or “FY 2024”. References to “fiscal 2023” or “fiscal 2022” throughout this Report are to the financial years ended January 31, 2023, and January 31, 2022, respectively. The data contained in this Report cover our businesses that are 100% owned and operated and reflect the most current annual data available. While this Report provides readers with a comprehensive overview of ESG issues relevant to the company, it should be read in conjunction with our regulatory filings. The company’s public disclosure documents are available on SEDAR, the Canadian electronic filing system for the disclosure documents of public companies, at [www.sedar.com](http://www.sedar.com).

# About GardaWorld



# Entrepreneurial Mindset. Global Excellence.

We are a global champion in security services, integrated risk management and cash management solutions. We employ more than 132,000 highly skilled and dedicated professionals who offer sophisticated and tailored security and technology solutions through high-touch partnerships and consistently superior service delivery.

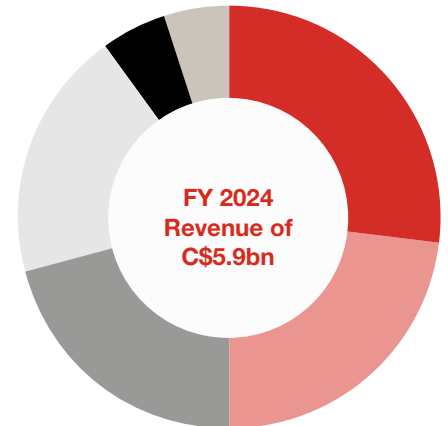
With a deep understanding that security is critical to conducting business and keeping communities safe, GardaWorld is committed to impeccable governance, professional care and the well-being of those in the communities that we serve.

Our comprehensive security solutions help protect businesses, employees, communities, and assets contributing to make the world a safer place.

We're focused on global leadership of the security industry by building independent, heavyweight operating units that deliver strong financial profiles, large runways for growth and drive enduring impact within our industry.

We are a people business. We create long-term value by making a safer world, fostering rewarding careers for our people, engaging with the communities where we operate, and providing profitable, sustainable growth for all our stakeholders.

Revenue Breakdown



- 27% Security - U.S.
- 23% Security - Canada
- 21% Security - Others
- 19% Cash - U.S.
- 5% Cash - Canada
- 5% Cash - International



# Our Mission

Our governance framework and sustainability commitments, rooted in our core values, drive industry progress and protect stakeholders. We uphold high professional and ethical standards, recognizing our responsibilities to employees, the environment, and communities. Our inclusive culture fosters employee development, offering competitive wages, pay equity, and opportunities for growth. Engaging meaningfully with local communities, we prioritize sustainable development, economic well-being, and social initiatives, promoting local hiring and participation in impactful programs. Committed to reducing our environmental footprint, we work towards energy efficiency, and emission reduction, guided by environmental governance and stewardship, continually seeking innovative solutions to mitigate global impacts.

## Integrity. Trust. Vigilance. Respect.

These shared values are fundamental to our culture—uniting each and every one of our employees under the same ethical roadmap. As a value-driven organization with a goal-oriented mindset, we are proud of our work. Together, we earn the confidence, respect and trust of our clients, partners and other stakeholders.



# Our Sustainability Strategy

GardaWorld distinguishes itself in the industry through its dedicated focus on ESG risk management, tailored to the specific needs of each business unit. Anchored in our core values of Integrity, Trust, Vigilance and Respect, our sustainability strategy is based on three pillars. As we prioritize investing in our employees and the communities we operate in, we ensure protection of **People and Communities**. We uphold industry-leading health and safety standards through management systems to ensure **Security and Trust** and to guarantee we consistently deliver for our clients. Moreover, we are unwavering in our dedication to reducing our **Environmental Impact**, diversifying our fleet to minimize emissions and lessen our environmental footprint.

## Commitments

We established a series of five-year commitments following an assessment conducted in 2020 to identify the areas most material to our business. 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. We've aligned these commitments with the United Nations Sustainable Development Goals (UN SDGs) that we contribute to through our business activities and sustainability strategy.





# Update on Our Commitments

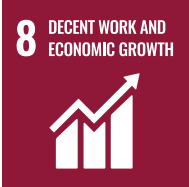



## Alignment with the UN SDGs

Throughout the development of our sustainability strategy, alignment with the UN SDGs has been a priority. In 2021, we highlighted the UN SDGs to which we could contribute through our business activities and sustainability strategy. Our journey of aligning with and contributing more meaningfully to the achievement of the UN SDGs is under way and we have been making steady progress against these goals. We intend to strengthen our practices in these areas and continue to detail our progress in the years ahead.



## GardaWorld ESG Commitments and Progress

TOPIC	COMMITMENT	PROGRESS UPDATE
<b>Occupational Health &amp; Safety</b> 	Continue to maintain leading safety standards, and protect all our stakeholders.	<ul style="list-style-type: none"> <li>Received International Safety Award for the 6<sup>th</sup> time (Critical Infrastructure and Government Services).</li> <li>Occupational Health and Safety (OHS) is an important part of all employee onboarding. Implementation of regular communications, training programs and reporting.</li> <li>Key OHS positions were integrated to leadership including corporate legal divisions and national safety committees (Cash and Security in the U.S and Canada).</li> <li>Score cards were implemented to report and review cycle for key OHS policies and compliance.</li> </ul>
	Maintain an industry-leading TRIR and LTIR.	<ul style="list-style-type: none"> <li>Performance on TRIR (1.19) and LTIR (0.69) shows a slight decrease since last year, as we continue this positive trend, we remain committed to improving our safety practices.</li> </ul>
<b>Transportation Safety</b> 	Develop mandatory transportation safety refresher training with a view to roll out to relevant personnel by 2023.	<ul style="list-style-type: none"> <li>The efforts to fulfill this commitment have extended into 2024.</li> <li>Deployment of the new Hazard Communication Program (Cash U.S), see page 47.</li> <li>Enhanced training programs and Road Safety Policy Guidelines for all relevant employees.</li> <li>Continuous data monitoring from smart software to ensure safe driving habits and identify potential corrective measures.</li> </ul>
	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.	<ul style="list-style-type: none"> <li>This commitment remains a priority, focusing on the integration of dash cameras in all vehicles.</li> <li>Over 95% of all vehicles have smart software installed.</li> <li>Over 1,400 vehicles are currently equipped with dash cameras.</li> </ul>

**UPDATE ON OUR COMMITMENTS (CONT.)**

TOPIC	COMMITMENT	PROGRESS UPDATE
<p>Supply Chain Management</p> 	<p>Develop an enhanced supply chain due diligence process across all business units.</p>	<ul style="list-style-type: none"> <li>Over 535 new supplier due diligence assessments were conducted in the last year.</li> </ul>
	<p>Ensure all supplier contracts contain human rights clauses by 2024.</p>	<ul style="list-style-type: none"> <li>The percentage of contracts containing human rights clauses is 78%. The slight decrease is due to the integration of a new business within our reporting. This will be re-evaluated in the FY 2025 materiality assessment.</li> </ul>
<p>Employee Engagement &amp; Retention</p> 	<p>As our ESG and business strategy evolves, we are revising this 2021 commitment: Increase total training hours.</p>	<ul style="list-style-type: none"> <li>We report on the People Program, a GardaWorld Security initiative designed to elevate the engagement of our entire workforce, notably on the progress of the Ambassador Framework, access to training and enhanced communication.</li> </ul>
<p>Workforce and Human Capital</p>  	<p>Continue to drive diversity and inclusion initiatives.</p>	<ul style="list-style-type: none"> <li>Global Diversity and Inclusion working group worked on guidebooks to drive this segment company wide.</li> <li>Development of a company-wide policy on Diversity and Inclusion.</li> </ul>
	<p>Report and track performance on metrics relating to diversity and inclusion.</p>	<ul style="list-style-type: none"> <li>Continued reporting on gender diversity across all levels.</li> <li>Increased representation of women in three employment categories: Total employees (25.55% vs. 25.1% in 2023), Managers (30.92% vs. 28.4% in 2023), and Front-line employees (24.99% vs. 24.6% in 2023)</li> </ul>

**UPDATE ON OUR COMMITMENTS (CONT.)**

TOPIC	COMMITMENT	PROGRESS UPDATE
<p>Community Impacts/ Social Investment</p> 	<p>As our ESG and CSR strategy evolves, we are revising this 2021 commitment: Track and report charitable contributions and local community contributions separately.</p>	<ul style="list-style-type: none"> <li>• In FY 2024, we've proudly supported over 50 charitable organizations worldwide.</li> </ul>
<p>GHG Emissions</p> 	<p>Implement mechanisms, aligned with the GHG Protocol, allowing for Scope 1 &amp; 2 emissions tracking with first data set to be published in 2023.</p> <p>Extend reporting to Scope 1-2-3 by 2024.</p>	<ul style="list-style-type: none"> <li>• Continued reporting of Scope 1 in 2024.</li> <li>• Initiated reporting of Scope 2 emissions in 2024.</li> <li>• Carbon emissions from fleet operations calculated for the fourth year.</li> <li>• This year marks the first public reporting of GardaWorld's Scope 2 emissions. The emissions were calculated using the location-based methodology and cover all GardaWorld Security and North American Cash operations.</li> <li>• Continued work towards disclosure by identifying relevant Scope 3 emissions.</li> </ul>

Governance of ESG



# Governance

The Board of Directors of the Corporation (the “Board” or the “Board of Directors”) is committed to implementing a number of corporate governance and social responsibility measures compatible with the vision of the Corporation, its employees and the communities in which it operates.

The Board of Directors of the Corporation has appointed a lead director, particularly to promote greater communication between the independent directors, the senior management of the Corporation and the Corporation’s controlling shareholder. The Board of Directors has created a Corporate Governance Committee (hereinafter the “Governance Committee”). The Governance Committee oversees the analysis of questions relating to corporate governance, including corporate social and ESG, the compensation and the hiring of the senior management, ESG policies and standards, and the Disclosure Policy according to the Committee’s charter, and formulates recommendations to the Board of Directors regarding matters of corporate governance.

The Governance Committee is responsible for, among other things, overseeing and enforcing GardaWorld’s Code of Ethics, ethics hotline, corporate governance policies and assessing executive compensation. With the integration of the ESG framework, this committee has also taken on the responsibility of overseeing the Corporation’s ESG policies, strategies, and performance. A formal global ESG policy has been developed to guide decision-making and establish (i) GardaWorld’s commitment to integrating ESG into all its operations; (ii) how corporate governance supports ESG; and (iii) the importance of KPIs and data in achieving the Corporation’s key ESG priorities. GardaWorld’s approach to ESG combines consolidated oversight with the responsibility for each business unit to develop their own policies, strategies, and activities to improve the ESG performance for their unique operations. Each business unit has developed its own management systems, policies, and procedures, with safety and people at the heart of its operations.

---

## **Our Mission:**

To make the world a safer place by protecting our clients’ people, assets and operations.

## **GOVERNANCE (CONT.)**

Since 2020, a significant focus has been placed on ensuring that GardaWorld's approach to ESG is aligned with the Corporation's objective of creating sustainable value while maintaining financial performance. It holds certifications in various ISO standards and regularly reviews internal controls. The focus on risk management and an enhanced approach to stakeholder engagement has allowed the Corporation to manage ESG risks based on areas that are material to its business units and industry as a whole. GardaWorld formalized its ESG framework, which set the foundation to measure and report progress on sustainability. The ESG framework is set out across three broad pillars: People and Communities, Security and Trust, and Environmental Impact. These three pillars encompass the ESG topics identified by the assessment previously conducted and help align the Corporation's priorities with issues that could impact its ability to create value. GardaWorld remains committed to improving its processes and procedures, and further develop its approach to Sustainability, ESG, and disclosure in the years to come.

SPOTLIGHT ON:

# Controls and Assurance GardaWorld Cash – Canada, GardaWorld Cash – United States

Protecting our clients' financial data is paramount to fostering their trust and confidence in GardaWorld and the services we provide. GardaWorld Cash – Canada and GardaWorld Cash – United States has been recognized for its commitment to robust internal controls, achieving SOC 1 compliance in both the United States (Type 1) and Canada (Type 2). These certifications, validated by an independent third-party auditor, affirm the suitability of our control designs and, in Canada, their operational effectiveness as well. Importantly, no findings were reported during these evaluations.

This dedication to transparency and quality assurance has also enabled our Cash operations in North America to obtain certifications under the ISAE 3000 standard in the United States and the CSAE 3416 standard in Canada.

Furthermore, GardaWorld Cash – Canada operations have achieved SOC 2 Type 2 certification, which rigorously assesses our control systems related to customer data. This certification ensures that our infrastructure, software, personnel, data, and procedures safeguard data security, availability, and confidentiality.

GardaWorld's unwavering commitment to our client partnerships drives us to continually elevate our standards in business practices, oversight, and governance.



# Materiality & Overarching GardaWorld ESG Priorities

As we near the end of this five-year cycle, we are gearing up to conduct a new materiality assessment. This process is pivotal in ensuring our sustainability efforts remain relevant and effective. By reassessing the key environmental, social, and governance factors that matter most to our stakeholders and business operations, we can adapt our strategies to incorporate the evolving needs of our stakeholders. Through this approach, we aim to stay transparent, accountable, and responsive to the concerns of our stakeholders. This upcoming assessment marks another step in our ongoing commitment to sustainability and responsible business practices.

## Materiality Assessment

Over the last year, we reviewed these topics within our initial assessment to account for new segments within our operations, ensuring that the existing risk profile and priorities were still aligned with our overall sustainability themes.

The new company-wide materiality assessment will be conducted in the second half of FY 2025.



People and Communities



# Our People



As we continue to focus on our greatest contributors, our employees, we are committed in cultivating a work culture of excellence and striving to offer a best-in-class working experience. Our commitment extends to maintaining a comprehensive approach to health and safety standards, under the guidance of strong leadership. We believe in transparency, accountability and robust labor practices, to provide growth opportunities to all individuals within our organization.



# Labor Practices & Training



We remain committed to upholding recognized international practices surrounding labor management and relations, including adherence to international conventions and frameworks. The health and safety, rights, and development of our employees are paramount to our success. We are dedicated to offering an environment where our employees can thrive.

## Trainings

Health and safety initiatives across GardaWorld are an important part of all employee onboarding and reflect a comprehensive and proactive approach to ensuring everyone's well-being. Leadership structures are in place, including corporate legal divisions and national safety committees, to oversee safety and risk management efforts. These teams focus on addressing common safety concerns such as slips, trips, falls, and automobile safety through regular communication and reporting. Robust safety manuals and policies provide guidance across various risk areas, supported by extensive training programs covering induction, core competencies, and specialized topics like violence prevention and mental health awareness.

Risk assessments are conducted in appropriate areas, informing the development of targeted safety measures and procedures. Monthly physical inspections, toolbox training sessions, and virtual meetings ensure ongoing education and compliance at the branch level. Tracking mechanisms, including compliance scorecards and incident investigations, facilitate continuous improvement and accountability. Noteworthy initiatives include the revision of toolbox talks, implementation of a health and safety alert process, and training programs on post-traumatic stress disorder (PTSD) for HR departments. These efforts underscore our commitment to fostering a safe and supportive work environment for all employees.



# GardaWorld Academy



As GardaWorld solidifies its position as a global leader in the industry, implementing world-class training practices are paramount. In response, our Global Learning Center of Excellence has undertaken an initiative to streamline learning platforms across the organization, culminating in the creation of GardaWorld Academy.

This robust online learning management platform is designed to support the developmental journey of our employees, offering a diverse array of courses aimed at enhancing skills and knowledge. With a clear objective in mind, GardaWorld Academy was meticulously designed to enhance the professional development experience. It boasts a user-friendly interface and delivers timely training, empowering all employees with the knowledge and skills essential for their respective roles.

The platform features a secure single sign-on functionality, providing seamless access courses, all while delivering an enhanced user-experience throughout the learning journey. Behind the scenes, GardaWorld Academy operates with a sophisticated reporting and tracking system, driving data-informed decision-making, and ensuring accountability in our commitment to employee development and organizational excellence.

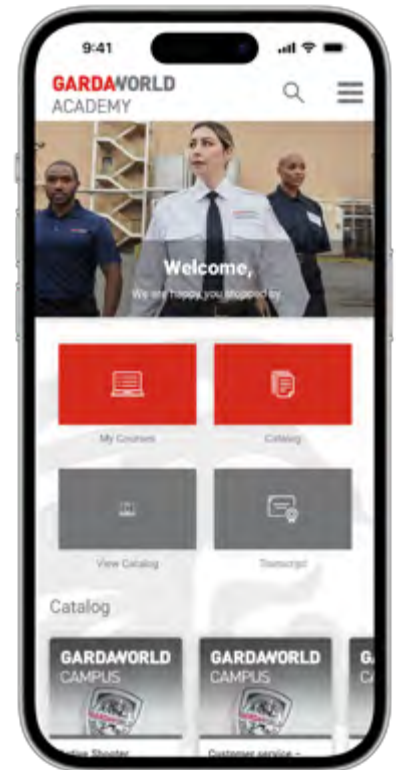
An agreement with a leading provider in ethics and compliance training was signed to provide Global Compliance training. This agreement helps us to provide 500+ new courses across 24 risk areas, including: Legal Compliance, Data Protection, Anti-Bribery and Corruption, Risk, Ethical Leadership, Environmental and Social Responsibility, Sexual Harassment, and Diversity, Equity and Inclusion.

## KEY ACCOMPLISHMENTS

**703**  
courses deployed

**79,974**  
employees can currently access GardaWorld Academy

**288**  
Business learning leaders trained on how to use the platform



# Employee Attraction & Development



## Workforce and Human Capital

Across our regions, initiatives have been prioritized around our workforce such as employee training and development with a focus on both mandatory and voluntary programs aimed at enhancing skills and knowledge. This includes comprehensive training on topics such as diversity, harassment prevention, safety, and leadership. Additionally, all GardaWorld businesses emphasize the importance of employee engagement and satisfaction through various means, such as regular surveys, communication channels, and recognition programs. Efforts to create a positive organizational culture and promote employee well-being include initiatives like supervisor training, talent development, and the implementation of new programs to enhance the employee experience.

## A New Way to Connect With Security Professionals

Starting in Canada and rolling out across various GardaWorld businesses, a collaborative app-based communication tool acts as an intranet for employees which can be used through mobile devices. With two-way communication, the app enables over 120,000 security professionals across the business to connect with head office personnel and each other 24-hours a day. Additionally, it provides our remote employees, who operate across the country and around the world, a one-stop spot to access the tools they need to stay informed, engaged and connected. The app is seamlessly integrated with the broader organization's infrastructure. This helps ensure that GardaWorld's security professionals have access to the latest updates, resources, and training materials, regardless of location.

Our security professionals are critical to our organization and **we want to invest in their success and value their input and insights** to better meet the needs of our customers.



## EMPLOYEE ATTRACTION & DEVELOPMENT (CONT.)



### Canada Doubles Down on the Employee Experience:

At **GardaWorld Cash – Canada**, connecting with employees and opening more lines of communication is the priority. TV screens with pertinent business updates will be rolled out in some branches, new HR coaching opportunities have started with Operations Supervisors on how to effectively engage with employees, and a collaborative app-based communication tool is in the process of being launched to all security professionals (see page 22 for more details).

For **GardaWorld Security – Canada**, People Operations is the new Talent Acquisition. Procedural updates for job descriptions, interview questions and tailored trainings taking employees from security professionals to ambassadors, have all taken shape this year. Additionally, a reward system based on earning uniform pins is being developed to signify key milestones in a security professional’s development journey. Reward pins will also be earned for excellence within the following categories: Ambassador of the Year, Ambassador of the Month, Safety Ambassador, Outstanding Customer Service Supervisor of the Quarter.

**GardaWorld Security – United States’** positive organizational culture has earned them the Great Place to Work Certification™, which recognizes employers who create an outstanding employee experience and an amazing workplace culture. GardaWorld is proud to be the only Certified™ guarding security company to receive this recognition over the last year. In FY 2025, the newly appointed Organizational Development division will be rolled out, with a focus on enhancing organizational effectiveness by cultivating a positive organizational culture, developing leadership and talent, helping GardaWorld embrace change and adaptation, while promoting employee engagement.

**GardaWorld Security – Africa’s** multifaceted approach to enhancing employee retention and engagement within the business unit begins with establishing policies and guidelines governing internal promotion, performance management, and reward systems. To further employee satisfaction, a revised performance management framework is being developed, leveraging a balanced scorecard.

### Equal Pay

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



# Case Study: People Program

As work environments and options for security professionals change, the People Program was created to bring focus and more actionable direction to our culture of excellence, with the goal of becoming the most attractive employer in the industry with the most respected people.

This multi-year and multi-pronged effort across our entire operations will ensure that current employees and new hires alike have all the training, tools, and opportunities they require to match their talents, skills, and career interests; to elevate everyone in our workforce. Rather than simply thinking of our people as Guards, Officers, Security Professionals, Support Staff, and Managers, we will become Ambassadors of GardaWorld, through a newly established Ambassador Framework. Because we recruit from a diversity of backgrounds, we meet our people where they are.

Starting from the recruiting process and onward, we work with our Ambassadors to help them advance their career, recognize their contributions, and reward ambition with opportunities.

We're changing the fundamentals, beginning with the way we train, supervise, recognize, promote, reward, retain and recruit our people.

In FY 2024, we completed the development of the Ambassador Fundamentals training modules. We will enter pilot phase in FY 2025. Our people-focused framework is designed to leverage the talent we already have and the talent we attract and train. This represents our strategy for owning the talent market.

**The Ambassador Framework is a standard of excellence with three guiding principles:**

## Character

Providing who we are and the values that guide our decisions.

## Contributions

Working to consistently achieve a higher standard of excellence.

## Conditions

Creating working environments in which our people can thrive.

## CASE STUDY: PEOPLE PROGRAM (CONT.)



### Four Ways We're Cultivating These Conditions:

#### FIT

Happy employees result in happy clients. To have happy employees, we need fully engaged employees. And so, we must focus on finding the best fit for each potential Ambassador's talents, skills and career interests.

- **Hire for attitude:** a positive attitude and willingness to learn is a step in the right direction.
- **Match talent to client need and profile Security Professionals.**
- **Meet people where they are,** recognizing that transitions (i.e. military, immigration) can be difficult, therefore working with them from day one to advance their careers.

#### CULTIVATION

The efforts we make to cultivate Ambassador-level talent from the very beginning can pay huge dividends in client satisfaction, employee engagement, and ultimately, loyalty. In the Ambassador Era, loyalty is real. And it goes both ways throughout a person's career with us.

- **Onboard to get on track:** Upon accepting their offer, all hires get a call from the person dedicated to fostering their connection with GardaWorld. That outreach continues with at least four additional touchpoints during their first 90 days with us.
- **Learning, not just training:** Because training is such a critical part of Ambassadorship, we're developing an entirely new learning approach for Security Professionals which will include experiential and social learning.

#### CONNECTION

Ambassadorship is a people-first approach, so it's vital that we connect with each other in our day-to-day work. People respond best in relationships in which they feel invested. As we make stronger connections with each other, we will more easily and naturally connect with clients and those we serve and protect.

#### Functionally aligned teams where each person brings a different role to the table:

- **Responsiveness and interaction with management is the top reason Security Professionals choose to stay with us.**
- **Integrated technology:** New hires are trained to use official communication channels, including our app-based communication tool and job-specific technology to provide additional support and improve overall security.

#### REWARD

Instead of limits, we offer options for the path ahead, with respect at the very center.

- **Reward for ambition:** We encourage a "sky's the limit" growth mindset, urging Ambassadors to ask for growth opportunities, with our People Management team leading the charge. They promote examples of people who have risen to leadership from the frontlines, they promote opportunities for other roles, and handle requests for raises and advancement. When those aren't possible, they connect them to alternative development opportunities.

# Improving Health & Well-Being



Our employees—over 132,000 of them—are the single greatest contributors to our success. Their health and well-being are of paramount importance to us. 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. Furthermore, we understand that for our employees, wellness also comes from being appreciated and knowing that as an employer, we will provide the support they need to thrive and succeed in their career.

For employees at **GardaWorld Cash - Canada**, a partnership with a virtual sleep support clinic, offers sleep solutions built on extensive expertise, to help improve the quality of life and productivity of teams in organizations for those working atypical schedules.

With the help of a third-party platform, **GardaWorld Cash - United States** offers free online coaching programs with personalized education, tools, and digital coaching. These online programs can help our employees overcome personal health challenges and are available to employees participating in the company's healthcare plan.

**GardaWorld Security - Canada** sends monthly updates from a wellness blog offering proactive wellness tips to all office employees at the branch and corporate level. Additionally, office employees can download the app giving them access to articles, webinars and other wellness resources.

**GardaWorld Security - Africa** has gone above the minimum statutory requirements to procure enhanced medical solutions that cover staff and their dependants as part of their retention strategies. Initiatives such as employee medical camps, wellness clinics, psychosocial support initiatives, and expert discussions are organized all year round at regular intervals through HR departments in respective countries.

Our **Critical Infrastructure and Government Services** business has a dedicated team responsible for overseeing welfare across the business and works to ensure best practice while responding to welfare issues and dealing with specific incidents as they arise. Initiatives that keep employees' health and wellness a priority include subsidized fitness memberships, mental health support through counseling services and workshops to address stress, and anxiety. Health screenings to promote preventive care, and flexible working arrangements to promote work-life balance have also been prioritized this year.

---

While each region takes on a localized approach to prioritizing wellness, one **initiative driven at the global level acts as a driving force** to unite teams across our organizations (see next page).

SPOTLIGHT ON:

# The GardaWorld Olympiads

In an effort to encourage health and wellness among our global workforce, we launched our inaugural edition of the GardaWorld Olympiads. This annual global initiative is one of the few activities that is promoted and solicits the involvement of employees across all of our respective companies and businesses engaging them in friendly competition and encouraging physical and mental well-being.

The first edition of the GardaWorld Olympiads saw employees from all corners of the organization converged in a spirited competition for the coveted GardaWorld Cup. Anchored by three core objectives, the GardaWorld Olympiads served as a catalyst for promoting healthy lifestyles, nurturing employee engagement, and cultivating a sense of belonging within the GardaWorld community. With a workforce of 132,000 individuals worldwide, GardaWorld recognizes the pivotal role that employee development and well-being play in achieving organizational growth and fulfilling its mission. As GardaWorld continues to champion initiatives that elevate employee well-being, it solidifies its position as an employer committed to fostering excellence and a positive corporate culture shift across the organization.



# A Focus on Mental Health



At GardaWorld, we hold a deep commitment to the holistic well-being of our employees, recognizing mental health as a crucial aspect of overall wellness.

As part of our ongoing efforts, all HR departments across Canada have undergone training on post-traumatic stress disorder (PTSD) and effective strategies for supporting employees navigating traumatic events. This initiative extends to frontline supervisors, ensuring a comprehensive approach to mental health awareness and support throughout our organization. We have forged a partnership with a company that improves physical and mental functioning following an injury or illness, to provide expedited access to specialized psychological support.

Our Canadian workforce can now access tailored assistance within 24 hours, underscoring our commitment to fostering a workplace culture that prioritizes mental health and resilience.

At **GardaWorld Security - Africa**, Mental Health Awareness Camps and Medical Check Camps have been initiated this year. Additionally, trauma counsellors have now been engaged to offer counselling services to more than 10,000 employees.



# Veteran Inclusion

For years, GardaWorld has been dedicated to welcoming veterans and reservists into our team, helping them find positions that highlight their talent and expertise while fulfilling their career aspirations. We deeply value the skills and experience gained by veterans and reservists during their military service and are committed to facilitating their transition to civilian life.

Our unwavering support was exemplified last year in Canada when we were invited to participate in the Standing Committee on Veterans Affairs meetings. During these discussions, we addressed the challenges veterans face in securing employment post-service.

We diligently strive to create the right conditions for veterans and reservists to succeed at all levels of our company. This includes offering relocation support for Canadian Armed Forces (CAF) veterans, reservists, and their families to accommodate military service requirements. Additionally, we have implemented an expedited employment process and provide job-protected leaves of absence to support CAF training.



## **Steve Ball, Major (Retired)**

Having spent 22 years in the CAF, often times in leadership positions, I have learned a great deal of skills which many employers have difficulty understanding. GardaWorld not only understands, but specifically seeks out the types of skills that the CAF teaches and values. GardaWorld also encourages further growth and participation in the CAF Reserves alongside my current position.

Director, Human Resources,  
GardaWorld Security - Canada



## **CJ Quinton**

As a Veteran, re-entering the civilian workforce can be a bit unnerving and a precarious time. Being a member of the GardaWorld family has proven to be rewarding and valuable, allowing me to not only utilize skills obtained during my service, but also obtain many new ones. I am a proud Veteran and a proud GardaWorld employee.

Senior Director Industrial & Indigenous Relations,  
GardaWorld Security - Canada

# Protecting & Promoting Human Rights



## Human Rights and Supply Chain

As a global provider of security services, we have an important role to play in the respect of human rights. We know that human rights risks exist wherever we operate, and it is incumbent upon us to uphold and protect these rights for both our people and wider stakeholders. We are responsible for ensuring that work is a source of not only income, but also of dignity, purpose, and realization for every person we employ.

Our Human Rights Statement defines our commitments surrounding the protection and promotion of human rights. This statement outlines our framework, approach, and stakeholder expectations relating to the protection of human rights and prevention of human rights abuses.

Our approach to human rights oversight and diligence includes:

- An overarching commitment to human rights
- Assessing the human rights impacts of company activities
- Enhancing focus across our supply chain
- Tracking performance and reporting

## An Overarching Commitment to Human Rights

We continue to be committed to conducting business in a manner which respects and protects human rights. This commitment is laid out in our Code of Ethics and recently adopted Human Rights Statement, which applies to all business units and across the entirety of our activities, from our management and employees to our contractors, business partners, and any other party engaging with our company in any capacity.

In ensuring adherence with international frameworks, we have business practices that have been established in compliance with the standards and principles set out in the Universal Declaration of Human Rights, the International Labor Organization’s Core Conventions, and the UN Guiding Principles on Business and Human Rights. Human rights management is decentralized to account for the local context and unique risks across each of our operating markets.

TOPIC	COMMITMENT
Supply chain due diligence assessments	<b>535</b> due diligence assessments carried out since the last Report.

## PROTECTING & PROMOTING HUMAN RIGHTS (CONT.)



For **GardaWorld Cash - Canada**, human rights risks are integrated as part of their quarterly risk assessment review at the executive committee level. Human rights considerations are also integrated in the vendor selection process, and human rights clauses are being integrated in all supply chain contracts. The HR team also proceeds with extensive market analysis to make sure all negotiations will result in fair working conditions for our workforce.

Across the Middle East and Africa, we ensure compliance with human rights standards through staff training, legal oversight of contracts, and human rights impact assessments, as well as holding the International Code of Conduct Association (ICoCA) certification. Supply chain management involves rigorous steps including needs identification, due diligence for suppliers, and approvals from key stakeholders. Implementation of supplier due diligence and onboarding on the ERP system is planned for this year, with approval processes involving the diligence administrator, procurement manager, finance manager, and legal director.

Continued growth and shifts across our business have influenced our supply chain requirements as well as the weighting of the number of supplier contracts in certain geographies and markets relative to our global operations. The share of our supplier contracts that include human rights provisions is 78% for FY24, which includes the integration of a new business unit within our reporting.

In certain countries and areas of operations where Human Rights violations and risks are deemed material and more likely to occur, enhanced supplier due diligence policies and processes are in place to mitigate these risks and support GardaWorld's commitment to maintaining the highest standards of business practices. For these countries, the share of our supplier contracts that include Human Rights provisions is 99.3%. The frequency of due diligence assessments will also vary depending on the number of new suppliers onboarded in any given year and their risk profile based on commercial activities and geography. Periodical requalification assessments are also conducted to reflect any evolution based on the length of the agreements and shifting operational and regulatory contexts.

While we note the decrease in the percentage of contracts with human rights clauses and supplier due diligence assessments over the previous year, the global risk profile of our operations and supply chain has also evolved. The GardaWorld Supplier Code of Conduct, launched in 2023, sets out guidance on conduct that we expect from all suppliers and covers principles such as compliance with all laws and regulations,



## PROTECTING & PROMOTING HUMAN RIGHTS (CONT.)



ethical business practices, Human Rights, bribery and corruption, and sound environmental practices. These global expectations, coupled with robust vetting and due diligence processes in high-risk areas, ensure our suppliers and business partners share our values and conduct themselves with the same standards we expect of ourselves.

### Tracking and Reporting

In remaining vigilant to human rights risks and violations, we are committed to promoting ongoing stakeholder engagement and progress tracking as we look to foster continuous improvement surrounding human rights risk management. At the corporate level, quarterly reports addressing salient human rights issues are presented to the Governance Committee for oversight.

To facilitate tracking and reporting processes and ensure sufficient attention to the subject matter, decentralized governance mechanisms throughout the company complement the structure at the corporate level.

Internally, we encourage a culture of reporting and publish regular communications surrounding our Ethics Hotline to ensure that all stakeholders feel able to raise concerns relating to human rights. Our Ethics Hotline and Whistleblowing Policy are discussed in further detail on pages 49 to 51.

### Freedom of Association

We recognize that the right to collective bargaining is a vital aspect of protecting human rights and we are intentional in supporting all employees in their rights to exercise their freedom of association.

In those countries of operation where we have collective bargaining agreements (CBAs) in place, we work to establish new as well as reinforce ongoing relationships with unions with frequent interaction and engagement. This active approach ensures that we are able to address matters as they arise, demonstrating our commitment to our employees. With 125 collective bargaining agreements in Canada and in the United States alone, we continue to strive to have a good working relationship with the various unions that represent our employees.

As an example of our progress related to freedom of association, **GardaWorld Security – United States** has a dedicated Labor Relations Director who assists branch, Human Resources, and operational leaders in making determinations in accordance with requirements of collective bargaining agreements, labor law, and best practices. In maintaining oversight of this important subject, we monitor and report the percentage of employees covered by collective bargaining agreements.

# Diversity & Inclusion

Our people make us who we are. All around the world, people of different backgrounds, genders, ethnicities, ages, and sexual orientations come together with one singular mission in mind: to make the world a safer place. The GardaWorld entrepreneurial spirit lives in each and every one of us, and we can be proud of the fact that we get to make a difference in our communities every day.

Diversity takes on many forms, and at GardaWorld we know that fostering diversity and building an inclusive culture only strengthens our organization. Different perspectives, experiences, and ideas allow us to provide better security solutions for our customers and drive our success.

Each team member is valuable. In creating an inclusive workplace, we ensure that we are supportive of our people, recognize individual contributions, and celebrate our collective achievements.

Our core values of Integrity, Trust, Vigilance, and Respect are foundational to our culture. Our clients expect us to uphold these values, and our employees do as well.

## **Our values guide our commitment to creating a diverse and inclusive workforce:**

**We act with Integrity**, ensuring that opportunities are accessible to all and that our employees are afforded every chance to learn, grow, progress, and develop to their fullest potential.

**We build Trust** in our relationships with our employees by encouraging open and honest communication and rejecting any form of discrimination or retaliation based on who they are.

**We remain Vigilant** in removing actual and perceived barriers, preconceptions, and biases, creating a work environment where all voices are heard.

**We Respect** each other, and value what makes us unique and different.



## DIVERSITY & INCLUSION (CONT.)

At GardaWorld we remain committed to seeking out and working with qualified individuals who share our core values regardless of their race, religion, ethnicity, gender, national origins, age, sexual orientation, disability or any other personal characteristic unrelated to their ability to make positive contributions. We cultivate a sense of belonging within the company as we work collectively towards common goals and promote a work environment in which all people feel welcomed, valued, comfortable, and included.

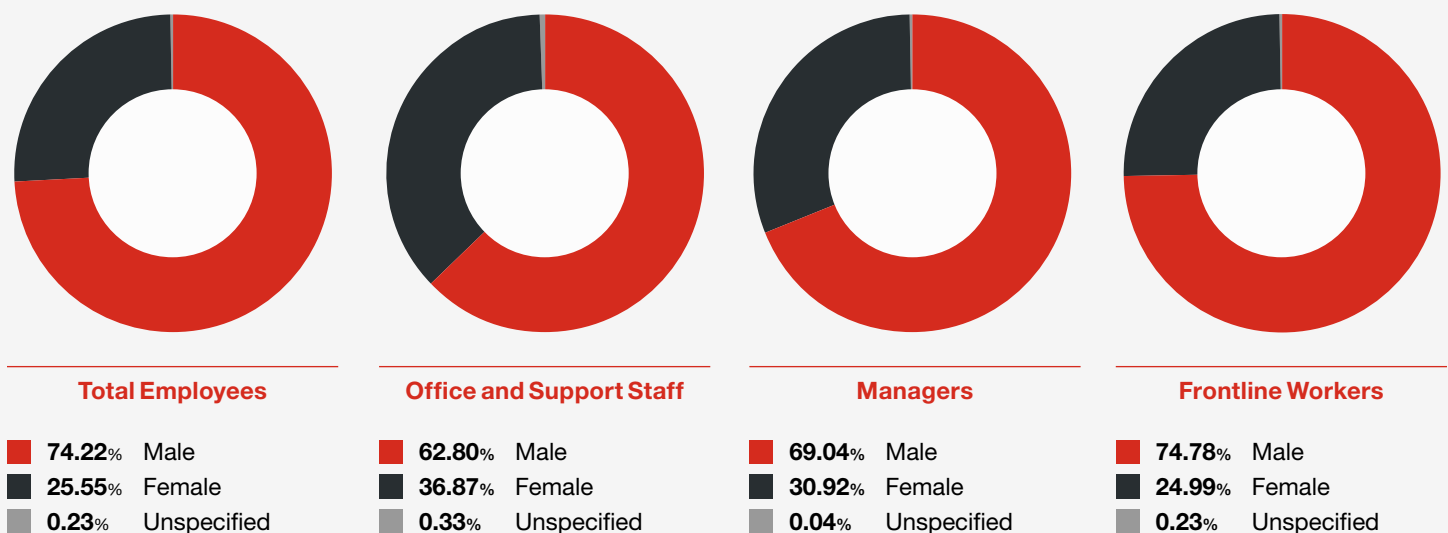
We will continue to strengthen this commitment every single day, further empowering all our people to be themselves.

### Diversity Breakdown

We have seen steady improvement in female representation in all three employment categories we currently monitor and report on, as well as in our global workforce numbers. Significant progress has been observed in the managers category, where the proportion of female employees has increased to 30% versus 28% in 2023, in comparison to our initial baseline of 17% in fiscal 2021. While we note the progress, we seek to continue to build upon this momentum through new and ongoing initiatives as described in the next sections of the Report.

Proportion of female managers has **increased to 30%** vs. 28% in 2023.

### Gender Breakdown of All GardaWorld Employees (FY 2024)



# Removing Barriers

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.

**GardaWorld Cash – Canada** continues to put our values into practice through an established partnership with an organization that connects newly immigrated individuals from the Ivory Coast with businesses to facilitate their integration into the community through access to job opportunities. This year they welcomed 10 of these people with plans to welcome even more in FY 2025.

**GardaWorld Security – Canada** uses open discussion and dialogue to fuel important and honest conversations and to breakdown cultural barriers. As part of National Indigenous History Month, a discussion panel was organized with key speakers in the community to highlight the lived experiences of Canadian Indigenous people and the intricacies of working with our Indigenous peoples. In FY 2025, they will be recruiting volunteers for employee resource groups and launching trainings on unconscious and conscious bias.

For **GardaWorld Security – United States**, teams have recently established a DE&I council lead by two co-chairs and volunteers from each region across the country who meet monthly to discuss improvements and needs associated with DE&I initiatives. This information is then carried forward to applicable leadership meetings, ensuring senior members of the organization are involved in the decision-making when it comes to creating diverse working environments.

Within **Critical Infrastructure and Government Services**, an initiative is currently underway that focuses on enhancing gender equality across the business. Following an initial analysis, two main priorities were identified:

- Increasing representation of women in Close Protection Officer positions, particularly on diplomatic contracts across the Middle East business, where we are experiencing growing client requirements.
- Improving the recruitment and outcomes for women employed across the East Africa business, with a predominant focus placed on operational roles and identifying ways to better support the needs of women.



## REMOVING BARRIERS (CONT.)

### Recruitment

Our commitment to removing barriers is also reflected in our recruitment process, which is transparent, non-discriminatory and aimed at employing highly qualified, experienced, and knowledgeable people while promoting diversity at all organizational levels. In the U.S., for instance, a key focus of GardaWorld Security's Diversity and Inclusion National Committee is to ensure a diverse applicant flow. In Canada, GardaWorld Security has partnerships with external associations to promote the hiring of Indigenous peoples, new immigrants, young graduates, retirees, and women.

### Disabilities

We also work hard to create accessible job opportunities and give people with disabilities a chance to shine in the GardaWorld community in which there is no room for discrimination. We want our employees to be true to themselves and contribute to their fullest potential.

Reflecting this commitment, **GardaWorld Cash – Canada** developed a partnership with a non-profit organization that places neurodiverse and atypical candidates in optimal working environments. Since the beginning of this partnership, a number of neurodivergent candidates have been onboarded into operational cash counting roles within the organization.

## REMOVING BARRIERS (CONT.)

### Canada's Accessibility Plan

The Accessible Canada Act and the Accessible Canada Regulations establish a legal framework for making progress on accessibility and focus on the identification, removal and prevention of barriers to accessibility in the seven key areas of the workplace. Through the development of our Accessibility Plan, **GardaWorld Security - Canada** aims to put forward proactive measures to identify and remove barriers to accessibility in the workplace, while preventing the creation of new barriers.

It is committed to providing a safe and accessible environment for its employees, customers, suppliers, candidates, visitors and all persons who enter its premises, business partners, and all who access its corporate website or communicate with the business.

This Plan sets out its commitment and strategy to remove barriers to employment accessibility and encourages the full inclusion of our people by describing the policies, accomplishments, and actions the company has taken and is taking to improve opportunities for people with disabilities.

## STATEMENT OF COMMITMENT

1.

Treating each person in a manner that preserves their dignity and independence.

2.

Addressing the accessibility needs of our people in a timely manner, consistent with the principles of dignity, independence, inclusion and equal opportunity.

# Community Support & Engagement

## Communities and Societies

Throughout our operations, we actively support social initiatives and charitable projects that promote the health, education and the safety of our communities and we take great pride in creating a positive impact across the world. Our regions continuously give back to the communities in which they operate, with our teams stepping up to support local causes that matter to them, whether it's through fundraising or volunteering.

In FY 2024, we've proudly supported over **50 charitable organizations** worldwide.

The following spotlights are just some examples of our employees' dedication to making the world a better and safer place.



## COMMUNITY SUPPORT & ENGAGEMENT (CONT.)

### GardaWorld Security - Canada

In August, GardaWorld Security Systems, alongside valued clients, convened at the Quarry Golf Club in Edmonton for the annual Liberty Classic Golf Tournament. This marked the 12<sup>th</sup> year of Liberty Classic and was GardaWorld's inaugural year as the host of this charity golf tournament.

The Liberty Classic Golf Tournament has long been associated with charitable endeavors championing a new cause each year. In this edition, the proceeds were directed to the Ben Stelter Fund, aimed at assisting children battling Glioblastoma and other cancers. The fund is a poignant tribute to Ben Stelter, a cherished six-year-old Edmonton Oilers enthusiast who tragically succumbed to his illness. Notably, this year witnessed a groundbreaking collaboration with Shaw Birdies for Kids, a program dedicated to augmenting support for local charities by matching a portion of raised funds. The collective efforts of participants and sponsors culminated in an extraordinary achievement, with a staggering \$55,044 raised in support of the Ben Stelter Fund.

# \$55,044

raised in support  
of combating  
pediatric cancer.

## Ben Stelter Funds Golf Tournament



Ben Stelter, a cherished six-year-old Edmonton Oilers enthusiast who tragically succumbed to his illness.

## COMMUNITY SUPPORT & ENGAGEMENT (CONT.)

### GardaWorld Security – Africa

The three-year partnership with Bio Ventures for Global Health, which concluded on July 31, 2023, stands as a testament to collaborative efforts aimed at advancing cancer research and healthcare accessibility across Africa. This impactful initiative provided vital financial support to cancer research programs, with a notable focus on enhancing cervical cancer screening in Rwanda. Through the Educate, Screen and Treat Program, 7,630 women received screenings, underscoring the project's commitment to early detection and intervention. Of these, 350 women received crucial treatment, while 233 were referred for further diagnosis and care concerning suspected cervical or breast cancer cases. The partnership's tangible outcomes highlight its profound impact on healthcare delivery and the lives of countless women in need, signaling a significant step forward in the fight against cancer in Africa.

350

women received crucial cancer treatment.

## Bio Ventures for Global Health



Security and Trust



# Security & Trust



Security and Trust are at the core of our business, forming the basis of every interaction we have with our stakeholders. By prioritizing this pillar, we create a foundation of reliability and integrity that resonates throughout our organization. This commitment ensures that our employees feel valued and confident in their roles, fostering a productive and positive work environment. Similarly, our clients recognize and appreciate our dedication to safeguarding their interests, which enhances their confidence in our services. Ultimately, this unwavering focus on Security and Trust enables us to build and maintain strong, lasting relationships with all our stakeholders, driving our continued success and growth.



SPOTLIGHT ON:

# 8 Golden Principles Critical Infrastructure and Government Services

At GardaWorld, safety isn't just a priority—it's our purpose. We hold ourselves to the most stringent standards of operation, ensuring compliance, ethics, and safety at every turn. Recognizing the diverse array of risks our employees face daily, whether as security guards or drivers, we embrace our duty to safeguard not only our team members but also our clients, partners, and the communities we serve. We remain committed to upholding the highest standards of health and safety across our operations. In the last year, we identified eight key risk areas, rooted in extensive analysis of incident data spanning the last three years, which we've distilled into our 'Golden Principles'. These principles include road safety, animal safety, lifting and carrying, work environment awareness, incident response, firearm safety, safety controls and monitoring, and following procedures. Our dedicated Compliance & Assurance (C&A) Team collaborated closely with operations teams and the Marketing department to develop comprehensive materials, including infographics, professional posters, and toolbox talks, aimed at raising awareness and facilitating ongoing discussions around these critical principles. While formal implementation in regions is underway, early indications from similar initiatives in the oil and gas industry show promising results in risk reduction and heightened awareness. The concerted efforts of our teams underscore GardaWorld's unwavering commitment to prioritizing safety and mitigating risks across our operations.

1. Road Safety	2. Animal Safety	3. Lifting and Carrying	4. Work Environment Awareness
5. Incident Response	6. Firearm Safety	7. Safety Controls	8. Monitoring

# Health & Safety Compliance



Occupational Health and Safety (OHS) is crucial for ensuring the well-being of our employees and the overall efficiency of our organization. We remain committed to ensuring the best work environment to our employees.

At **GardaWorld Cash — Canada**, a risk assessment package was updated and reviewed in 2023. This comprehensive tool can be used interchangeably for any number of assessments making it a flexible and adaptable resource to ensure safety across various domains.

At **GardaWorld Cash — United States**, a health and safety manager is responsible for conducting thorough investigations, ensuring compliance with health and safety training programs, and coordinating necessary actions to address potential health and safety issues.

At **GardaWorld Security — United States**, The National Safety Steering Committee continuously evaluates emerging needs, their primary focus remains on auto safety, slip, trip, and fall issues, and armed work safety. For years, safety metrics have been reported monthly to all levels of management and remain a major topic of discussion during monthly branch performance calls, attended by every member of senior management. A comprehensive safety manual outlines a wide variety of policies.

Internationally, each office and region conduct various risk assessments tailored to the specific work location and types of activities performed. These risk assessments include: Point of Work, Noise, Vibration, Manual Handling, Fire and First Aid needs, among others. OHS risks are also incorporated into the general assessment process and documented in the overall risk assessment on the Risk Management register. This comprehensive approach ensures that all potential hazards are systematically identified, evaluated, and managed to maintain a safe working environment.

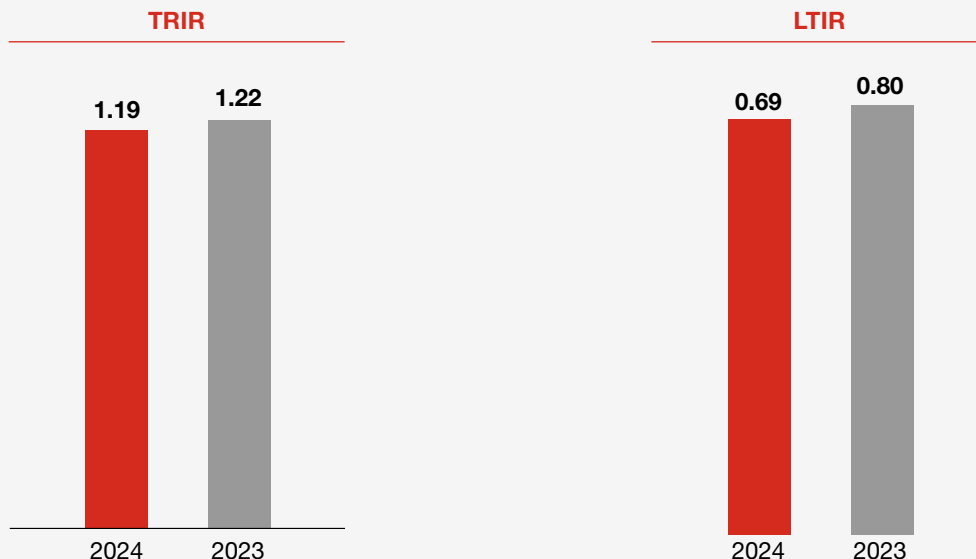
## HEALTH & SAFETY COMPLIANCE (CONT.)



Adhering to a steadfast plan on OHS standards is vital as it helps prevent workplace injuries, illnesses, and fatalities, thereby fostering a safer working environment and enabling us to provide excellent work.

Compliance with these standards not only protects the physical health of workers but also enhances their psychological well-being by reducing stress and anxiety associated with unsafe working conditions. Moreover, maintaining high OHS standards can improve productivity, as healthier and safer workers are more motivated and efficient.

In order to effectively measure our safety performance, we monitor and report on our Total Recordable Injury Rate (TRIR) and Lost Time Injury Rate (LTIR), both widely recognized metrics designed to standardize incident reporting and reflect yearly performance based on a ratio of incidents per 100 full-time employees. Since our previous Report, our TRIR has steadily decreased to 1.19 from 1.22, our LTIR declined slightly to 0.69 from 0.80 over the same period. As we continue this positive trend, we remain dedicated to enhancing our safety practices.



SPOTLIGHT ON:

# Health & Safety GardaWorld Cash – Canada

In 2023, a comprehensive risk assessment package was meticulously updated and reviewed, designed to seamlessly adapt to various assessment needs across different domains such as vehicles, sites, and job roles. This versatile tool serves as a cornerstone for ensuring safety protocols are consistently upheld within the organization. Moreover, a robust framework for Health and Safety (H&S) practices has been implemented, with monthly physical inspections conducted at all sites to proactively address potential hazards.

Sites with over 20 personnel further bolster safety measures through monthly H&S meetings, facilitated by dedicated committees, ensuring continuous communication and accountability. Additionally, monthly ‘toolbox’ training sessions at the branch level reinforce safe work practices among employees, fostering a culture of vigilance and responsibility. Notably, regular virtual H&S meetings convene stakeholders nationwide, facilitating critical discussions and providing status updates on H&S systems’ effectiveness.

Training initiatives have also been prioritized, with managers, supervisors, and H&S committee members receiving comprehensive education on pertinent regulations and responsibilities, including Violence and Harassment training. This commitment to training extends to frontline workers, with specialized modules addressing key safety concerns. With the introduction of a monthly H&S compliance and reporting scorecard, the organization reinforces its dedication to proactive monitoring and continuous improvement in maintaining a safe and secure working environment.



# Transportation Safety



Road safety is of paramount importance to our operations, given that a significant portion of our business involves the transportation of valuable assets. Whether it's moving money or goods, ensuring the safety of our personnel and assets on the road is imperative.

Transportation safety is a top priority across GardaWorld, it is underscored by comprehensive employee training programs and the deployment of cutting-edge technology. New hires undergo rigorous training consisting of a week-long classroom session followed by hands-on training, ensuring they are well-prepared to navigate transportation challenges. The implementation of the Hazard Communication Program and the ongoing installation of dash cameras across the fleet demonstrate a proactive approach to identifying and mitigating safety risks. Dash cameras allow us to monitor our driving behavior and assess road conditions effectively. In addition, each region adheres to specific safety protocols, including driver code of conduct reviews, toolbox talks, and regular vehicle checks, fostering a culture of safety awareness and compliance.

The commitment to transportation safety is further reinforced through structured safety committees, continuous monitoring, and advanced driver training initiatives. With oversight conducted at various levels, incidents are thoroughly investigated and reported, facilitating ongoing improvement efforts. Additionally, Road Safety Policy Guidelines and defensive behavioral driving courses contribute to promoting safe practices and reducing incidents. By prioritizing transportation safety through training, technology, and proactive measures, GardaWorld upholds its commitment to ensuring the safety of its personnel and the public alike.

We also note the 60,000+ hours dedicated to training sessions which underscores our commitment to continuously improve safety awareness and preparedness among personnel. Furthermore, the high coverage of vehicles equipped with smart software and dash cameras demonstrates a concerted effort to leverage technology for enhanced monitoring and risk mitigation.

Today, 95.02% of our vehicles have smart software installed compared to 92.82% last year. The total number of vehicles with dash cameras installed is 1,468, marking an increase from 1,237 last year.

---

# 95.02%

of our vehicles have smart software installed compared to 92.82% last year.

SPOTLIGHT ON:

# Safety Steering Committee GardaWorld Security – United States

At GardaWorld, safety is a meticulously managed aspect of our operations overseen by an entire division within Corporate Legal, led by a dedicated Corporate Director of Safety. This group, focused on Safety and Risk management, collaborates closely with a national Safety Steering Committee comprising C-Suite members and various Vice Presidents and Directors, as well as regional safety committees led by Regional Vice Presidents. Together, these groups work tirelessly to cultivate the safest possible environments across the United States, with a focused emphasis on areas such as slips, trips, falls, automobile safety, and armed work safety. Safety metrics are rigorously monitored and reported on monthly, fostering a culture of accountability and continuous improvement.

Our comprehensive safety manual serves as a comprehensive resource, covering a wide array of policies and procedures. Moreover, safety training is ingrained into the onboarding process for all GardaWorld employees, supplemented by tailored learning paths for hundreds of clients' officers. As we move into FY 2025, the national Safety Steering Committee remains steadfast in its commitment to evaluating evolving needs and prioritizing initiatives to ensure the well-being of our employees and stakeholders remains paramount.



# Business Ethics & Whistleblowing Procedures



## Anti-Bribery and Corruption

Our Anti-Bribery and Corruption Policy is designed to uphold the highest standards of integrity and compliance. It prohibits bribery and improper payments, aligning with the requirements of the U.S. Foreign Corrupt Practices Act (FCPA), the U.K. Bribery Act 2010, and local anti-bribery laws. To mitigate risks, preventative measures are in place, such as refraining from cash payments to vendors and conducting due diligence (DD) checks. We also have robust risk assessment practices, including quarterly meetings to evaluate anti-bribery and corruption risks and bi-annual assessments covering finance, suppliers, and payroll processes.

## Review and Preventive Measures

At **GardaWorld Security – United States**, the Senior Vice President of Finance and Administration reviews all expense reports to mitigate fraud risk, and all outside contracts undergo thorough review by Corporate Counsel before any signatures. This rigorous process, combined with the limited authorization for signing documents, helps prevent corruption.

Preventative measures, such as prohibiting cash payments to vendors and updating regional due diligence checks, are in place to minimize risks. Our policies on anti-bribery and corruption, gift and hospitality, anti-money laundering, and tax evasion are regularly communicated and reinforced through bi-annual risk assessments and annual training sessions. Security professionals receive this training during their initial guard force training and regular toolbox talks, with whistleblowing channels prominently displayed across office notice boards and discussed in meetings.



## BUSINESS ETHICS & WHISTLEBLOWING PROCEDURES (CONT.)



### Reporting and Whistleblowing

We expect and encourage all employees to report any violations or suspected violations. To facilitate this, we provide a secure Ethics Hotline where issues can be reported confidentially. These issues are thoroughly reviewed by our Human Resources Department and Chief Security Officer, ensuring prompt and appropriate action.

### Communication

Company-wide communications are sent to all employees on the Whistleblowing Policy and the Ethics Hotline available to employees. Furthermore, **GardaWorld Security – United States**, ensures that all employees, regardless of their seniority, undergo a comprehensive orientation through the “Welcome to GardaWorld” program, which includes a detailed overview of the Ethics Hotline and grievance processes. To enhance communication and transparency, the newly formed Organizational Development division will lead the effort in managing and communicating web-based complaints, ensuring timely resolution.

### Mandatory training

Ethics training is an integral component of our onboarding process, ensuring that all frontline employees receive mandatory training within 30 days of their first day on the job. Additionally, annual training sessions are conducted for administration staff, with initial training provided for security professionals, followed by periodic updates during toolbox talk. The completion of training is tracked through an HR report comparing completion rates against headcount.

---

As we succeed in growing awareness of our Whistleblowing Policy, we have observed a **20.27% increase** in submitted claims in fiscal 2024 vs. fiscal 2023.



# The Ethics Hotline

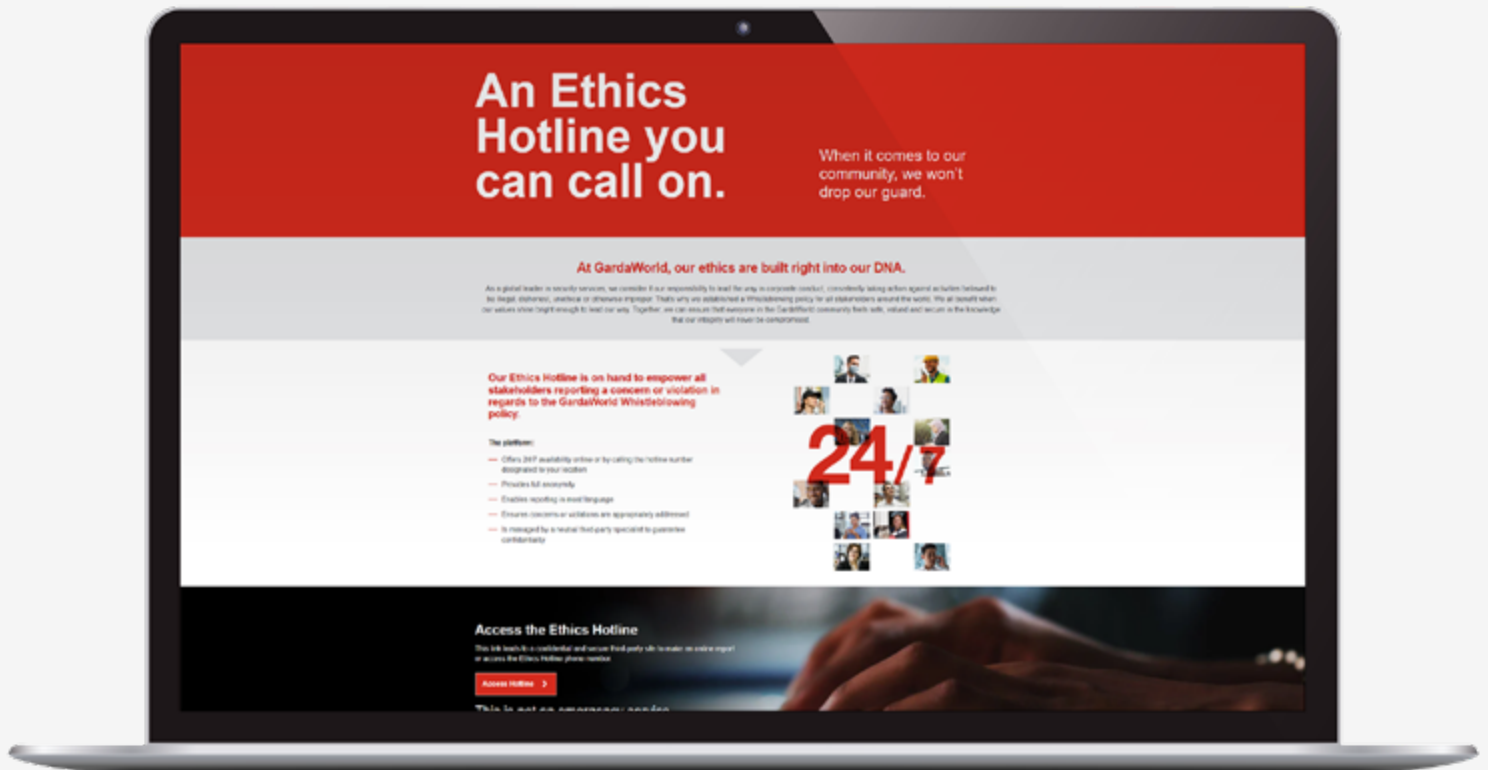


We have observed a 20.27% increase in submitted claims in fiscal 2024 vs. fiscal 2023, reflecting our efforts in raising awareness about the Ethics Hotline. The majority of claims received involve individual Human Resources-related grievances which are promptly investigated and resolved through the appropriate channels.

Following the investigation and substantiation of claims, when applicable, corrective measures are identified and implemented to ensure compliance with GardaWorld policies, procedures, and guidelines. Periodical reviews are also presented to the Governance Committee in order to inform them of the evolution of the ethics program. We consider it our responsibility to lead the way in corporate conduct and ethical business practices, and are consistently strengthening our commitment to ensuring that our integrity will never be compromised.

## THE ETHICS HOTLINE ALLOWS:

- **24/7 availability** online or by calling a hotline number
- **Full anonymity** for the reporting party
- Reporting in **most languages**
- Concerns or violations to be **appropriately addressed**
- **Complete confidentiality**, which is managed by an independent third-party specialist



# Environmental Impact



# Sustainability For a Brighter Tomorrow



At the core of our operations is a deep-seated commitment to continuous improvement, especially when it comes to sustainability. We know our actions matter, not just for our clients' safety, but for the health of our planet. That's why we're constantly trying to find ways to be greener, to shrink our environmental footprint, and to leave a positive mark on the world. It's not just about ticking boxes; it's about making sure we're doing our part for a brighter, more sustainable future.

Since our inception of our formalized environmental stewardship approach in 2020, we have progressed in our sustainability efforts. Building upon our initial focus on carbon emissions from our vehicle fleet operations, we have expanded our scope to address a wider array of environmental impacts across our operations. In the past four years, we have implemented strategies and technologies in an effort to further reduce our carbon footprint. This includes investments in electric and hybrid vehicles, optimizing logistics to minimize fuel consumption, and integrating renewable energy sources into our facilities wherever feasible. Additionally, we continue to provide transparent insights into our sustainability performance through this report.

Over the past year, we have made progress in advancing our environmental commitments following the launch of our formal Global Environmental Policy. This policy structured around three key themes—GHG emissions and fleet efficiency, waste management and recycling, and training and awareness—has provided a solid framework for integrating environmental stewardship into the company's daily operations.



# Focus Areas



Within the realm of GHG emissions and fleet efficiency, GardaWorld has conducted data analysis to identify areas for improvement. This has led to the adoption of greener transportation solutions and a reduction in greenhouse gas emissions associated with company vehicles. These efforts align with our broader goal of reducing our carbon footprint and contributing to climate change mitigation.

For the focus area of waste management and recycling, GardaWorld is actively seeking innovative solutions to minimize waste. Initiatives to promote circular economy principles throughout the organization underscore our commitment to sustainably managing resources.

Additionally, GardaWorld has invested in employee awareness campaigns to foster a culture of environmental responsibility. By empowering staff at all levels to contribute to sustainability goals, we hope to ensure that environmental considerations are integrated into decision-making processes across the organization.

In terms of measurement and reporting, GardaWorld has made progress in tracking and monitoring its Scope 1 and Scope 2 emissions. This data will be instrumental in setting reduction targets and informing future sustainability strategies. Furthermore, we remain on track to disclose emissions data through the CDP (formerly the Carbon Disclosure Project) in 2024, demonstrating our commitment to transparency and environmental stewardship.

---

Three key  
environmental  
focus areas

---

1.  
GHG emissions  
and fleet efficiency

2.  
Waste  
management  
and recycling

3.  
Training and  
awareness

# Environmental Management Working Group



Since its inception in 2022, the company-wide environmental management working group has forged ahead in their commitments by implementing a framework that aligns with the Global Environmental Policy all while accommodating regional requirements and regulatory contexts. Each business has taken ownership of ensuring compliance with local regulations while contributing to GardaWorld's overall environmental goals.

Furthermore, the working group has conducted assessments to identify potential climate-related risks that could impact our operations. This proactive approach has allowed us to better prepare for and mitigate potential disruptions.

Overall, the collaborative efforts of the working group have been instrumental in driving progress towards our environmental sustainability goals, setting a solid foundation for future initiatives and improvements.



# Fleet Carbon Emissions



For the fourth consecutive year, we have analyzed the carbon emissions stemming from our vehicle fleet operations. This comprehensive assessment has afforded us deeper insights into the environmental footprint we leave behind. Despite substantial expansion of the business, the trajectory of our direct emissions has remained steady over the past four years. This stability underscores our commitment to effective management of fleet operations. Moreover, our carbon intensity from these operations continues to exhibit promising advancements, showcasing our dedication to sustainable practices with each passing year.

As we move into the next phase of our environmental strategy, our focus remains on implementing the foundational elements of our framework while gaining a deeper understanding of our environmental impact. By refining our key performance indicators based on precise evaluations of our footprint, we aim to enhance our ability to assess and achieve our sustainability objectives in a measurable manner.

While we maintain vigilance over our current emissions, our attention is increasingly directed towards mitigating the direct environmental impact of our fleet operations. We are continuing our efforts to reduce emissions associated with our vehicles. This entails careful consideration of our vehicle selection, prioritizing options with minimal or zero fuel consumption.

Moreover, we are optimizing route planning to maximize operational efficiency, further minimizing our ecological footprint. These actions underscore our dedication to environmental stewardship and our determination to act responsibly to generate sustainable value for all stakeholders.

	FY 2024	FY 2023	FY 2022	FY 2021
Scope 1 CO <sub>2</sub> emissions from fleet operations (tons)	101,213	113,725	106,555	108,489
Scope 1 carbon intensity from fleet operations (tons CO <sub>2</sub> per C\$1.0 million revenue)	17.126	21.595	26.159	29.158



SPOTLIGHT ON:

# Hybrid Fleet GardaWorld Security – Canada, GardaWorld Cash – United States

At GardaWorld Security - Canada, procurement is spearheading the initiative to transition our fleet towards a more sustainable future by advocating for the integration of hybrid or electric vehicles. With a fleet comprising over 1,000 vehicles, our aim is to transition 50% of these to hybrid or electric models by 2033. To achieve this goal, we are actively collaborating with our operations teams and engaging in constructive dialogues with our clients. We are committed to annually replacing gasoline vehicles with their electric or hybrid counterparts, thereby progressively optimizing our fleet and reducing our carbon footprint. By prioritizing sustainability and embracing innovation, we are not only aligning with environmental objectives but also driving positive change within our organization.

In FY 2025, our GardaWorld Cash – United States New York branch will launch electric vehicle (EV) testing with 12 vehicles, a significant step in our emissions reduction efforts. By replacing old trucks with EVs, we prioritize environmental responsibility and aim for a greener future. This aligns with our sustainability goals, driving positive change in fleet management.

Furthermore, the continued utilization of Boost+, a fuel additive, into regional operations in Iraq reduced emissions by 15% annually and have produced fuel savings in excess of \$200k.



# Introducing GardaWorld's Scope 2 Emissions Tracking

Included for the first time in this report are GardaWorld's Scope 2 emissions, representing the greenhouse gas emissions associated with the purchase of electricity for our locations worldwide. Coupled with the tracking of Scope 1 emissions, this allows us to establish a stronger baseline to inform future strategies in mitigating the greenhouse gas emissions directly under our control.

Cooling and refrigerant data was not available for a significant proportion of sites and was assumed to be immaterial for the calculation of Scope 2 emissions for the purpose of this reporting. Scope 2 emissions were calculated using the location-based methodology and cover all GardaWorld Security and North American Cash operations.

As we are set to review and strengthen our global ESG strategy, we look forward to engaging in a new cycle of actions, targeted initiatives, and reduction goals in the coming years supporting our commitment to take ownership of our environmental footprint and create sustainable value for all our stakeholders. For our complete Scope 1 and Scope 2 GHG emissions data, you can refer to the Key ESG Figures section of this report on page 67.



# Environmental Management Highlights

## Highlights of Efficient Operations

By optimizing resource use, streamlining processes, and integrating advanced technologies, we aim to curtail our environmental footprint while enhancing productivity. This approach not only aligns with our climate goals but also offers a dual benefit: minimizing operational costs and mitigating the impact of climate change.

## Sustainable Workplace

Through ongoing efforts to identify improvement opportunities to reduce our emissions and optimize our operations,

**GardaWorld Security – Canada** selected one of the first ENERGY STAR certified office buildings in Canada for the new office space of their Vancouver hub. By prioritizing facilities that meet the stringent standards of the ENERGY STAR program, we not only achieve energy savings but also contribute to a more sustainable future.

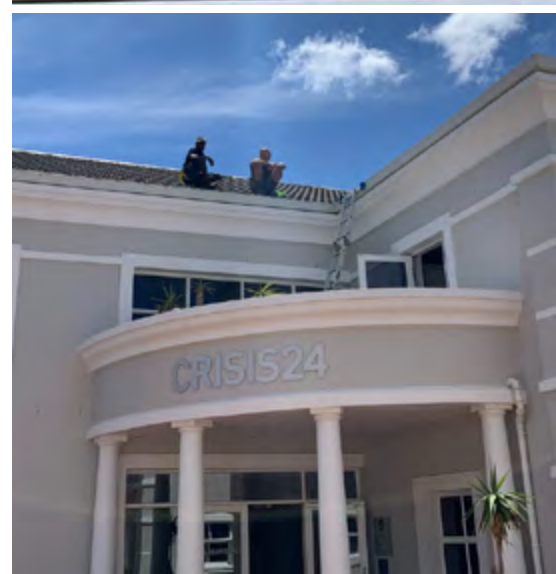
## Embracing Renewable Energy

The integration of renewable energy in office buildings is rapidly transforming the landscape. **Crisis24** recently installed a 40 solar panel system in their office in Cape Town, South Africa. The solar panels provide clean and renewable energy as a primary power source. This approach increases reliability, cost savings, and preparedness for future energy challenges.

## Waste Management Policies

**GardaWorld Security – Africa** has implemented waste management policies aimed at minimizing waste generation and promoting recycling initiatives. Through the adoption of waste reduction strategies, such as source separation and composting programs, we have diverted waste from landfills all while reducing associated emissions. This holistic approach to waste management underscores our commitment to environmental stewardship.

GardaWorld's focus on technological innovation and sustainability has yielded progress in reducing Scope 1 emissions. From the integration of hybrid vehicles to idling reduction measures, we continue to prioritize initiatives that drive positive environmental outcomes. Moving forward, we remain committed to advancing sustainability across all facets of our operations, reaffirming our dedication to creating long-term value for our stakeholders and the planet.



SPOTLIGHT ON:

# Partnership for Upcycling in Kenya GardaWorld Security – Africa

Upcycling in Nairobi is breathing new life into old GardaWorld Security - Africa uniforms by transforming them into backpacks and laptop cases. With plans to extend this initiative to other cities in FY 2025, upcycling is not only reducing waste but also creating meaningful opportunities for local communities. Through the repurposing of approximately 5,700 kg of donated textile, this initiative not only lessens environmental impact but also generates jobs and income locally. This project serves as a beacon of creativity and social responsibility, demonstrating the power of conscious consumption and community empowerment.



# Looking Ahead

We are proud of the progress we have made in delivering our ESG strategy since its creation in 2020. Our initial strategy set the course for significant progress across our pillars of People and Communities, Security and Trust, and Environmental Impact. We have improved the management and measurement of material ESG topics across our business units. We are committed to the continued operationalization of our ESG framework, ensuring that appropriate principles, policies and oversight are embedded across the organization.

We continually strive to ensure that our ESG strategy delivers for our people and our stakeholders.

---

As part of this commitment, we look forward to undertaking a materiality assessment in FY 2025 and refreshing our ESG strategy to **set the course for the next five years of delivery.**



Data



# Reporting Index

The references below are based on the standards that applied at the time of reporting. 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
People and Communities	Supplier contracts with human rights clauses	UN SDG 8	GRI 414	CG-AA-430b. 1	30
	Supply chain due diligence assessments	UN SDG 8	GRI 414	CG-AA-430b. 1	30
	Percentage of employees covered by a CBA	UN SDG 8, 10	GRI 407	—	32
	Workforce composition	UN SDG 5, 10	GRI 405	SV-PS-330a. 1	34
	Percentage of managers hired from local community	UN SDG 10	GRI 202-2	—	34
	Charitable causes and local communities	UN SDG 10	—	—	38
Security and Trust	TRIR	UN SDG 3, 8	—	TR-RO-320a.1	45
	LTIR	UN SDG 3, 8	GRI 403	TR-MT-320a.1	45
	Countries with national H&S committee	UN SDG 3, 8	GRI 403	—	48
	Road traffic accidents/ 100,000 km	UN SDG 3, 8	—	—	47
	Vehicles with smart software installed	UN SDG 3, 8	—	TR-AU-250a.1	47
Environmental Impact	Scope 1 emissions	UN SDG 13	GRI 305-1	TR-RO-110a. 1	56
	Scope 2 emissions	UN SDG 13	GRI 305-2	—	58

# Definitions

METRIC	METHODOLOGY
Total recordable incident rate (TRIR)	Total number of recordable cases × 200,000 / total hours worked by all employees during the year covered.
Lost time injury rate (LTIR)	Total number of lost time injuries × 200,000 / total hours worked by all employees during the year covered.
Countries with national H&S committee	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.
Road traffic accidents/100,000 km	(Total number of traffic accidents / Total number of kilometres driven) × 100,000.
Total hours of transportation safety training	Total hours of transportation safety training carried out by all employees and contractors.
% of vehicles with smart software installed	Percentage of fleet with smart smart software installed.
Coverage of employee assistance program	Total number of employees with access to an employee assistance program × 100 / Total number of employees.
Percentage of employees covered by a CBA	Total number of employees covered by a Collective Bargaining Agreement (CBA) as a percentage of total employees.
Gender composition of workforce	The gender composition of the workforce is broken down to show gender diversity of all employees, managers, office and support staff and frontline workers.
% Supplier contracts with human rights clauses	(Total number of supplier contracts that include provisions on Human Rights / total number of supplier contracts) × 100.
Number of supply chain due diligence assessments	Total number of supply chain due diligence assessments conducted in reporting period.
Charitable causes and local communities	Total \$ amount reinvested in charitable causes and local communities (CAD).
% Expatriate (international) managers operating in a foreign country	(Total number of expatriate international managers / Total number of managers) × 100.
Fleet emissions	Internal data on fuel was used to calculate emissions generated through transportation within our operations. Emissions were calculated in line with the GHG Protocol.

# Key ESG Figures

## People and Communities

### Human Rights and Supply Chain

	FY 2024	FY 2023	FY 2022	FY 2021
Supplier contracts with human rights clauses	77.99%	89.5%	96.3%	71.9%
Supply chain due diligence assessments	535	933	768	1,476
Employees covered by a CBA	48.33%	47.63%	27.85%*	36.51%

\* Only partial data available in FY 2022

### Workforce Composition

	FY 2024			FY 2023			FY 2022			FY 2021		
	Male	Female	Unspec.	Male	Female	Unspec.	Male	Female	Unspec.	Male	Female	Unspec.
Total employees	74.22%	25.55%	0.23%	74.6%	25.1%	0.3%	77.20%	22.10%	0.70%	76.6%	22.7%	0.7%
Managers	69.04%	30.92%	0.04%	69.8%	28.4%	1.8%	81.90%	17.30%	0.80%	82.0%	17.2%	0.8%
Office and support staff	62.80%	36.87%	0.33%	62.4%	36.5%	1.1%	60.60%	36.60%	2.80%	62.0%	36.8%	1.2%
Frontline workers	74.78%	24.99%	0.23%	75.1%	24.6%	0.3%	77.60%	21.80%	0.60%	76.8%	22.5%	0.7%

	FY 2024	FY 2023	FY 2022	FY 2021
Percentage of managers hired from local community	95.51%	90.27%	94.34%	92.33%

## KEY ESG FIGURES (CONT.)

### Security and Trust

#### Occupational Health and Safety

	FY 2024	FY 2023	FY 2022	FY 2021
Total recordable incident rate	1.19	1.22	1.25	1.41
Lost time injury rate	0.69	0.80	0.74	0.62
Countries with national Health and Safety committee (coverage)	75%	71%	73%	85%

#### Transportation Safety

	FY 2024	FY 2023	FY 2022	FY 2021
Road traffic accidents /100,000 km	0.66	0.65	0.63	0.41
Vehicles with smart software installed (percentage)	95.02%	92.8%	79.1%	77.8%

## KEY ESG FIGURES (CONT.)

### Environmental Impact

#### CO<sub>2</sub> Emissions

	FY 2024	FY 2023	FY 2022	FY 2021
Scope 1 CO <sub>2</sub> emissions from fleet operations (tons)	101,213	113,725	106,555	108,489
Scope 1 carbon intensity from fleet operations (tons CO <sub>2</sub> per C\$1.0 million revenue)	17.126	21.595	26.159	29.158
Scope 2 CO <sub>2</sub> emissions from purchased energy (tons)	14,568	—	—	—

	FY 2024	FY 2023	FY 2022	FY 2021
CO <sub>2</sub> emissions for Scope 1 & 2 (tons)	115,781	—	—	—
Carbon intensity for Scope 1 & 2 (tons CO <sub>2</sub> per C\$1.0 million revenue)	19.591	—	—	—

