

# 2022 UKG Global Impact Report

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## A Message From Our CEO

**At UKG, our purpose is people™, and as the largest U.S.-based private enterprise software company, we know we are in a position to make a difference to the world around us. Serving over 75,000 customers across all industries and geographies we believe making socially conscious decisions is the right thing to do and is foundational to our continued success.**

We are pleased to share the 2022 UKG Global Impact Report, which highlights recent accomplishments, goals and progress on important and impactful environmental, social and governance (ESG) initiatives. Over the past year, we have established a comprehensive set of goals, both for the near and long term, with an emphasis on positively impacting the environment; broadening our social equity, opportunity and impact programmes; and ensuring our employees, partners and customers consistently adhere to high ethical standards and business practices.

### For All People

We believe every employee deserves a great place to work. We are focused on developing solutions that help our customers create great workplaces for all, and, to achieve this, our own workforce must represent our customer base and our global society. We strive to ensure that UKG lives up to our purpose in our commitments to diversity, equity, inclusion, belonging and social impact. Specific metrics, alongside governance we have put in place around the core pillars of our ESG programme, hold us accountable and allow transparent assessment as to how UKG is performing against our commitments.

We continue to prioritise helping organisations create great workplaces for all, building upon our acquisition of the Great Place To Work Institute

in 2021. This past year, we made significant investments to leverage Great Place To Work's insight and create innovations that will help our customers build "For All" leaders within their respective organisations. This includes offering the Trust Index survey to all new UKG Pro HCM customers, providing our customers with Great Place To Work best practices via our Customer Community, and making it seamless for our customers to access their Trust Index data from within their UKG solutions, with more robust solutions launching in 2023.

### Impacting the World Around Us

Beyond our own technology, UKG can impact the technology ecosystem through the hundreds of partners we have globally. In 2022, we launched the UKG Diversity Accelerator Programme, providing support and resources to early stage diverse-owned and diversity-focused technology providers, helping them reach the market faster.

We know inequity extends far beyond the workplace, which is why UKG is deeply committed to caring for our communities through philanthropic and volunteer support. In 2022, UKG donated more than \$4 million in direct financial support to various causes, supporting over 170 non-profit organisations worldwide in the focus areas of education, health, human services and disaster recovery to help facilitate the vital work those organisations do every day to care for people across our communities.

We recognise our role in contributing to a sustainable future. Global climate change presents a challenge to all of us, and UKG is dedicated to being a good steward of our planet and doing our best to protect the world in which we live and work. In 2022, [EcoVadis](#) awarded UKG with a Silver Medal in recognition of our sustainability achievements, placing us in the 83rd percentile.

To help guide us to achieve our objectives, [we welcomed Pat Wadors as our new chief people officer in April 2022.](#)

As a multiple-time recipient of the National Diversity Council's Top 50 Most Powerful Women in Technology honour, Pat brings her voice to the internal ESG Steering Committee. Together with Chief Belonging, Diversity and Equity Officer Brian K. Reaves, she is passionate about helping people find purpose in their work and is an advocate for the power of belonging as the secret to business success.



With this report, we announce our commitment to align with the [Science-Based Targets initiative](#) and the development of our near- and long-term greenhouse gas emissions reduction targets. By increasing carbon efficiency throughout our operations and exploring renewable energy production on- and off-site, we aim to find innovative ways to meet and exceed our sustainability goals.

Our company has a history of caring for people, so continuing down that path seems like a natural evolution for UKG. Reflecting on our ESG progress, in 2022, Newsweek named UKG in its inaugural list of [America's Greatest Workplaces for Diversity](#), with our company receiving a perfect five-star rating. Among other accolades, UKG achieved 100% scores on the Disability:IN [Disability Equality Index](#) and the Corporate Equality Index from the Human Rights Campaign Foundation.

Conducting business with integrity is central to our values. Policies, standards and trainings are continuously enhanced to set clear expectations that we will behave legally and ethically. This report — along with our [ESG Policy](#), [Global Environmental Policy](#), [Privacy Policy](#), [Human Rights Policy](#), [Code of Conduct](#), [Third-Party Code of Conduct](#) and other policies — provides examples of our commitment to taking care of our customers as partners for life and showcases how we activate this level of care via the operational framework of our ESG practices and programmes. It also reaffirms our support of the 10 Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption, where we are best positioned to contribute.

While we are proud of our progress outlined in this report, we know our journey is ongoing. As CEO, I am committed to ensuring that UKG uses its position of leadership to shape a brighter, more positive, and socially responsible future through robust ESG and social impact programmes.

*We thank you for  
continuing to join us  
on this journey.*



*Chris Todd*

**Chris Todd**  
CEO at UKG

# About This Report

The 2022 UKG Global Impact Report covers our environmental, social and governance (ESG) strategies, activities, progress, metrics and performance for the period of 1 January – 31 December 2022, unless otherwise noted. UKG is committed to regular, transparent communication of our ESG progress and will continue to provide updates about our ESG journey on at least an annual basis.

This report aligns with the Sustainability Accounting Standards Board’s (SASB) [Software and IT Services](#) sector standard and [Task Force on Climate-Related Financial Disclosures](#) (TCFD) recommendations, and it references the [Global Reporting Initiative](#) (GRI).

Visit [ukg.com/esg](http://ukg.com/esg) for more information about our ESG initiatives, ambitions and progress. We welcome any comments and questions at [esg@ukg.com](mailto:esg@ukg.com).



Environmental



Social



Governance

## 2022 ESG Highlights

**90%+** of UKG customers are cloud-based, contributing to reduction of physical material and optimising energy efficiency.

**96%** of senior executives participated in active discussions about diversity, equity, inclusion, belonging (DEI&B) and social impact after the launch of the Unified Foundational Learning programme.

**96%+** employee participation in data privacy and security education.

**1,700,000 kilowatt hours (kWh)** in estimated annual electricity savings resulting from optimised office-based footprint.

**\$6 million** invested in philanthropic initiatives and other programmes impacting our global communities which includes:

**83%** employee engagement score from our annual employee engagement survey.

**31,141 pounds** of recycled e-waste, which equals a reduction of 895.16 pounds of toxic metals in landfills.

- **\$4 million** in philanthropic commitment to directly support critical causes benefiting more than 170 non-profit organisations in the areas of health, human services and education, helping facilitate the vital work they do every day to care for people across our global communities.

**~5,000** customers, partners and thought leaders in attendance (in person and virtual) at our annual customer conference, UKG Aspire – record attendance.

**158%** increase in employee resource group (ERG) membership with the launch of the UKG Belonging and Engagement Centre.

- **\$2 million** in additional financial support for non-profits from programmes throughout UKG, including our Close the Gap pay equity initiative and other DEI&B partnerships.

**99%** completion rate for Code of Conduct training.



# About UKG



# Who We Are

At UKG, our purpose is people™. We believe that when people have pride in what they do and where they work, they're inspired to tap into their unique talents for the good of themselves, their company and their communities.

We build global solutions and services based on our deep understanding of both people and work that unlocks happier outcomes for all. Outcomes such as stronger business performance, more connected workforces and happier people. Outcomes that are only achievable through our Life-work Technology™ approach and solutions that see the whole person, not just the employee, with experiences that go beyond work. Outcomes that help organisations get certified, and celebrate being a great workplace for all.

We know that the people behind the technology organisations use are just as important as the technology itself. Our love for all things human resources (HR), payroll and workforce management is matched only by our people-centred culture — a culture recognised worldwide for being inclusive and caring. Every day, we champion great workplaces for all through our investments in our people and the solutions we provide to our customers to improve the lives of their employees. Because everything we do is in the service of people.

## Our Vision

Every day, in everything that we do, UKG aims to inspire every employee, support every business and elevate every workplace.

## Our Values: United, Kind and Growing

Our UKG values and behaviours provide a foundation for who we are. They enable professional and personal success for UKG employees (U Krewers) around the world while ensuring we live the UKG “our purpose is people” promise to build lifelong partnerships with our customers and deliver technology experiences for people who go beyond just work.



**We are better together.**

**We are inclusive.** We seek to understand the wide range of identities, experiences and cultures that make up UKG. We invite and value diverse perspectives, styles and talents to ensure we're better together. We respect and encourage authenticity.

**We are collaborative.** We assume positive intent and listen to understand. We exchange honest and actionable feedback to address difficult matters and improve ideas and solutions. We set aside individual preferences to benefit the greater good.



**We do the right thing.**

**We are trusting.** We actively work to extend, build and repair trust with others. We show consistency between words and actions. We create transparency by sharing direct, timely and relevant information.

**We are caring.** We treat others with kindness, taking a genuine interest in their wellbeing. We recognise when help or encouragement is needed, and we offer support. We acknowledge and show appreciation for one another's contributions.



**We can make an impact.**

**We are agile.** We seek out and try new ideas to ensure continuous improvement and innovation. We adapt to shifting conditions, priorities and emerging opportunities. We learn and apply new skills, methods and behaviours to improve and expand our capabilities.

**We are accountable.** We demonstrate a strong drive to achieve results for our customers, both internal and external. We take personal responsibility for decisions, actions, outcomes and lessons learned. We focus on the solution, persisting through obstacles and setbacks when they arise.

## Our Commitments

### We advance Life-work

**Technology:** Unlike traditional human capital management (HCM) solutions, we anticipate people’s needs beyond just work, and we thoughtfully adapt to meet them.

**We partner for life:** We build meaningful relationships with our customers to deliver not only exceptional value, but also — and more importantly — confidence.

### We champion great workplaces for all:

As leaders in culture, we help customers realise what’s possible when they invest in their own people.

## UKG at a Glance

Co-headquarters in Lowell, Massachusetts, and Weston, Florida

75,000+ total customers in 150 countries

15,000+ employees worldwide

\$3.656 billion in revenue (2022)

To learn more about our vision, values and commitments, please visit [ukg.com/about-us](https://ukg.com/about-us).

# Innovation That Serves All People

UKG is your trusted partner for life, with an unmatched suite of HR, payroll and workforce management solutions for all people — backed by our people. The UKG flagship and specialty solutions, coupled with Great Place To Work®, deliver workplace experiences that truly reflect the connection between life and work today.

## Our Flagship Solutions



**UKG Pro**  
A culture-driven, full-suite HCM solution for midsize to large organisations. UKG Pro® combines powerful HR technology with robust payroll functionality and deeper workforce management capabilities to help organisations emphasise diversity, equity, inclusion and belonging (DEI&B).



**UKG Dimensions**  
An intelligent, global workforce management suite, UKG Dimensions™ provides purpose-built functionality tailored for each industry, along with AI-powered scheduling, time-off and shift-swap recommendations, through a modern platform that empowers people with autonomy and simplifies the employee information technology (IT) experience.



**UKG Ready**  
An all-in-one HR suite for smaller organisations, UKG Ready® is a flexible, seamless solution that combines HR, talent, payroll and timekeeping to deliver a modern, personalised experience that increases efficiency and simplifies compliance, allowing small businesses to focus on their people and customers.



**UKG HR Service Delivery**  
For employee file and case management, HR Service Delivery provides a better way to support employee requests and their important life-work moments through HR digitisation, process automation and service-level insights.

## Our Specialty Solutions

### UKG TeleStaff

With optimised staffing for police, fire and public safety departments, UKG TeleStaff is a specialty solution that automates the rules, policies and procedures for complex employee scheduling associated with first responders and community safety.

### UKG Wallet

For earned wage access and financial wellness, UKG Wallet supports all people, especially those in unbanked and underbanked areas, with access to their earned wages, where and when they need them, to let them take charge of their finances.

### UKG Talk

A powerful employee communication tool, UKG Talk helps organisations build a culture of belonging that connects and gives people a voice, regardless of where or when they work, and it helps build more inclusive cultures through employee groups.



Championing a culture of trust and belonging is core to UKG and continues to fuel everything that we do, not just for ourselves but for our customers.

Beyond what we offer from a technology perspective, we help our customers create a workplace that can be promoted and celebrated for what they do for their people.

With Great Place To Work now part of the UKG family, we're helping more and more companies become great places to work for all, where all individuals—no matter who they are, what they do and where they work—feel valued, respected, and like they belong.

We strive to make UKG a place where unique identities and perspectives are not only welcomed, but sought out, celebrated and well-represented. We know first-hand what it means to be a great workplace, it's a key reason we've been able to enhance our own people programmes, policies and practices while developing a culture of trust and belonging. And while UKG is no longer eligible to be placed on Great Place To Work's Best Workplaces™ lists due to [the acquisition in September 2021](#), we still hold ourselves accountable to achieving Great Place To Work-Certified status.



“ We believe that the future of HCM software goes beyond offering exceptional HR, payroll and workforce management solutions that improve workplace efficiency and promote compliance. The time has come for companies to expect more from their HCM providers, and we plan to lead the charge. As an HR technology provider whose motto is 'Our purpose is people', we're serious about continuing to find ways to help our customers create better, more personalised and more consistent employee experiences for every person at their organisation, no matter who they are or what they do. This acquisition represents one of the ways we plan to have an even greater positive impact on our customers and workplaces around the world, with world-class tools to assess, benchmark and enhance culture.

Chris Todd, CEO at UKG



### Looking Forward:

The UKG brand promise “our purpose is people” is reflected in all of our solutions. We’ve established a strong foundation for our company’s vision and are now bringing our people-driven purpose to the market.

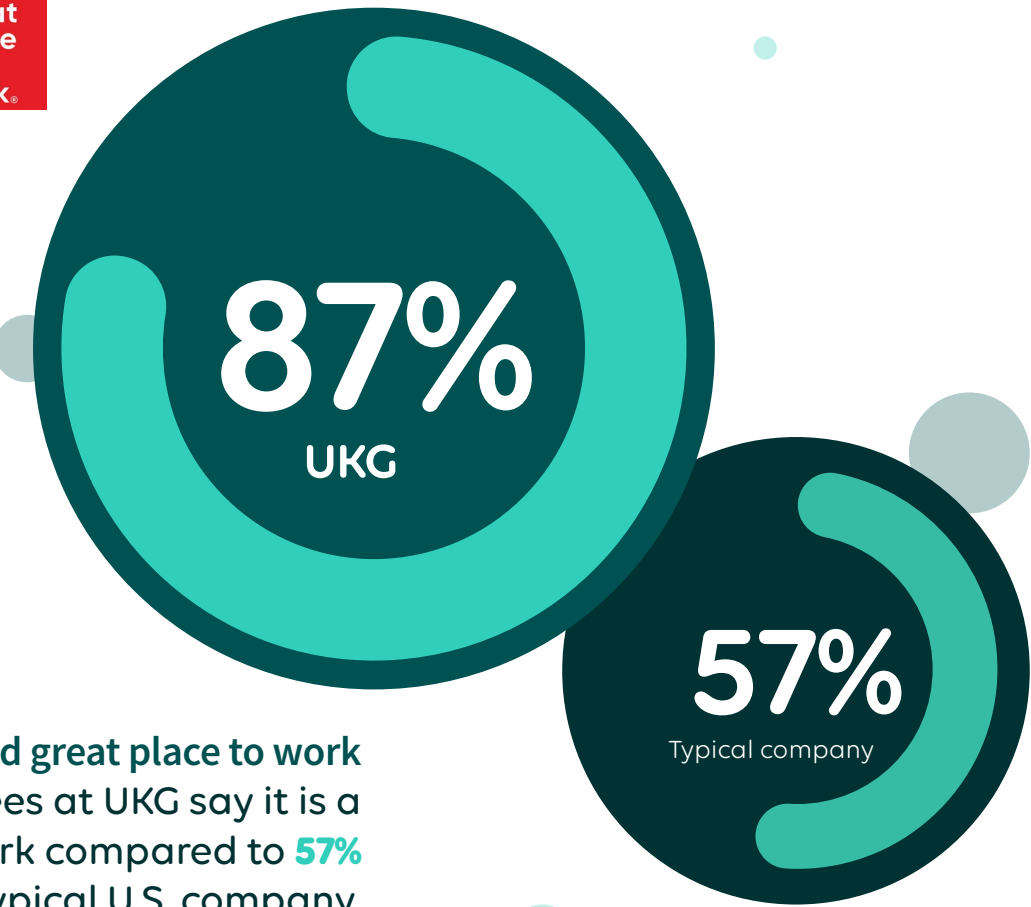
[UKG Great Place To Work® Hub](#) (available in the second half of 2023) is an industry-first solution that uncovers correlations between decades of Great Place To Work research and survey results with UKG Pro HCM data to help HR leaders achieve their people and business goals, and enhance hiring, development, promotion, payroll and scheduling practices For All.

We will also be participating in a research programme led by our colleagues at Great Place To Work called The Great Transformation — a three-year initiative aimed at accelerating progress in diversity, equity, inclusion and belonging (DEI&B) for all people. UKG is one of 11 companies embarking on this journey along with industry leaders (and customers/partners) including Accenture, DHL, Dow, Encore and Hilton. By participating in The Great Transformation initiative, we are forging a path to not only further enhance DEI&B at UKG, but also to help champion more diverse workplaces for all people — directly aligning with our mission and our purpose to Champion Great Workplaces For All.

Together with Great Place To Work, we will stop at nothing to support and empower all people and look forward to sharing our commitment to fostering a diverse, equitable and inclusive workplace with other like-minded organisations.

To learn more about our vision, values and commitments, please visit [ukg.com/about-us](https://ukg.com/about-us).

### Company Culture at UKG



**We’re a Certified great place to work**  
**87%** of employees at UKG say it is a great place to work compared to **57%** of employees at a typical U.S. company.

Source: Great Place To Work® 2022 Global Employee Engagement Study

# Our ESG Priorities

## Defining Our Material Topics

UKG conducts a biennial global materiality assessment, in partnership with an independent, impartial third-party provider, to remain focused on the most impactful areas related to our business operations, employees, communities and the environment. Our inaugural assessment took place in 2021.



**Environmental**



**Social**



**Governance**

The results from the assessment helped define our areas of strategic focus, which are as follows:

**Climate Change**

- The reduction of internal and external company climate impact and resulting strategies for measuring, managing and minimising energy use and greenhouse gas emissions.

**E-Waste**

- The efforts to responsibly dispose of electronic waste and increase electronics recycling and waste diversion.

**Waste**

- The minimisation of solid waste consumption and production, and the increase in recycling and waste diversion efforts.

**Diversity, Equity, Inclusion, Belonging and Social Impact**

- The global strategic initiatives related to ensuring equity of representation, opportunity, compensation and wellbeing for all team members. Accelerate social equity, opportunity and impact, through global philanthropic initiatives and volunteerism for our employees, customers and communities.

**Talent and Culture**

- The initiatives related to employee satisfaction, recruitment, talent retention and company culture.

**Customer Satisfaction and Success**

- The programmes related to long-term customer success and satisfaction with products, services and relationships.

**Governance and Business Ethics**

- The practices — including our core values, code of conduct and governance structure — related to corporate governance and operating ethically and with integrity.

**Privacy and Data Protection**

- The policies, practices and protocols to protect and manage the collection, retention and use of sensitive, confidential and personally identifiable data.

**Cybersecurity:**

- The policies, practices and protocols to protect IT infrastructure, networks and devices to secure customer and user data.

## Our ESG Goals

We firmly believe in doing right by doing good — for our employees, our customers and our communities. When people feel valued, that their job has meaning and that they belong, their innovative and engaged spirit is unlocked and they’re empowered to tap into their unique talents for the good of others.

Our ESG efforts speak directly to the UKG ethos that our purpose is people. We work to incorporate ESG criteria in our processes to make more informed, responsible and socially conscious decisions.

We know that transparency is critical to trust. That’s why, to help build towards a better future for all people, we’re pleased to share our 2022 ESG targets, the resulting outcomes and our goals for 2023 in this report.




## Our Progress

In 2022, UKG developed our first set of ESG targets, aligned with the [United Nations \(UN\) Sustainable Development Goals \(SDGs\)](#) where we are best positioned to contribute. These forward-thinking targets are ambitious but realistic, and we have held ourselves accountable to progress to achieve, and/or surpass each pillar in a timely manner.

### We are best positioned to contribute to the following SDGs:





Environmental	Target	SDG Alignment
<p><b>Climate Change</b></p>	<p>Commit to and set goals aligned with the Science-Based Targets Initiative (goals reference a 2022 baseline year):</p> <ul style="list-style-type: none"> <li>• Near-Term Goals:                             <ul style="list-style-type: none"> <li>• Reduce absolute Scope 1 and 2 emissions 34% by 2030.</li> <li>• Reduce absolute emissions from purchased goods and services and capital goods 20% by 2030.</li> </ul> </li> <li>• Long-Term Goals:                             <ul style="list-style-type: none"> <li>• Reduce absolute Scope 1, 2, and 3 emissions 90% by 2040.</li> <li>• Net zero greenhouse gas (GHG) emissions across the value chain by 2040.</li> </ul> </li> </ul> <p>Expand climate change training and education opportunities to all employees.</p>	
<p><b>E-Waste</b></p>	<p>Avoid contributing to electronic landfill waste by using verified services to responsibly recycle, reuse or repurpose 100% of our IT equipment in our headquarters locations by 2025.</p> <p>Expand e-waste training and education opportunities to all employees.</p>	
<p><b>Waste</b></p>	<p>Introduce waste centralisation programmes in offices of more than 20,000 square feet by 2025.</p> <p>Convert all UKG events to waste-free and/or landfill-free by 2025.</p> <p>Expand waste training and education opportunities to all employees.</p>	



Social	Target	SDG Alignment
<p><b>Diversity, Equity, Inclusion, Belonging and Social Impact</b></p>	<p>Equity of Representation:</p> <ul style="list-style-type: none"> <li>• Achieve Global Gender Leadership Representation of Women of 44% by 2026.</li> <li>• Achieve Global Gender Representation of Women in Technology Roles of 38% by 2026.</li> <li>• Achieve U.S. Asian &amp; Pacific Islander Representation of 14% by 2026.</li> <li>• Achieve U.S. Asian &amp; Pacific Islander Leadership Representation of 11% by 2026.</li> <li>• Achieve U.S. Black &amp; African American Representation of 13% by 2026.</li> <li>• Achieve U.S. Black &amp; African American Leadership Representation of 9% by 2026.</li> <li>• Achieve U.S. Hispanic &amp; Latino Representation of 19% by 2026.</li> <li>• Achieve U.S. Hispanic &amp; Latino Leadership Representation of 14% by 2026.</li> </ul> <p>Social Equity, Opportunity, and Impact:</p> <ul style="list-style-type: none"> <li>• Achieve 50% increase in Employee Giving and Volunteering Hours by 2026.</li> </ul> <p>Supplier Diversity:</p> <ul style="list-style-type: none"> <li>• Maintain at least 5% diverse supplier spend while expanding the programme's enterprise focus year by year.</li> </ul>	
<p><b>Talent and Culture</b></p>	<ul style="list-style-type: none"> <li>• Maintain or exceed engagement score as part of our engagement survey above 80% through 2025.</li> <li>• Maintain or exceed manager experience score as part of our employee engagement survey above 85% through 2025.</li> <li>• Maintain or exceed belonging score as part of our employee engagement survey above 80% through 2025.</li> </ul>	
<p><b>Customer Satisfaction and Success</b></p>	<p>As part of the UKG Partner for Life and Customer Experience programmes, maintain a focus on increased collaboration to achieve higher customer satisfaction scores (CSAT), reduced turnover and adoption of the latest technology by:</p> <ul style="list-style-type: none"> <li>• Improving the current CSAT rate by 5%.</li> <li>• Increasing number of active UKG Insiders by 10% in 2023.</li> <li>• Maintaining or increasing active UKG Community member rate (67%) which is above the industry average benchmark (46%).</li> </ul>	



Governance	Target	SDG Alignment
<b>Governance and Business Ethics</b>	<p>Maintain above 95% completion of Code of Conduct training for all UKG employees year by year.</p> <p>Double supplier relationship management programme participants by 2025.</p>	
<b>Privacy and Data Protection</b>	<p>Maintain above 95% completion of data privacy and security training for all UKG employees year by year.</p>	
<b>Cybersecurity</b>	<p>Maintain uptime rate of 99.75% for UKG products year by year.</p> <p>Maintain compliance with ISO 27001, 27017, and 27018, year by year.</p>	

Visit [ukg.com/esg](https://ukg.com/esg) for more information about our ESG initiatives, ambitions and progress.

# ESG Governance

The UKG ESG initiative is a key component of our commitment to our employees, our customers and our communities.

We know that transparency is critical to sharing our values, partnering with our stakeholders and continually increasing our social impact.

With the commitment to transparency and oversight, we underpin ESG thinking with our overall strategy and leverage the expertise of leaders throughout the company via a robust governance structure, which is as follows.



## Board of Directors

- High-level engagement with the UKG ESG programme.

## ESG Steering Committee

- Oversight and strategic direction, led by UKG chief legal officer as executive sponsor. Reports ESG programme success to the board of directors and other stakeholders.

## ESG Leadership Team

- Management of the ESG programme development and goal setting. Composed of functional leaders throughout UKG to ensure partner equity and input.

## ESG Cross-Functional Working Group

- Implementation of ESG programmes. Aligned with each of the material ESG focus areas to support data collection, reporting and programme implementation and to drive progress on priorities and goals.



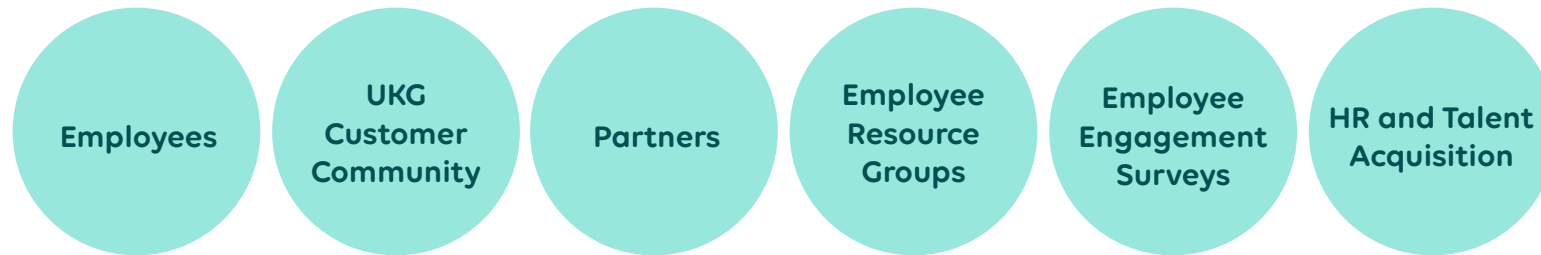
## Stakeholder Engagement

We invite people from all corners of UKG to engage in business-critical initiatives. We know that people with varied personalities, backgrounds, abilities and skills bring different perspectives, and that a more diverse team will raise topics that might not have been thought of and thus are more likely to form well-rounded efforts and results.

To further engage with our external stakeholders, in 2022, we launched the [UKG ESG programme](#) page on the UKG global website, which speaks to audiences in nine countries and is translated into seven languages. This webpage exemplifies our commitment to transparency and conducting our business in an ethical manner.

To further engage all U Krewers in ESG initiatives, in 2022, we launched a dedicated ESG resource page on UKG Today (our all-employee intranet), which has been visited and interacted with by nearly half of the global UKG employee population!

Throughout this report, we will identify the wide range of groups and programmes that have been critical to the success of the 2022 UKG ESG programme. These groups include but are not limited to:



We consistently evaluate our processes in engaging with both internal and external stakeholders, and we look forward to evolving our programmes and approaches as a result.



### 2022 Achievement:

We launched the UKG ESG programme page on the UKG global website.

### 2022 Achievement:

We launched a dedicated ESG resource page on UKG Today (our all-employee intranet), which has been visited and interacted with by nearly half of the global UKG employee population!

# Awards and Recognition

UKG is proud to have earned a number of awards for our ESG efforts, our company culture, and our people-centric technology. They include:

- Named one of [America’s Greatest Workplaces for Diversity by Newsweek](#), with a perfect five-star rating.
- Took home the top honour in our category from [AnitaB.org in its annual Top Companies for Women Technologists](#) ranking.
- Earned a perfect score of 100% on the [Corporate Equality Index](#), administered by the Human Rights Campaign Foundation, for the second consecutive year.
- Received a perfect score of 100% on the [Disability:IN Disability Equality Index](#) for the second consecutive year.
- Named in the second annual Brands That Matter list by [Fast Company](#).
- Earned a [TrustRadius Tech Cares award](#) for the third consecutive year.
- Received a Social Impact award from Ragan for our [UKG Close the Gap Initiative](#) pay-equity campaign.
- Ranked no. 5 among large organisations globally on [Foundry’s Computerworld 2023 Best Places to Work in IT list](#), improving on our no.6 U.S. ranking in 2021.
- Ranked no.18 overall on [Forbes America’s Best Large Employers list](#) and no.2 in the IT, Internet and SaaS category.
- Ranked no.40 on [Forbes World’s Best Employers list](#), in the top 5% of all 800 companies ranked and no.6 in the IT, Internet, and SaaS category.
- Recognised for excellence in HCM and workforce management by industry analysts groups including [Gartner](#), [NelsonHall](#), [Constellation Research](#), [Nucleus Research](#) and [Fosway Group](#).
- Earned a [Google Cloud DevOps Award](#) for driving diversity and inclusivity in engineering and IT, specifically in the area of DevOps.
- Named one of the 100 Best Large Companies to Work For in 2022 by Built In.
- Earned a silver medal from EcoVadis in recognition of our sustainability achievement.





# Environmental

We care deeply about our environmental impact and our responsibility to take care of the world in which we live and work.



# Environmental

The primary environmental impact of UKG relates to our own energy consumption as well as the energy consumption of hardware products and business travel and the consumption of natural resources through our activities and procurement processes.

Taking account of our business needs, customer requirements, and the desire to minimise adverse impacts on the environment, we maintain our facilities and responsibly run our business. Our efforts in 2022 — and ongoing — are to reduce our environmental footprint, including both our own corporate output and the sustainability and environmental practices of our trusted suppliers and vendors.

**UKG aims to minimise waste, reuse and recycle materials, reduce greenhouse gas (GHG) emissions, improve employee health and safety, and conserve energy — where feasible — to minimise our impact on the environment.**

In 2022, we updated our [Global Environmental Policy](#) to align with these key focus areas and goals.

## 2022 Key Environmental Focus Areas:



As part of our continued assessment of how UKG manages environmental priorities, in 2022 we strengthened our environmental sustainability expertise with the addition of a dedicated subject matter expert. As part of our continued assessment of how UKG manages environmental priorities, in 2022 we added dedicated subject matter expertise to help evaluate emerging risks, identify opportunities in regulatory developments and track the overall success of our environmental sustainability efforts.

# Climate Change

We care deeply about our environmental impact and the responsibility UKG has to take care of the world in which we live and work.

UKG strives to continually measure, manage and minimise energy use and resulting GHG emissions by expanding our programmes and evaluating our progress through internal and external voluntary audit processes each year.

UKG performed its initiate GHG inventory in 2021, based on 2020 emissions, and has since expanded the process to represent our global footprint.

In 2023, UKG performed a global GHG inventory to establish a baseline (based on 2022 emissions) and develop effective GHG reduction and emission targets.

Having clear and accurate data from our inventory, we set long- and near-term goals for reducing our footprint.

## Our Carbon Footprint

UKG has committed to set science-based emissions reduction targets — across the entire value chain — that are consistent with keeping global warming to 1.5° Celsius above preindustrial levels, aligned with the [Science Based Targets initiative](#).

**Our primary long-term goal is to achieve net zero emissions across UKG by 2040 from a base year of 2022.**

To get there, we have set both near- and long-term science-based operational emissions reduction targets.

### Near Term

- Reduce absolute Scope 1 and 2 emissions 34% by 2030.
- Reduce absolute emissions from purchased goods and services and capital goods 20% by 2030.

### Long Term

- Reduce absolute Scope 1, 2, and 3 emissions 90% by 2040.
- Net zero GHG emissions across the value chain by 2040.

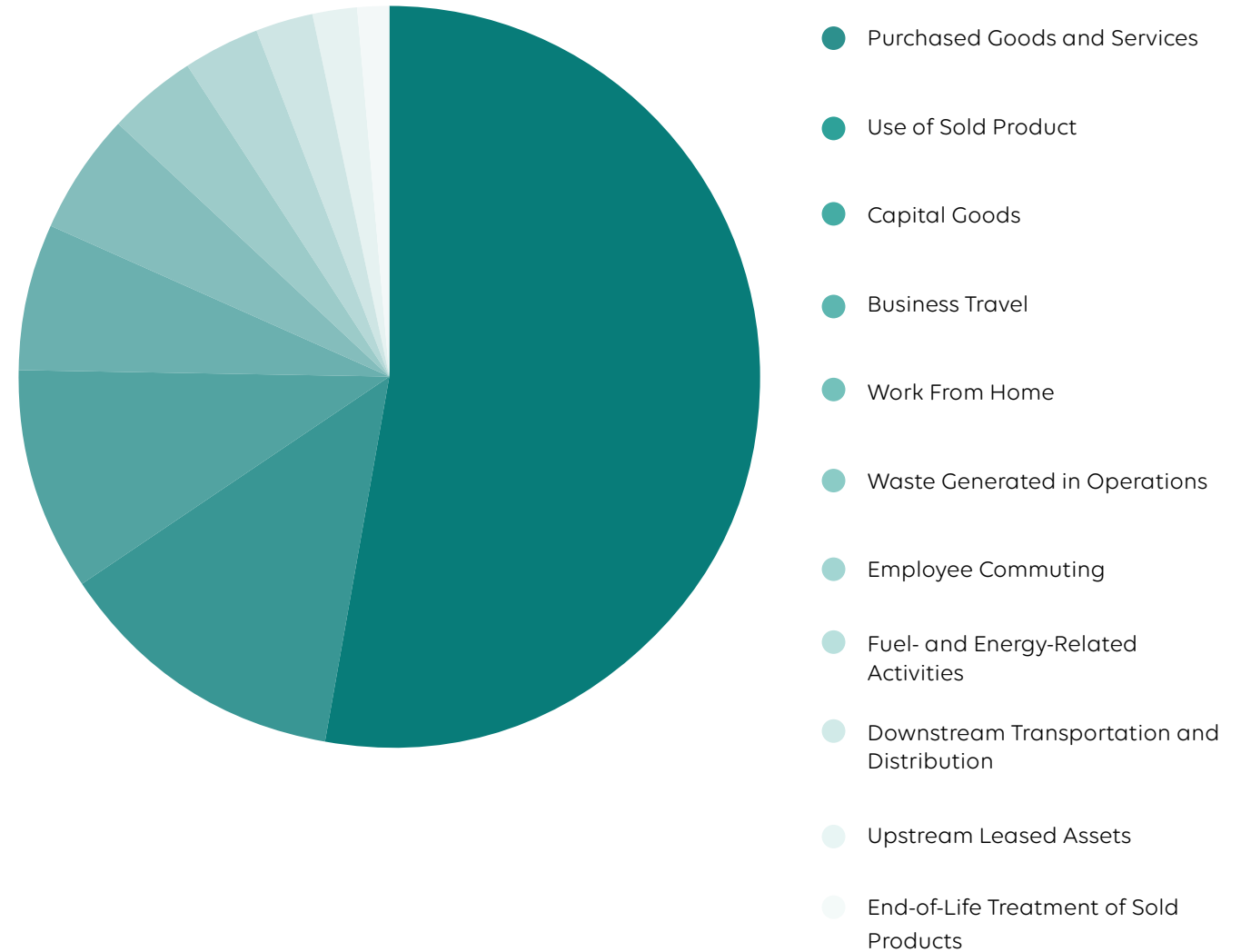
### In order to achieve these targets, we will:

- Continue to work with suppliers to find innovative ways to reduce their carbon footprint and together do our part in limiting the effects of climate change.
- Increase carbon efficiency throughout our operations and explore renewable energy production on- and off-site.

UKG calculates and publishes our total GHG emissions annually. In 2022, the total GHG emissions from our global operations and supply chain were 178,238 metric tons of carbon dioxide equivalent.



Scope 3: 167,950 MTCO<sub>2</sub>e



## Our Office-Based Footprint

In 2022, we carried out a comprehensive audit of 29 offices, representing approximately 90% of our global office-based U Krewers. This audit takes place annually and incorporates environmental, health and safety, human rights, and labour management considerations.

Employee wellbeing and safety continue to be paramount. In order to care for our employees as a whole — mentally, physically and emotionally — as the world of work continues to evolve, we developed the UKG State of Work guidance. Hosted on UKG Today (our all-employee intranet), the guidance includes detailed information about our hybrid work modes, flexible in-office seating model and resources for people leaders and employees on thriving through change. Empowering U Krewers with this information enables us to further our sustainability initiatives via our office-based and physical environments.

“ We strive to keep true to our mission of creating an efficient, productive and safe environment for all U Krewers across the globe. By committing ourselves to ambitious environmental targets, we are taking steps to reduce our footprint and create a safe and healthy workplace for all.

**Sarah Eure**, senior sustainability analyst at UKG

## Keeping to that promise, in 2022, we have:

- Optimised our office-based footprint and aligned with customer and employee needs.
- Updated our procurement and travel policies, with an emphasis on physical safety and environmentally conscious travel choices.
- Introduced UKG-sponsored transportation programmes, including shuttle services, incentives for car-pooling and/or electric vehicle usage, shared-ride services, bike racks and a general wellness programme that encourages biking and walking as healthy alternatives.
- Cultivated in-office greenery such as living walls and live plants by partnering with local nurseries in many office locations around the world.
- Used plants that absorb volatile organic compounds to improve air quality.
- Continued recycling programmes around the world and expanded guidance for in-office and at-home recycling via best-practice guides for employees.



## Spotlight Story: Optimising Our Office Footprint

In our Weston, Florida, co-headquarters location, we optimised our facility assets by consolidating our original 14-building footprint (450,870 square feet) — and we plan to continue to rationalise our campus in the coming years. These efforts will result in more efficient operations and create improvements for our employees, such as reduced employee commute time and emissions, more sustainable products and highly rated energy-efficient mechanics, and a more convenient and unified location.

### 2022 Achievement:

We reduced our office-footprint in Weston by 88,000 square feet, which resulted in an estimated annual electricity savings of 1,700,000 kilowatt-hours (kWh) and a 25% reduction in GHG emissions.

### Looking Forward:

It is estimated that further long-term consolidation efforts will result in a total reduction of approximately 182,000 square feet — which is approximately 40% of the original Weston footprint. The planned consolidation efforts are projected to save 3.3 million kWh in annual electricity consumption, resulting in approximately a 48% reduction in GHG emissions from the Weston campus.





Because knowledge is power, we're executing on our goal of expanding environmental training and education to all U Krewers.

**2022 Achievement:**

We integrated environmental, social and governance (ESG) principles into several trainings, including our annual [Code of Conduct training](#), for all global employees.

**Looking Forward:**

In 2023, we intend to develop new environmental, sustainability and ESG-specific trainings for new and existing employees while embedding these principles in our U Krewer on-boarding process.

**Healthy and Energy-Efficient Workspaces**

Our environmental principles, including green-cleaning initiatives, permeate the management of our physical workspaces. As part of our standard set of processes, we work closely with landlords on building maintenance and preparedness for anticipated chronic changes in climate, such as increased temperatures and decreased water availability. We actively partner with building managers to enhance our vision of an energy-efficient space that does not cause harm to the environment.

**In 2022, UKG reduced our overall energy consumption by:**

- Maintaining use of a fully automated energy management system to efficiently control heating, ventilation and air conditioning use and lighting functions throughout our buildings; to heat and cool office spaces only when needed; and to set lighting schedules properly for occupied and unoccupied times.
- Continuing to use energy-efficient lighting, which included LED fixtures, occupancy sensors, daylight harvesting and automatic after-hours turn-off.
- Leveraging hygienic and energy-reducing products such as coreless and roll paper products, touchless water taps, automatic-flush toilets and building-controlled thermostats.
- Investing in sound-dampening materials to reduce noise levels, heating and cooling.
- Implementing the "UKG Green Cleaning programme" to support our people while optimising the conditions for employee productivity and minimising human exposure to hazardous chemicals, allergens, irritants and pollutants. This programme was rolled out to all U Krewers via our formal [Global Cleaning Policy](#).

## Spotlight Story: Creating Safe, Healthy and Welcoming Workspaces

The UKG office in Noida, India, is equipped with key features that focus on innovation and sustainability. This includes daylight harvesting to reduce energy consumption, sensor-based equipment (such as turnstiles and touchless exit buttons) to increase automation and security, and multilayered planters for additional greenery to improve air quality. The office is also equipped with highly effective air purification systems. Keeping our employees' health and wellbeing in mind, the Noida office is open during weekends so U Krewers and their families can access it during times of low air quality locally.

“Creating sustainable solutions that not only enable our employees but also derive value and growth whilst strengthening our environment is what we aim for. To take us close to our sustainability goals, we want to leverage modern technologies in our operational framework and change the way we operate.

**Sharad Parashar**, director, workplace services, international at UKG



## Our Cloud-Based Footprint

As a global technology company with many of our products delivered via cloud solutions, we continuously evaluate our own technology footprint to ensure efficiencies associated with our growth strategy, deliver impactful software solutions and provide safe and effective tools and technologies to our employees, customers, partners and vendors.

Our Information Technology (IT) and Cloud groups continuously seek to improve energy efficiency, including the expanded use of virtual servers and the enhancement of sustainable data centre practices. Business IT use is increasingly in the cloud, which helps reduce operating costs and eliminate material amounts of paper on behalf of UKG customers. Data centre server, switch and router products also help us enable energy-efficient cloud computing and connectivity provisioning.

## Cloud Data Lifecycle Management

We consistently evaluate the performance of storage, backup-frequency schedules and retention for our cloud products. UKG uses data deduplication to eliminate duplicate copies of repeating data for backups. Once data is at the end of a lifecycle, we use best-practice data-shredding techniques to physically destroy the disks before obtaining a certificate of destruction.

UKG obtains the power usage effectiveness metric for each data centre to understand the total energy attributable to our use. We intend to mitigate those emissions within our reduction targets and related strategies. UKG will continue to advance the movement to cloud-based computing rather than on-site computing to reduce the overall energy and carbon footprint of the company and our customers.

## Our Customers' and Suppliers' Climate Goals

In addition to supporting our own goal of reducing UKG carbon emissions, our products and services, continued investment in the transformation towards cloud computing, virtual server expansion, and energy-efficient methods for data back-up and purging enable our customers to be more energy efficient, ultimately supporting their climate change strategies.

### 2022 Achievement:

In 2022, more than 90% of UKG customers were cloud-based. We're proud that our products can help customers in their cloud-based migration initiatives to reduce their carbon footprints.

## Spotlight Story: Migrating to the Public Cloud

Our intelligent workforce management platform, [UKG Dimensions](#), is powered in the Google Cloud, which enables us to leverage Google's substantial investments in infrastructure, networking, security and environmental leadership. In 2020, UKG selected the Google Cloud Platform to migrate our UKG Pro product from a private cloud solution to the public cloud. The decision to utilise Google Cloud for additional strategic products, such as UKG TeleStaff, soon followed. In 2021, Google set an incredibly ambitious energy goal to run its business on carbon-free energy by 2030. By choosing a partner whose carbon reduction goals align with ours, we are working to realise lower energy costs for our customers while simultaneously reducing their own carbon emissions.

UKG continues to implement procedures that enhance and promote the conservation of natural resources through efficient energy and water use, source material reduction, material reuse and recycling, and the purchase of materials containing recycled and/or renewable natural resources, which can increase the wellness of our employees and other key stakeholders.

We continue to evaluate ways to provide products and services that support our customers' climate change initiatives, energy savings and emissions reductions through improved automation and virtual and cloud computing. Ultimately, by offering solutions that support flexible workplace and workforce environments, we empower our customers to explore more remote access opportunities that can reduce their reliance on physical office space — and, as a result, reduce their environmental footprints.

## E-Waste

Though UKG primarily operates in the cloud, it's important to also focus on reducing our electronic waste (or e-waste), including recycling of electronic equipment. Current efforts include optimising our business applications and storage, continually evolving cloud-data lifecycle management and relying on more energy-efficient data centres.

As it was necessary to comply with our data security standards, decommissioned laptops and devices were wiped and the drives destroyed. They were collected by local e-waste services for proper reuse or recycling. We retained the certificates of destruction.

### Looking Forward:

UKG intends to develop a company-wide e-waste programme, utilising one verified provider for recycling, reuse or repurposing 100% of our IT equipment in headquarters locations by 2025. Additionally, we intend to enhance our reporting capabilities and our training and education opportunities for e-waste topics to all employees.

In 2022, we achieved the following in our Weston, Florida, facilities:

**Recycled 31,141 pounds** of e-waste, which equals a reduction of 895.16 pounds of toxic metals in landfills and a reduction of 43,394.85 pounds of carbon dioxide emissions.

We donated the proceeds of our recovery and reselling of electronic materials to UKG customer and non-profit partner, Arc Broward.

## Waste

As part of our sustainability initiatives, we strive to maintain our facilities and responsibly operate our business. Our efforts to reduce and minimise solid waste as well as increase recycling and waste diversion are ongoing — as are our efforts to identify and decrease our consumption of natural resources.

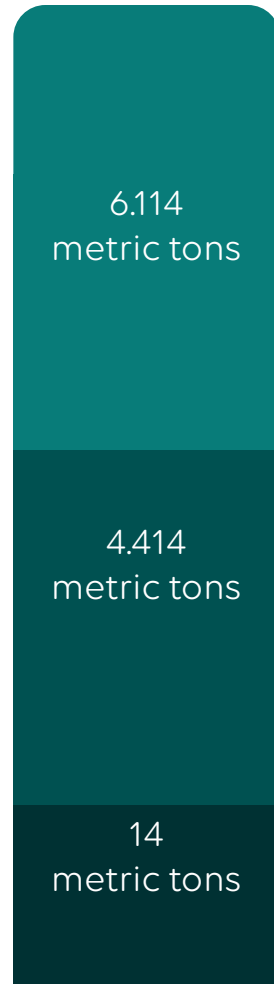
In 2021, UKG implemented a two-phase centralised waste collection approach, beginning with our Weston, Florida, and our Montreal, Canada, office locations. This centralised waste collection model streamlines waste (including waste going to recycling, landfills and compost) to one or two collection points within our office space, with the objective of decreasing the amount of waste that ends up in a landfill and increasing recycling rates. Through this programme, we intend to educate more employees on the benefits of operating more sustainably.

### Looking Forward:

The second phase is to introduce the centralised waste collection approach in all global offices over 20,000 square feet by 2025 and to make all UKG events waste-free and/or free of diversion to landfills by 2025. Additionally, we intend to enhance our reporting capabilities as well as our training and education opportunities about waste topics to all employees.

In 2022, we began to share our reported and estimated waste footprint which is as follows:

**Total waste:**  
10,542 metric tons



- **Municipal solid waste**
- **Recycling**
- **Electronic waste**

## Spotlight Story: Australia's Zero-Plastic Pledge

In the UKG Australia offices, the use of plastic is minimal to none. All offices in Australia provide chilled filtered water and glass jugs to avoid plastic bottle use. China plates and silverware are also used to prevent the use of disposable items. U Krewers also use recycling bins clearly marked with instructions for employees and waste servicers. These practices are also emulated in several European, Middle Eastern and African offices, including our Paris and Bracknell locations. We intend to expand these practices to more of our global locations in 2023.





# Social

We believe that we can only achieve business success when we support and empower people.



# Social

We believe businesses succeed when all individuals are respected, all voices are heard and all U Krewers (UKG employees) have the support and resources necessary to thrive.

UKG focuses on building an inclusive environment where differences are valued and our innovative spirit is unlocked. To bring our people-driven purpose to life, we have established internal and external programmes designed to create an engaging, supportive and equitable environment for all people.

In line with our efforts of diverse and well-rounded outputs, our social priorities are managed and assessed by a cross-functional group of teams. This includes our diversity, equity, inclusion, belonging and social impact; human resources (HR); and customer strategy teams.

When we are united and empowered to tap into our unique talents, everyone — our business, communities, countries and world — benefits. In 2022, we enhanced our commitment to our people by developing goals aligned with our focus areas.

## 2022 Key Social Focus Areas:

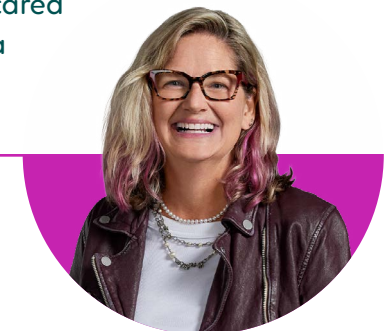
Diversity, Equity, Inclusion, Belonging & Social Impact

Talent & Culture

Customer Satisfaction & Success

“ Culture should be a positive driver of employee wellbeing, productivity, satisfaction and retention. How you treat your people will dictate business success and cement your legacy as an organisation. UKG is in the business of helping others build workplaces where all people feel valued, heard, respected, trusted and cared for. We know that this is the foundation for our own success and longevity as a company and ultimately for our customers’ success.

**Pat Wadors**, executive vice president, chief people officer at UKG



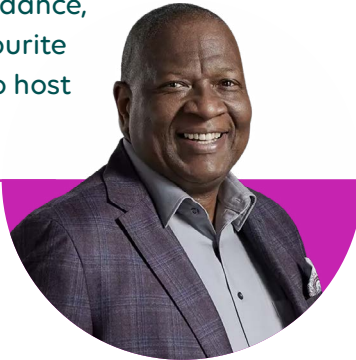
# Diversity, Equity, Inclusion, Belonging (DEI&B) and Social Impact

## DEI&B

We believe DEI&B are business imperatives, and our overall strategy focuses on more than hiring, developing, and retaining a diverse, global UKG workforce. We encourage a culture of belonging, fostering an inclusive environment that celebrates differences and maximises innovation. We know that diversity and inclusion strengthen teams, and we work every day to foster a culture of trust, empowerment, equity and belonging.

At UKG, we believe organisations overlook too much potential talent amid the current talent shortage. It is critical that we work to close these gaps so we can meet future talent needs and incorporate perspectives that reflect our values and pillars. We view DEI&B as invaluable elements that enable us to build, champion and accelerate our future global workforce and support our efforts to address societal changes. Fulfilling our DEI&B goals over the coming years is the first step towards a more diverse, equitable and inclusive future where our employees feel like they belong.

“ Diversity is being asked to the party, inclusion is being asked to dance, belonging is dancing to your favourite song and equity is being asked to host the next party.



**Brian K. Reaves**, executive vice president, chief belonging, diversity and equity officer at UKG

### By 2026, we aim to reach the following representation goals:

Achieve Global Gender Leadership Representation of Women	Achieve Global Gender Representation of Women in Technology Roles
44% by 2026	38% by 2026
Achieve U.S. Asian & Pacific Islander Leadership Representation	Achieve U.S. Asian & Pacific Islander Representation
11% by 2026	14% by 2026
Achieve U.S. Black & African American Leadership Representation	Achieve U.S. Black & African American Representation
9% by 2026	13% by 2026
Achieve U.S. Hispanic & Latino Leadership Representation	Achieve U.S. Hispanic & Latino Representation
14% by 2026	19% by 2026

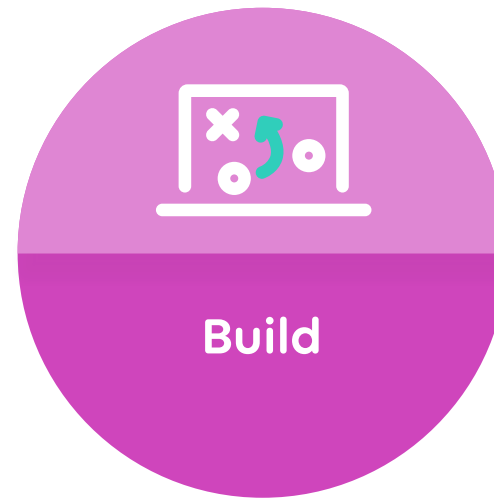


## Uniquely You, Uniquely Valued

Uniquely valuing our U Krewers, customers and partners helps us realise our corporate purpose. DEI&B at UKG starts with making our company a place where unique identities and perspectives are not only welcomed but also sought out, celebrated and well represented. Our work continues as we champion a culture of trust, equity and belonging for all people and a workplace where all employees have abundant opportunities to grow. To be a true leader in DEI&B and empower our U Krewers and customers to thrive, we must also drive positive change by investing in and partnering with organisations that work to build a diverse and inclusive future for every individual.

## Pillars of Our Programme

The DEI&B strategy at UKG is composed of three pillars:



**Build**

a diverse, empowered and inclusive workforce.



**Champion**

a culture of trust, equity and belonging for all.



**Accelerate**

our investments to empower our ecosystem to make meaningful impact and thrive.

Each of our programme pillars aims to drive positive change by embracing unique identities and perspectives throughout every level of the organisation. That's our goal and our commitment.

**Pillar 1: Build a diverse, empowered and inclusive workforce.**

We're making UKG a workplace where all U Krewers have abundant opportunities to grow.

**Diverse Recruitment and Hiring**

Our efforts to create a diverse, equitable and inclusive culture where all employees feel like they belong starts with hiring a diverse workforce. We firmly believe that people with varied personalities, backgrounds, abilities and skills bring different perspectives, and that a more diverse team will raise topics that might not have been thought of and thus are more likely to form well-rounded efforts and results.

The UKG External Diverse Talent programme creates a strategic talent pipeline throughout the company by recruiting individuals early in their careers. Additionally, we partner with targeted organisations and non-profits as well as Historically Black Colleges, Universities (HBCUs) and Minority Serving Institutions (MSIs) that focus on employment of traditionally underrepresented and/or disadvantaged groups (e.g. veterans, women, underrepresented minorities, LGBTQIA+ and people who identify as having a disability).

**Looking Forward:**

With the areas of focus identified, the team will regularly track and measure the pipeline of the various groups to monitor how our current recruitment efforts are trending and to ensure a diverse candidate pool.

**Spotlight Story:  
Project Empower U**

In 2022, we launched Project Empower U — an external talent engagement programme focused on empowering the next generation of underrepresented talent to excel within the digital enterprise. U Krewers across several UKG departments volunteered to participate and network with 71 university students. This included speed networking sessions, resume reviews and educating them about UKG as a company as a choice for exceptional talent.

Stemming from this programme, Clark Atlanta University graduate, Jazmiyne Bias, was hired at UKG upon graduation. Bias, who is passionate about travel and networking, enjoyed learning about UKG from Project Empower U, speaking directly to U Krewers about their experience, and is excited for the opportunity to put her passions into action with U Krewers and customers across the globe.

“ Everyone was so welcoming! We were provided with mentors throughout the process and the management team was always available and supportive. It's a programme that really prepares you for personal skill growth, working with customers, consulting skills and training.

**Jazmiyne Bias**, solution consultant at UKG



## Pillar 2: Champion a culture of trust, equity and belonging for all.

At UKG, we celebrate diverse thoughts and perspectives and aim to connect our unique employees to one another to drive awareness, advance workplace inclusion, expand opportunities and create superior outcomes for all. We also integrate accountability throughout our organisation. Our chief belonging, diversity and equity officer leads our DEI&B work, and our executive team has committed to supporting our DEI&B strategy as a top priority for UKG.

### Employee Resource Groups (ERGs)

Establishing strong workplace relationships is a vital component of keeping and growing diverse talent. We foster connection and networking through our UKG Employee Resource Groups (ERGs), which are communities of U Krewers with common interests who bring their collective voices together to drive innovation and business opportunities and develop inspiring leaders.

#### 2022 Achievement:

In 2022, UKG added two \*new groups and closed out the year with a total of eight ERGs with varied focus.

ERGs connect team members who share common ethnicity, culture, gender, interest, nationality or sexual orientation. Employees don't have to share identity or direct experiences to join one of these groups. In fact, allies are strongly encouraged to join an ERG in support of their colleagues, as we believe that it's beneficial to both the employees and the organisation to expand knowledge and understanding and to offer an alternative perspective. ERGs are at their best when they include a diverse group of participants and perspectives. They provide professional development through mentoring, volunteerism and community involvement. ERGs also give team members an opportunity to make a positive impact on our business, as members can provide insight and feedback during the development of programmes, products and processes.



**ADAPT** (Accessibility and Disability Allies Partner Together), to raise awareness of different abilities.



**FIRE UP** (Female Inclusion Resilience and Excellence), which cultivates an inclusive and supportive community of change to advance equity for all women.



**ASPIRE** (Asian and Pacific Islanders Raising Equity), a community where members feel safe, are seen, heard and are part of one ohana (family)\*.



**PRIDE** driving inclusion for the LGBTQ+ community and its allies.



**BUILD** (Black U Krewers in Leadership and Development), which fosters inclusion and advancement for Black employees at all levels of the organisation.



**UNIDOS** (United), supporting the Hispanic/Latinx community and its allies\*.



**CARES** (Cancer Awareness Resources Education and Support), a support system for those affected by various chronic health conditions, to make sure U Krewers don't feel alone in their journey.



**VETS** for military veterans, active service members, families and friends.

**2022 Achievement:**

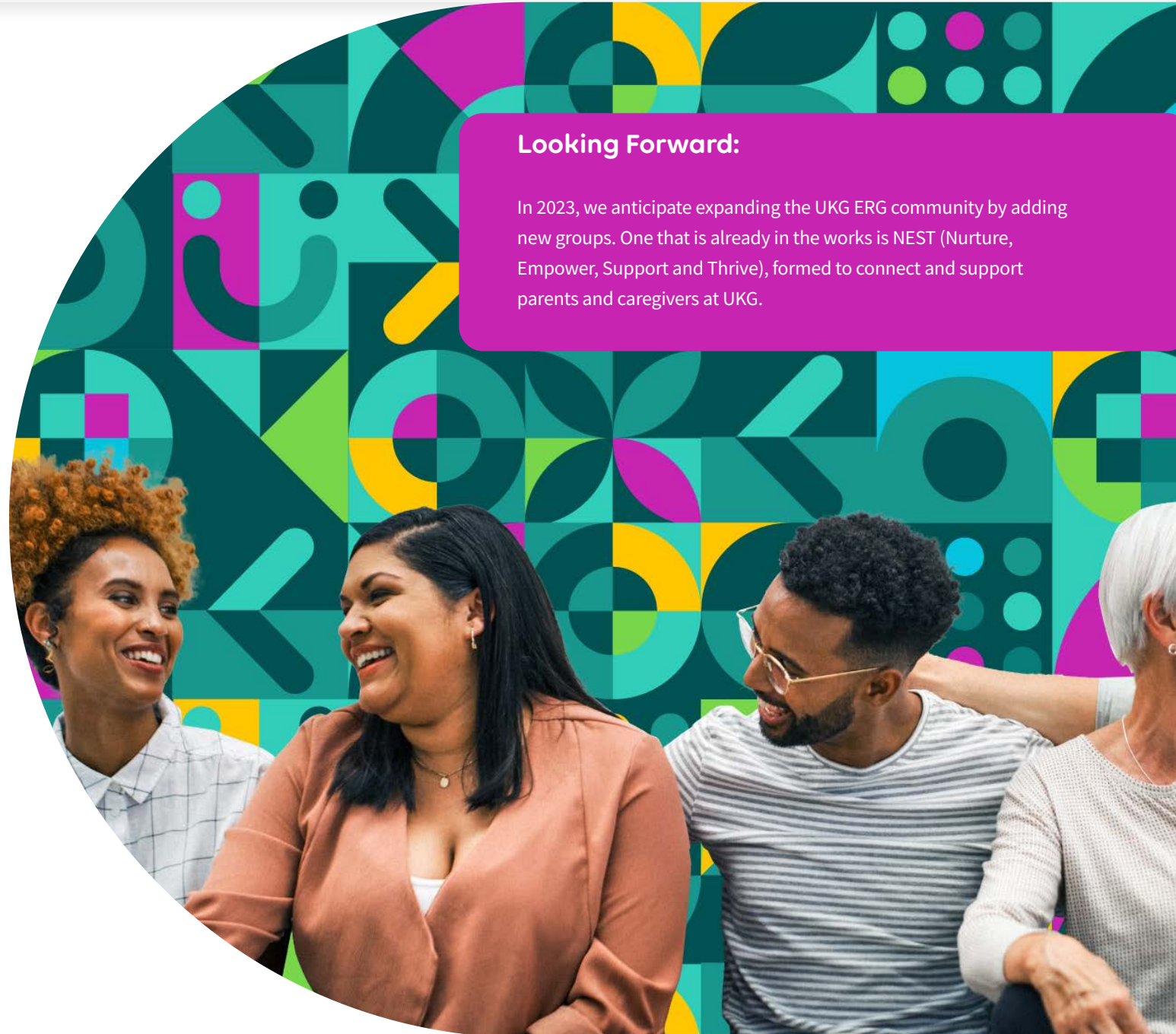
In 2022, we launched the UKG Belonging and Engagement (B&E) Center — the home for ERG management and member engagement. This serves as a central hub for U Krewers to learn about and join ERGs, stay updated on and RSVP to events, view resources and engage in conversations and programmes — all produced by fellow U Krewers. The B&E Center platform allows us to efficiently manage our ERGs and measure our efforts and the overall success of our DEI&B goals.

**With the launch of the UKG B&E Center, we saw ERG membership grow 158% in 2022.**

We firmly believe that the ERG's help build trusting relationships, inspire conversation, develop leadership and drive innovation at UKG. While each group is managed by employee volunteers, we support them with individualised budgets, near- and long-term plans and metrics to help the groups grow and thrive. UKG also provides training sessions to those who haven't hosted an event or programme before so they can learn how to manage successfully from start to finish on their own.

**Looking Forward:**

In 2023, we anticipate expanding the UKG ERG community by adding new groups. One that is already in the works is NEST (Nurture, Empower, Support and Thrive), formed to connect and support parents and caregivers at UKG.



## Ambassador Programme

UKG empowers internal advocates to advance workplace inclusion, expand opportunities and create better outcomes for all. In 2022, we launched our DEI&B ambassador programme, where ambassadors are equipped with the tools and resources they need to communicate and execute our DEI&B strategy, educate others and model inclusive leadership. Once onboard, DEI&B ambassadors can share the UKG DEI&B strategy, programmes and targeted outcomes related to our initiatives. We count on these team members to help amplify the business imperative of DEI&B with their colleagues, customers, partners and networks.

## Unified Foundational Learning

Unified is a digital, peer-to-peer DEI&B foundational learning initiative developed to help people better understand complex DEI&B topics such as unconscious bias, microaggressions, privilege and equity. The initiative also touches upon how unique life experiences play a role in a person’s understanding of these complex DEI&B topics.

## Spotlight Story: Unified

UKG launched Unified, which aims to help every employee build daily habits of inclusion. Unified is designed to take U Krewers on a journey from awareness to action. It uses bite-sized bursts of practical, actionable content to spark discussion, action and reflection while encouraging tiny but powerful habits of inclusion into our daily routines.

After introducing Unified in 2022, 96% of senior executives participated in active discussions about DEI&B.

“ My experience with Unified has reinforced my belief in our company’s mantra — ‘Our purpose is people.’ I truly feel the Unified experience promotes connections and encourages conversations through thought-provoking and easily comprehensible materials.

**B’Nai Jackson**, manager, global integration services at UKG

UKG and Hive Learning won the Gold Award for “[Best Advance in Diversity and Inclusion Innovation](#)” at the 2022 Brandon Hall Excellence in Technology Awards.

## Global DEI&B Council

Similar to the overarching ESG governance structure, UKG maintains a global DEI&B council, which includes 16 executive leaders from across UKG who champion the business imperative of DEI&B and meet quarterly to drive initiatives forward, discuss ways to enhance the programme and measure overall progress. The committee is co-chaired by Chief BD&E Officer Brian K. Reaves and Chief Executive Officer (CEO) Chris Todd.

## DEI&B Scorecards

Scorecards provide transparency into our leaders’ progress with a set of metrics that support the achievement of our short- and long-term programme goals. The scorecard shares leader impact in several key areas, including global gender representation, U.S. ethnic representation, early talent-hiring representation, Unified foundational learning completion, organisational participation in ERGs and DEI&B related employee sentiment from our annual employee engagement survey.



**Chris Todd**  
CEO, Council Chair

## UKG Global DEI&B Council

Our purpose can only be realised when our employees feel respected and safe bringing their whole selves to a workplace where everyone has a voice.

*"Uniquely You, Uniquely Valued"*



**Brian Reaves**  
Chief Belonging, Diversity, & Equity Officer



**Michael Bush**  
CEO, GPTW



**Jody Kaminsky**  
Chief Marketing Officer



**Liz McCarron**  
Chief Legal Officer



**Hugo Sarrazin**  
Chief Product Officer



**Greg Swick**  
Chief Revenue Officer



**Pat Wadors**  
Chief People Officer



**John Machado**  
SVP, Chief Technology Officer



**Scott Sanfason**  
VP, TA & People Ops and Care



**Nicole Bello**  
GVP, EMEA Sales



**Jarik Conrad**  
VP, Human Insights



**Jane Graham**  
GVP, Relationship Management



**Melissa Shore**  
VP, Employee Experience



**Roxana Strohmenger**  
VP, Customer Experience Strategy



**Ha Hoang**  
VP, Cloud Systems Infrastructure



**Stacy Simmons**  
EVP, People & Purpose



**Mustapha Kebbeh**  
VP, Chief Security Officer

**Pillar 3: Accelerate our investments to empower our ecosystem to make meaningful impact and thrive.**

We effectively drive positive change by investing in organisations that work to build a diverse and inclusive future

**UKG has built strategic partnerships with organisations that share our values, including:**

- Black Enterprise Women of Power Summit
- Black Men in Tech
- Code House
- Disability:IN
- Grace Hopper/AnitaB.org Institute
- Management Leadership for Tomorrow
- Massachusetts Conference for Women
- National Society of Black Engineers
- Reboot Representation
- Women in Business and Tech

**DEI&B Sales Enablement and Customer Engagement Programme**

UKG leverages our unique advantage as an industry leader to encourage greater understanding and appreciation for DEI&B in the workplace, our industry and across society with our customers.

The DEI&B sales enablement and customer engagement initiative focuses on sharing our point of view and DEI&B best practices with our customers, including meeting with them one on one, supporting customer conferences and providing examples of DEI&B-related tools, resources and communications. This is done to help empower our customers as they engage on their own DEI&B journey, furthering the world of work for our customers and their employees.

## Social Impact

At UKG, we firmly believe in doing the right thing for our communities. Throughout the year, we partner with a variety of non-profits, participate in philanthropic initiatives and provide charitable support worldwide. Every day, we are focused on helping people across the areas of health, human services and education.

### Giving Philosophy

Our giving is globally inclusive and locally focused, supporting organisations and communities around the globe through financial contributions and donation-matching campaigns in times of crisis and by inspiring and empowering our employees to take advantage of volunteer opportunities with paid time off for volunteering. Giving is core to our culture, and we will continue to use our platforms and resources to help others. These efforts help us work towards a world that cares for and empowers all people.

## Global Philanthropic Support

In 2022, UKG invested \$6 million into philanthropic initiatives and other programmes impacting our global communities. This includes a \$4 million philanthropic commitment to directly support critical causes benefiting more than 170 non-profit organisations in the areas of health, human services and education, helping facilitate the vital work they do every day to care for people across our global communities. Above and beyond our direct philanthropic commitment, an additional \$2 million in financial support for non-profits came from programmes throughout UKG, including our Close the Gap pay equity initiative launched late in 2021, as well as other Diversity, Equity, Inclusion and Belonging partnerships with organisations such as LeanIn.org, Reboot Representation, Power to Fly and more.





## Highlights from our support in 2022 include:

- Children's Diagnostic & Treatment Center:** UKG partnered with the Children's Diagnostic & Treatment Center in Broward County, Florida, for the 30th Annual Thanksgiving Basket Brigade to provide 1,200 Thanksgiving meals to families most in need. U Krewers volunteered to help stuff food bags and deliver meals to Children's Diagnostic & Treatment Center families across South Florida.
- The Wish Project:** U Krewers came together to support The Wish Project in North Chelmsford, Massachusetts, which helps families in need establish long-term residency by providing basic needs; critical immediate assistance to homeless families, victims of fire or disaster; and support in the community. When baby supplies became critically low, U Krewers created an online donation drive using Amazon to purchase and ship supplies directly to The Wish Project's warehouse.
- Walk for Boston Children's Hospital:** U Krewers in Lowell, Massachusetts, participated in the Walk for Boston Children's Hospital and raised money to support our paired patient, Rikki, who was born with a rare genetic disorder. The walk is the one day each year when the entire community — friends, families, sponsors, patients and Boston Children's employees — come together for kids.
- McMillan Cancer Support:** Our Bracknell, U.K., office raised money for the U.K.'s leading cancer charity, MacMillan Cancer Support, an organisation that provides services for people living with cancer at every stage of their cancer experience.
- Whizz-Kidz:** This non-profit provides disabled children and young people in the U.K. with vital mobility equipment, opportunities to meet and have fun, and training to help them gain skills and look forward to a brighter future. UKG donations have provided and/or enabled the repair of motorised wheelchairs and covered the costs of employability sessions and kids' camps.
- Back-to-School Drive:** Together with our ERGs, UKG organised the first multistate Back-to-School Drive. Grade-appropriate school supplies were distributed to low income students at all levels, benefiting organisations across the U.S., including the Broward Education Foundation, Atlanta Mission, Families Forward, Teachers' Treasure, Kid Smart and The Wish Project. This gave students the opportunity to start school with confidence and with some of the resources they need to be successful.
- Third Annual UKG Virtual Angel Tree:** Our U.S.-based U Krewers spread holiday cheer this past season, donating more than 9,235 gifts to 2,000 children, continuing the 10% increase in children supported year-by-year. We supported children at non-profit partners across the country, including the Boys & Girls Clubs, House of Hope, The Wish Project, Kids In Distress, Children's Harbor, Big Brothers Big Sisters, Friends of the Children, Wayfinder Family Services and Murphy-Harpst Children's Centers.
- Starlight Children's Foundation:** UKG partnered with Starlight Children's Foundation, a non-profit organisation that works with health professionals to bring fun, joy, and laughter to help sick kids be kids. U Krewers in Australia provided more than 1,700 Surprise Packs containing arts and crafts items, toys, games and immersive activities for sick kids in hospitals and at home.
- Indigenous Literacy Foundation:** UKG supported the Indigenous Literacy Foundation, a national charity working with aboriginal and Torres Strait Islander remote communities across Australia to provide early learning board books, resources and programmes to support communities.

- **Dylan Alcott Foundation:** UKG provided support to the Dylan Alcott Foundation, an organisation that helps young Australians with disabilities gain confidence, fulfil their potential and achieve their dreams.
- **La Asociación civil Cirineos:** UKG supported La Asociación civil Cirineos, an organisation in Uruguay that retrofits cargo containers as small homes for families. Each home has two bedrooms, one bathroom, one living room and a kitchen. UKG was able to provide one of these homes to a family living in the Santa Eugenia neighbourhood.

“ UKG’s ‘whatever it takes, wherever we’re needed’ dedication extends far beyond financial support. Their team is heart deep and always ready to respond for our kids! They have painted houses, landscaped the property, [and] provided technology, toys and time. They intentionally seek out ways to take care of this community, and we are so grateful for the way they love our kids.

**Tiffani Dhooge**, president and CEO at Children’s Harbor



## Resolving Pay Disparities

Pay equity is critical to the health and welfare of the people it impacts. But it's also critical to the success of all business — including our own. In December 2021, we announced the [UKG Close the Gap Initiative](#) — a multimillion-dollar pay equity initiative to drive awareness and action to resolve pay disparities among men, women and underrepresented groups that continue to significantly impact today's workforce.



In 2022, we advanced our efforts to help balance the pay scales with a marquee partnership with the [National Women's Soccer League](#) (NWSL) as well as several non-profit organisations to fund a number of critical programmes, awareness-building efforts, education and research in support of pay equity.

## Spotlight Story: The 2023 UKG NWSL Challenge Cup

In May 2022, we announced the next iteration of our Close the Gap initiative with a historic, multi-year partnership with the National Women's Soccer League (NWSL), making UKG the first-ever title sponsor of the NWSL Challenge Cup, increasing the Cup bonus pool tenfold in 2022, and the total pool will more than double again in 2023. The 2023 UKG NWSL Challenge Cup will be the first-ever women's professional soccer tournament in the U.S. to achieve pay equity with its peers in the men's game.

The multimillion-dollar, multi-year UKG sponsorship will close the wage gap for the 2023 UKG NWSL Challenge Cup, with the prize money directly benefiting the players. This is in addition to the recently ratified collective bargaining agreement reached by the NWSL and the National Women's Soccer League Players Association that includes a substantial investment from ownership that significantly increases compensation packages and benefits, enhances training and playing environments, and provides the standards essential to securing the NWSL's position as the best women's soccer league in the world.

UKG payroll solutions are used to pay over 15 million employees per year, meaning UKG made a [\\$3 million investment in the critical programmes and initiatives that support the fight for pay equity](#) in 2022, including the support of four non-profit organisations focused on promoting advocacy and creating equity of opportunity, education and employment to women and girls.

As part of this commitment, in 2022, UKG contributed (and continues to contribute) \$0.18 — the gender wage gap<sup>1</sup> — for every single employee paid each year via a UKG payroll solution toward programmes and organisations fighting for equal pay.

U.S. Bureau of Labor Statistics. (2021). 2020 Annual Report: Highlights of Women's Earnings. Retrieved from <https://www.bls.gov/cps/earnings.htm>.

Highlights from our Close the Gap non-profit support include:

- Grantmakers for Girls of Color (G4GC):** UKG contributed to eight unique organisations explicitly focused on the continuum of support that is needed for girls, femmes and gender-expansive youth of Color providing access to education and skill-building, financial support to participate in internships or other opportunities to advance their professional and career interests, leadership develop and advocacy skills and strategies to dismantle policies and conditions that prevent them from entering, staying in, and remaining safe in the workplace. The organisations supported were: IGNITE, Transgender Resource Center of New Mexico, AAPI Women Lead, Fannie Lou Hamer, Merze Tate, Voces en Accion, HEART and Sister to Sister International.

  - Additionally, UKG piloted a virtual mentorship programme with Sister to Sister International, a grantee through G4GC. The group consists of 22 middle and high school aged girls, who meet once a month and cover topics such as career evaluation support, upskills training, group mentoring and one-on-one mentoring with UKG panelists, including members of the UKG ERG, BUILD.
- Reboot Representation (Reboot):** In addition to being one of only two Senior Executive Members of the Reboot Representation coalition, UKG

provided a grant, facilitated through Reboot to the University of Florida, to create a pipeline of opportunities designed to bring more Black, Latina and Native American women into K-12 computer science (CS) education. This funding will expand outreach, scholarships and mentoring for computer science educators who inspire persistence and engagement among students. Upon completion of a K-12 CS education certificate programme, the teachers are equipped to seek state certification and become CS teachers in their local schools, allowing students to see representation within the teaching field in these areas, ultimately allowing for more access to build robust and diverse tech career pathways for learners. This first-year programme has enrolled 20 teachers, who they project will impact at least 2,200 students a year, reaching at least 44,000 over the next 20.

- Lean In:** Our partnership with Lean In has allowed UKG to begin to bring their industry-leading training programmes to our employees and customers in the areas of allyship and bias. As an additional initiative, UKG is sponsoring Lean In’s Network Leadership Development Programme – a comprehensive 16-week programme that helps women become stronger leaders, and includes self-assessments and modules focused on inclusiveness, influence and building an executive presence. This programme that cumulatively reaches 100,000 women, trains Network Leaders who are

volunteers that support women by creating Lean In Circles and organising events to generate a sense of community. These networks reach EMEA, APEC, the Americas, and include smaller countries such as Benin, Bolivia and Mongolia where women typically do not have access to these types of resources.

- 9to5:** UKG partnered with 9to5, an advocacy organisation dedicated to putting women’s issues on the public agenda. Throughout the year, we promoted and pushed web traffic to customised toolkits focused on intersectional Equal Pay Days produced by 9to5. Each toolkit and online magazine was curated to drive action with specific CTAs centred around the Paycheck Fairness Act. This contributed to over 21,000 impressions across 9to5’s social media platforms as part of their Equal Pay Digital Campaign.

“ We are grateful to UKG and Grantmakers for Girls of Color for this opportunity to have a cohort of our girls participate in a mentoring pilot with professionals who can have a tremendous impact on their interest and overall trajectory. Sister to Sister International is also pleased about our alignment with UKG’s efforts to advance pay equity.

Cheryl Brannan, founder of Sister to Sister International

### Community Support in Times of Crisis

UKG responds during times of crisis to provide financial and volunteer support to people in need throughout our local, national and global communities. Using our own UKG Pro Giving solution, U Krewers answer the call and donate funds through uncapped 100% matching campaigns and help deliver much-needed support to people in impacted areas.

### Examples of our employee giving in 2022 included:

- Wildfires in Colorado:** To support those impacted by wildfires in Colorado, UKG and our employees donated to the American Red Cross and The Center for Disaster Philanthropy.
- War in Ukraine:** UKG and U Krewers partnered with USA for the United Nations High Commissioner for Refugees (UNHCR), the International Rescue Committee, UNHCR Canada, UNO-Flüchtlingshilfe, Croix-Rouge française, Rotary Australia, the Polish Medical Mission Association and the Red Cross Singapore to provide relief and supplies to the thousands of people displaced by the war in Ukraine.
- Uvalde, Texas, Tragedy:** To help the families of victims from the shooting in Uvalde, Texas, U Krewers partnered with UKG to raise money for the Uvalde Strong Survivors Fund.
- Hurricane Ian:** After Hurricane Ian devastated sections of western Florida, U Krewers came together to raise money for the American Red Cross, The Center for Disaster Philanthropy and our PeopleInspired Giving Foundation 501(c)(3) organisation.
- Buffalo, New York, Tragedy:** UKG helped those affected by the shooting in Buffalo, New York, by supporting the Buffalo 5/14 Survivors Fund.
- Australia Floods:** To help those impacted by flooding on the eastern coast of Australia, UKG provided support to the Australian Red Cross.
- Highland Park, Illinois, Tragedy:** UKG partnered with the Highland Park Shooting Response Fund to support the victims and families impacted by 4 July shooting in Highland Park, Illinois.
- Kentucky Floods:** To help with relief efforts in eastern Kentucky due to flooding, UKG provided support to the American Red Cross.
- Saint Francis Hospital Tragedy:** UKG partnered with the Saint Francis Employee Emergency Fund to support the victims and families impacted by the shooting at Saint Francis Hospital in Tulsa, Arizona.
- Pakistan Floods:** After devastating floods inundated hundreds of villages across Pakistan, UKG provided support to The Citizens Foundation Flood Relief Appeal to help address immediate needs and enable rehabilitation in Pakistan.
- Hurricane Fiona:** UKG partnered with Direct Relief to help support relief efforts in the Caribbean needed because of the devastation left by Hurricane Fiona.

## Global Volunteerism

Giving of ourselves to help others is ingrained in our culture. U Krewers volunteer around the world, serving people in their local communities — from helping food banks and running in charity 5Ks to visiting grade schools and clothing the homeless.

To further support these selfless efforts, UKG encourages all employees to take advantage of our unlimited paid time off benefit to volunteer at organisations of their choosing, where they can focus on giving and serving the non-profits and causes closest to their hearts or participate in organised service events.



## Examples of employees volunteering in 2022 include:

- Hunger Action Month:** During September and October, U Krewers across North America participated in our UKG National Service Week to support Hunger Action Month. U Krewers helped put an end to hunger by dedicating a combined 1,116 volunteer hours, which included such tasks as sorting food, packing meals, distributing food to pantries and serving hot meals. In total, U Krewers sorted, distributed, cooked and served more than 87,000 pounds of food, creating more than 72,300 meals for families across North America.
- ANK India:** UKG continued its long-standing support of ANK India, a non-profit government organisation providing education to underprivileged children and building better livelihood opportunities.
- Movember:** U Krewers in the U.S., Canada, and Singapore participated in Movember, an annual event during November that raises awareness of men’s health issues such as prostate cancer and testicular cancer, as well as suicide.
- Bábbarra Women’s Centre:** At the start of 2022, UKG provided 150 kilograms (300 pounds) of goods to the Bábbarra Women’s Centre, an organisation that enables local women to develop and run women-centred enterprises that support healthy and sustainable livelihoods in Australia.
- Pink October:** Our Paris, France, office hosted a “Pink October” campaign for Breast Cancer Awareness Month. This annual campaign raises awareness about breast cancer and its causes, prevention, diagnosis and treatment.
- German Children’s Cancer Foundation:** Our Stuttgart, Germany, office organised a cake sale for the German Children’s Cancer Foundation, which supports affected families and young adults who had cancer as children, providing them with information, advice and help in financial emergencies.
- Chhanv Foundation:** UKG in India and FIRE Up supported the Chhanv Foundation, a non-profit organisation in India working for the rehabilitation of acid attack survivors that has redefined the definition of rehabilitation through advocacy by providing medical assistance, legal assistance and education to those survivors.
- Intern Service Day:** Our UKG interns in Lowell, Massachusetts, had the opportunity to spend the day with Mill City Grows at the University of Massachusetts Lowell’s RIST greenhouse. Mill City Grows works closely with programme partners, funders and volunteers to ensure that fresh, healthy food is accessible to everyone in the Lowell community. UKG interns learned about the programme and helped with sorting vegetables and grains.

- **9/11 Meal Pack Service Day:** UKG partnered with 9/11 Day, a 501(c)(3) non-profit supporting the 9/11 community, to help combat hunger in America with volunteer events to pack meals in Boston and New York City.
- **Woolies Wheels & Walk:** Team UKG supported the 2022 Woolies Wheels & Walk, a Woolworths Group wellbeing initiative with Tour de Cure that raises vital funds for cancer research, support and prevention projects.
- **ToekomstATELIERdelAvenir (TADA):** TADA provides voluntary, motivational and society-orientated education to kids aged 10 to 14 living in Belgium's most socio-economically disadvantaged areas. This past year, U Krewers from our offices in Belgium and the Netherlands hosted Saturday morning workshops to share with children what their roles involve on a day-to-day basis and how they got into them.
- **Flower Delivery:** The UKG Global Delivery Services team collaborated with local florists to create more than 100 floral arrangements for patients and staff of UKG customers Nashville General Hospital; West Meade Place, a rehabilitation and healthcare centre; and Oasis Center, an organisation dedicated to supporting and improving the lives of young people in Middle Tennessee. The heartwarming act of kindness was even covered by News Channel 5 in Nashville.

- **Singapore Cancer Walk:** U Krewers in our Singapore office took part in the Virtual Relay for Life 2022, with the challenge to complete 100 kilometres over the nine days. They completed a total of 196 kilometres and raised an impressive SGD \$1,345 for the Singapore Cancer Society.

“ Giving to the community we live in is what completes the cycle. Our U Krewers want to share their time, skills and knowledge to create opportunities for those who are underprivileged. This also helps to create a deep sense of belonging to our purpose, and I am so immensely proud of all that we have done in India thus far.

**Nitin Wadhwa**, director, HR, India at UKG



## Spotlight Story: Global Pay It Forward Day

### Support for Employees

Founded during the COVID-19 pandemic, the PeopleInspired Giving Foundation is an independent 501(c)(3) that supports U Krewers and their family members by providing financial relief grants during times of crisis. The foundation has distributed more than half a million dollars in grants to U Krewers around the world since its founding in 2020.

### Customer-Driven Giving

Our UKG Pro Giving solution enables organisations to easily set up charitable campaigns and empower their own employees to donate to philanthropic causes. In the spirit of philanthropy, we offer Giving free to our customers. We are proud to say UKG customers have donated millions of dollars through the Giving platform to support non-profit organisations including Feeding America, Meals on Wheels and the Salvation Army.

“ I am truly grateful for the PeopleInspired Giving Foundation during this devastating loss my family has experienced. The generosity of UKG is beyond measure.

Grant recipient

To celebrate Global Pay It Forward Day, a worldwide celebration of kindness that takes place annually on 28 April, U Krewers from around the world participated in volunteer events or hosted donation drives to support organisations in their communities.

In the U.S., U Krewers worked on projects with Rebuilding Together and Habitat for Humanity to paint and landscape two homes in Dania Beach, Florida.

In our APAC region, more than 80 kilograms of non-perishable food items were donated by U Krewers to local food banks.

In our EMEA region, U Krewers made both in-person food donations and online contributions to local food banks to support their communities.



For more information on our commitment to philanthropy and volunteering, please visit [ukg.com/about-us/esg/social/philanthropy-and-giving](https://ukg.com/about-us/esg/social/philanthropy-and-giving).



## Awards and Recognition

While we know DEI&B and Social Impact are lifelong commitments and our crucial work is never finished, we are proud to have received recognition for our efforts thus far. Accolades in 2022 included honours from the Corporate Equality Index, the Human Rights Campaign Foundation, AnitaB.org and others.

## Supplier Diversity

Our commitment to DEI&B also extends through our supply chain. In 2022, we formalised supplier diversity governance by developing the UKG Supplier Diversity Council, which has cross-functional representation. We recognise that a diverse supply chain helps represent local markets, and we depend on these suppliers' contributions to support our teams and serve our customers around the world. To that end, we have developed a goal for our supplier diversity programme — to maintain at least 5% diverse supplier spend while expanding the programme's enterprise focus year by year. In 2022, UKG spent more than \$85 million with diverse and small businesses.

### 2022 Achievement:

We launched the [UKG Diversity Accelerator Program](#), which funnels highly targeted and meaningful support and resources to the diverse-owned and diversity-focused technology ecosystem while helping maximise supplier diversity in the HCM market.



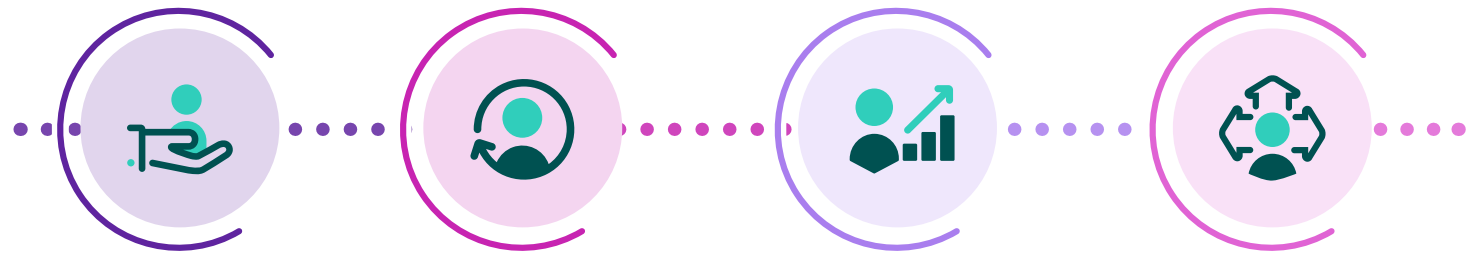
## Talent and Culture

We could not do what we do without the incredible commitment, passion and work of our talented U Krewers. Delivering world-class solutions that help organisations better serve their people all starts with the ways we care for our people. Around the world, we have practices in place to ensure all U Krewers can thrive at every stage of their careers, from pre-hire to retirement and the moments that matter in between. Our goal is for their UKG experience to make them better in every possible way.

In building and managing the UKG company culture, we focus on the full employee journey lifecycle, similar to how we focus on the customer experience lifecycle. We call these stages of the employee journey the “moments that matter”. Throughout these moments, it’s important that we develop an experience that’s equitable and fair across the ecosystem. At the foundation of the employee experience is our employee value proposition, in which are embedded our mission, our values, and the UKG “our purpose is people” mindset. We’re dedicated to creating meaningful experiences for every U Krewer through these moments, which include our comprehensive benefits and programmes.

## Spotlight Story: Our People Team Tenets

With our employee value proposition as our compass and North Star, we will build programmes and initiatives that enable us to manifest and amplify each of these areas in the UKG employee experience:



### Effectiveness & Care

Supporting our U Krewers in the moments that matter through technology, efficiency, compliance and compassion.

### Equity & Accountability

Delivering practices and policies that are transparent, trusted, equitable and inclusive throughout the employee lifecycle.

### Leadership Excellence

Investing and building great leaders and teams to drive the success of UKG, our U Krewers and our customers.

### U Krew Development

Providing opportunities to build upon our capabilities while we embrace a growth mindset to better serve U Krewers’ careers, UKG and our customers.

## Employee Benefits

UKG provides a comprehensive benefits programme to all U Krewers worldwide to reflect our brand promise. These global benefits provide support and programmes for employees and their dependants across all stages of life. During 2022, our family-support benefits — such as our UKG Kids activities sponsorship, childcare assistance and our global scholarship programme — highlighted our commitment to supporting not only employees but also their families. Financial assistance to support adoption and surrogacy (offered in all countries where surrogacy is legally available) is available for U Krewers looking to expand their families. Employees interested in furthering their education by enrolling in a degree programme have access to tuition reimbursement that provides financial support for the cost of education and class materials.

All employees have access to free, confidential work and life support through our Employee Assistance Programme. Wellness benefits provide additional support to employees globally.

## Employee Health and Wellbeing

UKG is committed to ensuring the safety, health and wellbeing of every U Krewer, while also maintaining uninterrupted, exceptional support for our customers, suppliers and partners. We provide support, guidance or financial relief to our employees in both immediate (e.g. natural disaster) and prolonged (e.g. pandemic) crisis events. Outside of crisis events, the UKG health and wellbeing programmes aspire to empower and support U Krewers and their families throughout their journeys to achieve optimal wellbeing and happiness both at work and at home.

For more information on our benefits, please visit [ukg.com/careers](https://ukg.com/careers).

## Employee Experience

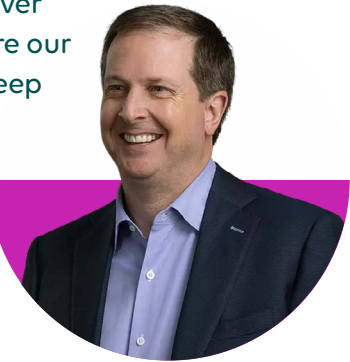
Treating our U Krewers as people means also recognising, celebrating and thanking them for going above and beyond for our customers and one another. We have several programmes and benefits in place to reward employees' hard work, from a formal peer-recognition platform called Celebrate U to short- and long-term financial rewards in the form of performance bonuses and company equity.

The leadership team has also created an underlying foundation of frequent communications with all employees. For example, in 2022, we announced that the then-UKG President Chris Todd would become CEO of UKG. In the months following the transition, we held Connect Live events across our global office locations to introduce Chris as CEO, encourage a smooth transition and bring our U Krewers together. These events provided opportunities for U Krewers to hear from the CEO and other senior leaders, who shared their personal stories and talked about our business goals, technology and culture. Each event also included an Ask Me Anything session to answer U Krewers' top-of-mind questions.

UKG remains committed to creating a culture with our purpose and values in mind, starting with our managers and leaders. This includes focusing on our leaders' and managers' effectiveness and instilling our values and behaviours, while fostering an organisation of effectiveness and care.

“ I promise to work every day to ensure that UKG lives ‘our purpose is people’ by championing great workplaces all over the world, while continuing to nurture our own people-centric culture with a deep commitment to DEI&B.

Chris Todd, CEO at UKG



### Looking Forward:

In January 2023, UKG will launch an innovative rewards programme known as U Choose. This programme is designed to better support our more than 15,000 U Krewers at all stages of their careers and lives. U Choose replaces several of our prior, targeted world-class benefits, instead enabling employees to personally select the individual benefits that best serve them and their families. U Krewers receive a quarterly \$350 stipend (\$1,400 annually) for purchasing a wide range of benefits related to physical wellness, financial wellness, work-life wellbeing and workplace experience.

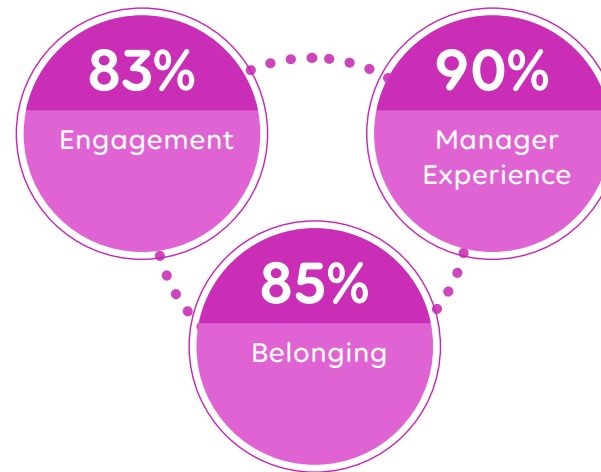
## Employee Experience Survey

We know that when employees feel engaged, they're inspired to reach their full potential. The combined efforts of all U Krewers are what make our company so successful and such a great place to work. To gain insight into our employee engagement levels, our strengths as a company and where we have opportunities to improve our culture, employees are asked to participate in a biannual engagement survey. Our employees actively engage in sharing their feedback, with more than 80% participation in the past several years. And because we believe every employee deserves a great manager, our survey also includes a section specifically designed to assess the effectiveness of our managers. Based on feedback, we take meaningful action at the company, division/function and team levels. UKG is committed to being a great place to work for all, and we consider feedback gleaned from our employee engagement survey to evaluate whether members of all groups are having a consistent and inclusive workplace experience.

### We have aligned our talent and culture goals with our employee engagement survey, including:

- Maintain or exceed engagement score as part of our engagement survey above 80% through 2025.
- Maintain or exceed manager experience score as part of our employee engagement survey above 85% through 2025.
- Maintain or exceed belonging score as part of our employee engagement survey above 80% through 2025.

In the most recent employee engagement survey (July 2022), we surpassed all of these goals:



The most recent survey results, as well as all historical survey results, are available via UKG Today (our all-employee intranet) for any employee to access at any time.

## Recruitment and Hiring

Our candidate interview process is thorough, offering prospective and current U Krewers the opportunity to meet not only with hiring managers but also with other team members (including cross-functional team mates) they will be working with in the role. Our employee referral programme is designed to help source top talent, build diversity, find candidates for hard-to-fill roles, decrease the cost per hire and reduce the turnover rate. To encourage U Krewers to participate in this programme, the referring employee receives a cash reward following the start date of their successful referral as well as other recognition for their efforts in being a talent ambassador.

## Career Development Opportunities

Every employee should have equal opportunities to thrive in all aspects of their career. Career growth is one of the most important aspects of the UKG employee experience and we are dedicated to supporting all U Krewers in their career aspirations.

To this end, we invest in several professional development, learning and training programmes that enable employees to build and refine skills, explore new career opportunities and unlock their full potential. This includes complimentary memberships to LinkedIn Learning, with more than 16,000 courses spanning business, creative and technology topics, as well as our Gigs@UKG programme, which enables employees to participate in short-term, high-impact projects while trying new roles across the company. We also offer the opportunity for all U Krewers to earn professional certifications as another way to support their career growth.

Additionally, all employees participate in the performance management programme at UKG. This programme ensures U Krewers have a clear understanding of what is expected of them, creates a culture of feedback and support and promotes accountability through a fair and equitable process. Goal setting, performance check-ins, stakeholder feedback, and annual performance reviews are key elements of the programme. All employees receive training on the programme and career opportunities within UKG to support development of their individualised career plans.

In 2022, we rebranded our Global Career Framework as the Global Job Architecture. This change serves to increase clarity about the programme's intended purpose — providing a tool for consistently defining jobs across UKG through job families and levels, which is important in defining career paths, discussing development and establishing compensation benchmarks.

## Customer Satisfaction and Success

Our spirit of continuous innovation is inspired by a deep understanding of what UKG customers and their people need most to be happy and thrive. We care deeply about our customers’ long-term success, and we build meaningful relationships that evolve with their needs and priorities, which is why we are committed to continuously investing in our customer experience (CX).

### A “Partner for Life” Business Model

At UKG, we are committed to building lifelong, trusted partnerships that deliver more than exceptional value — we also deliver confidence. We’re firmly committed to helping our customers achieve their business goals, empower their people and build great workplaces by partnering with them for life.

### There are three core pillars of our Partner for Life promise:

1	Deliver a premium experience to all customers, from day one, to ensure they have everything they need to be successful.
2	Continuously collaborate with our customers to add more value to their experiences and ensure they are getting the most out of their investments.
3	Focus solely on helping our customers evolve their people strategies by ensuring they are always supported by the most tenured and engaged services team.

To provide a best-in-class experience, UKG teams are structured specifically with our customers in mind. We build personally proactive experiences to meet customers where they are in their journey. Our teams also have personal knowledge of the organisations they interact with so we can anticipate customers’ needs before they happen and support them through every step of their UKG journey. That’s why we see an average seven-year tenure on our CX team, with a turnover rate of less than 5%, compared with the average industry customer-support turnover rate of 20%.

### In 2022, we set specific goals for our Partner for Life programme, including:

- Enhancing the UKG CX programme with a focus on increased collaboration to achieve higher customer satisfaction scores (CSAT), reduced turnover and adoption of the latest technology by:
  - Improving the current CSAT rate by 5%.
  - Increasing number of active UKG Insiders by 10% in 2023.
  - Maintaining or increasing active UKG Community member rate (67%) which is above the industry average benchmark (46%).

## Innovation

Innovation is critical to our continued success and the success of our customers. We remain focused on innovation at every step of the product lifecycle and continue to invest heavily in research and development and CX.

### In 2022, we launched several new programmes to amplify our CX, including:

- [UKG Launch](#), a powerful, market-leading implementation and migration experience that gives customers confidence in their solution while accelerating time to value. With UKG Launch, customers can:

  - Gain total visibility into their implementation with intuitive, collaborative tools and resources.
  - Reduce administrative work with rapid, high-quality data conversions, simple integrations and testing options.
  - Leverage best practices from our more than 70 years of expertise.
  - Ensure an exceptional start with proactive, tailored enablement to ease the transition from launch to support.
- [SuccessCare](#), our newly reimagined customer support programme. Shortly after transitioning to support — which is a critical time, when customers are often doing important tasks, such as running payroll with our product for the first time — we partner closely with our customers, empowering them to improve adoption, critical processes and system utilization. That way, organisations are prepared to hit the ground running for a strong start and early success. There are three phases of SuccessCare:

  - Foundation:** Tailored engagements set a strong foundation and ensure readiness during the critical first months after customers transition to support.
  - Growth:** With our customers' unique business needs in mind, we encourage them to collaborate with mentors and explore functionality through curated experiences and expert-led guidance to improve utilization and adoption of their UKG solution.
  - Confidence:** We help customers continuously grow their expertise and confidence in their UKG solution to prepare them for success now and as their business needs evolve in the future.

## Spotlight Story: UKG Aspire

In 2022, we experienced record attendance at our annual customer conference, [UKG Aspire](#), with nearly 5,000 customers, partners and thought leaders attending either in person or virtually.

Those in attendance also had the opportunity to get the very first look at new UKG innovations, industry-first products and unique initiatives focused on people, including the:

- Expansion of a [collaboration with Microsoft](#) to simplify employee technology experiences.
- Introduction of the [UKG FleX platform](#) to ensure organisations can quickly benefit from emerging applications and innovations.
- Creation of a [culture-focused consulting partner network](#) to guide organisations through long-term culture transformations.

Keeping with our Partner for Life promise and focus on people, UKG celebrated select customers on stage at UKG Aspire via the [Innovation Awards](#), which recognise organisations using UKG people technology in innovative ways to solve complex problems, create empowering workplaces and drive exceptional business outcomes.

“It’s energising and awe-inspiring to be surrounded by thousands of like-minded leaders who all want to accomplish the same, singular goal of creating great workplace experiences. UKG Aspire is more than a customer conference — it’s an event designed to stoke the imagination of chief HR officers and chief people officers, HR and operations leaders, and payroll and IT professionals to reimagine what businesses can achieve when we focus on people”.

**Jane Graham**, group vice president, relationship management at UKG





# Governance

We are committed to doing the right thing for our employees, customers and stakeholders.





# Governance

At UKG, we operate under our corporate values of United, Kind and Growing.

These values underpin our corporate governance charter and our commitment to conduct business legally, ethically, transparently and with integrity, everywhere in the world we do business. Compliance is embedded in our culture. It's more than a check-the-box exercise. To us, compliance means acting with integrity, doing the right thing and living our UKG values.

UKG employees (U Krewers) demonstrate these values when they read policies and standards, participate in training and speak up when something doesn't feel right. We know that acting with integrity builds trust, and by upholding our values consistently, we earn and maintain trust, foster a culture of accountability, protect our reputation and demonstrate that our purpose is people.

We work tirelessly to comply with the laws applicable to UKG in every jurisdiction where we do business. As one of the largest private software companies in the world, we know that the worlds of work and business operate differently across locations. The UKG Legal, Security, Enterprise Risk and Business Continuity teams — with representation from our broader Environmental, Social, and Governance (ESG) team — consistently assess and manage our governance priorities.

The management of our priorities focuses on emerging risks and opportunities that arise from regulatory developments and stakeholder expectations, progress toward our goals and strategic opportunities to enhance our governance programmes.

## 2022 Key Governance Focus Areas:

Governance & Business Ethics

Privacy & Data Protection

Cybersecurity

### Governance and Business Ethics

We are committed to doing the right thing for our employees, customers, partners and communities we serve around the globe. We actively work to earn and maintain trust by showing consistency between our words and actions and by taking personal and collective responsibility for the decisions we make and the outcomes that follow.

As part of this commitment, we have built a comprehensive library of policies, trainings, educational tools and governance structures that are designed to help employees understand, embrace and live our values and standards of expected behaviour and to uphold our legal obligations.

### 2022 Achievement:

UKG formalised a policy review process that not only ensures all UKG policies are reviewed and updated on a regular basis but also allows the evaluation and development of new policies, standards and procedures as the business evolves or new regulations come into play.

## Policies and Standards

UKG has a complete set of policies, standards and procedures that explain how employees are expected to conduct themselves as representatives of UKG. Our Employee Handbook, Human Rights Policy, Code of Business Conduct and Ethics, and Supplier Code of Conduct articulate our commitment to respect, trust, and transparency across our operations, products, and communities.

These policies help further shape our business and extend the ethos of UKG beyond our walls to encourage ethical business practices and relationships with our customers, partners and vendors.

A complete list of UKG policies can be found in the appendix of this report.

UKG has a Policy Steering Committee designed to ensure that new or existing policy documents are current, clearly written and appropriately communicated and that controls or mechanisms are in place to ensure compliance. This cross-functional committee also ensures that policy documents are reviewed regularly by subject matter experts to ensure that they comply with changes in applicable laws, meet our business needs as our business evolves and further progress towards our goals and strategic opportunities.

## Code of Conduct

The UKG [Code of Conduct](#) applies to all employees worldwide. Every U Krewer is required to acknowledge our Code of Conduct when they join UKG and annually thereafter.

We don't expect our employees to be experts in the law, but we do expect them to be familiar with laws that apply to them in their roles, to spot potential concerns, and to engage with the various resources that are available within UKG if they are unsure how to handle a particular situation or if they believe that something improper may have occurred.

### 2022 Achievement:

UKG saw a more than 99% completion rate for Code of Conduct training. U Krewers also participate in training on a broad range of topics, including anti-bribery and corruption, anti-money laundering, data privacy and security awareness and workplace-harassment prevention.

## Reporting Concerns

We firmly believe that the best people managers are those who trust, empower, develop, care for and inspire their employees. While U Krewers are always welcome to approach their managers or senior leaders with issues, UKG also provides a comprehensive and confidential third-party hotline where employees may report potential violations of law, our Code of Conduct, company policies/standards, or other workplace misconduct or simply seek for guidance related to our policies and procedures. Those reports can be made anonymously, where permitted by law.

When an allegation of violation of the law or a company policy is received, we take prompt action in accordance with the law and ethical business practices. In appropriate circumstances, the company may conduct an investigation and it has procedures in place to ensure the investigation, and any outcomes, are handled appropriately. Any reports received are tracked, investigated as needed and resolved on a case-by-case basis.

### Looking Forward:

As part of our 2023 ESG goals, we intend to maintain above a 95% completion of the UKG Code of Conduct training for all employees year by year.

## Anti-Harassment and Discrimination Policies

We strive to create an environment where diversity, equity and inclusion are celebrated. UKG does not tolerate any discriminatory treatment or harassment based upon race, colour, national origin, religious belief, gender, gender identity or expression, sexual orientation, age, disability or perception of disability, past or present military service, physical appearance or any other basis protected by federal, state/provincial, or applicable local law. Any reports of this conduct are investigated by our human resources (HR) and legal departments and addressed appropriately.

To further promote an inclusive workplace, employees participate in annual training on preventing harassment, discrimination and human rights violations.

## Human Rights Policy

The UKG [Human Rights Policy](#) highlights our commitment to respecting internationally recognised human rights in our operations, which includes those of our own employees, those in our supply chain, our products and our communities.

This commitment is informed by our adherence to the [UN Guiding Principles on Business and Human Rights](#). UKG aims to respect the rights of all individuals affected by our business and will work to address any adverse impacts that we may cause or to which we may contribute. We seek to mitigate adverse human rights impacts that are directly linked to our operations, products, or services by our business relationships with third parties, including those in our supply chain. We also believe that we can serve as a catalyst for action by our partners.

## Modern Slavery Statement

UKG complies with modern slavery-prevention laws, including the Modern Slavery Act 2015 (U.K.) and the Modern Slavery Act 2018 (Australia). We do not use underage labour, as defined under applicable law, and will not employ workers below the age of 18 in jobs that are likely to jeopardize their health and safety. UKG only uses voluntary labor and employees who have the proper work-related documentation, and we are otherwise committed to taking steps to ensure compliance with those laws. We require the same commitment from our suppliers.

“ While we have always cared deeply about people, our Human Rights Policy reflects our understanding that we have a unique opportunity as a Company to extend our impact beyond our own employees. The programmes we have and will put in place to support this Policy will evolve over time in ways that are true to our united, kind and growing values.”

**Liz McCarron**, executive vice president, chief legal officer at UKG



Please find more information on the complete [UKG Modern Slavery Statement here](#).

## Supply Chain Management

The UKG Strategic Sourcing and Procurement teams are responsible for leading our due diligence process and other key supply chain initiatives. In order to maintain a culture where our partners support and practise our values on a basic level, all third parties with which we do business are required to comply with all laws, regulations and professional standards that apply to their relationships with UKG. This includes but is not limited to laws, regulations and standards related to employment and labour rights, anti-corruption, export control, health, safety and environmental protections. In an effort to create this awareness within our supply base, UKG has launched a supplier relationship management programme designed to work with our key strategic suppliers to review their performance and develop strategic roadmaps that will assist in aligning our suppliers with our expected levels of professional standards.

All vendors must review and sign our Third-Party Code of Conduct and go through a privacy review, and they may become part of the UKG Supplier programme only after they have undergone comprehensive due diligence and entered into written contracts with UKG — including a data protection agreement (DPA) where applicable.

Our Third-Party Code of Conduct describes our expectations with respect to anti-discrimination, modern slavery prevention, union membership, fair treatment, compensation and working hours, anti-corruption and gifting, confidentiality, intellectual property rights, privacy, grievance channels and non-retaliation, workplace safety, environmental responsibility, health and safety training and communication, and responsibly sourced materials.

View the complete UKG [Third-Party Code of Conduct here](#).

We continue to engage with our top-tier hardware suppliers through a survey format to understand their ESG commitments, performance and policies.

### Looking Forward:

As part of our governance commitment, we aim to double supplier relationship management programme participants by 2025.

## Our Ethical AI Commitment

Artificial intelligence (AI), machine learning and robotic process automation have the potential to provide HR organisations with powerful tools to enhance the employee experience. We believe that developing and deploying products with these capabilities must be done responsibly and ethically.

### In 2022, we took several steps to advance ethical AI at UKG, including:

- Established an AI Compliance Committee with legal and product representation.
- Enhanced awareness across UKG through educational events.

## Business Resiliency Management

As the saying goes, the only constant is change — and that has seemed truer than ever in recent years, with extreme weather, natural and manmade disasters and technology disruption. As part of our commitment to build and maintain resilient products and services, in 2022, we enhanced our UKG Business Continuity Management programme and gave it a new name — the UKG Business Resiliency Management programme — to reflect our charter.

This programme focuses on mitigating disruptions of our products, services, and operations through a variety of global, cross-functional strategies and plans that evolve with our business.

### Looking Forward:

In 2023, we intend to formalise and enhance our AI policies while we continue to engage with third-party experts to ensure we appropriately address new and upcoming AI legal requirements.

## Privacy and Data Protection

Privacy and data security are top priorities for UKG and our customers. We are committed to providing direct, timely and relevant information about our privacy, data security and compliance practices. Enhance communication with customers through our ESG transparency site.

### At UKG, we strive to protect personal data by:

- Giving our customers control over their personal data via easy-to-use tools.
- Being transparent about the data elements collected by our products.
- Achieving compliance with international security standards — Service Organization Control (SOC) 2/SOC 3, and ISO 27001, 27017 and 27018.
- Complying with all privacy laws applicable to UKG.

### In accordance with the UKG values, the UKG Privacy programme is designed to:

- Ensure that we comply with privacy laws and regulations applicable to the business.
- Educate employees, officers, directors, and certain contractors on their privacy-related obligations and our expectations of compliance.
- Enhance communication with customers through our ESG transparency site.

### 2022 Achievement:

More than 96% of U Krewers completed data privacy and security training.

“ At UKG, governance means acting with integrity, doing the right thing and living our UKG values.

**Peter Acton**, vice president, deputy general counsel at UKG

## Spotlight Story: Compliance Communication

Our commitment to ethical business practices, compliance and privacy requires the support of all UKG employees. In order to achieve this, in 2022, we launched our UKG Compliance site on UKG Today (our all-employee intranet), featuring the latest compliance and privacy initiatives, bite-sized educational content and tools to help address compliance and privacy topics with customers.

This internal site was also used to educate U Krewers on the importance of privacy and compliance topics by celebrating key events such as International Privacy Day and Compliance Week. Our Privacy team further supported our mission to engage and educate U Krewers by attending international in-person events and hosting a compliance-focused meet-and-greet for all employees in our Lowell, Massachusetts location.

These events, coupled with interactive engagement has greatly boosted overall employee interest in privacy and compliance education. UKG plans to expand the education programme to align with the success of these efforts in a creative and engaging way.

U Krewers helped spread the word about all the good we are doing in the compliance and privacy spaces, which led to more than 5,000 visits to the [privacy and data protection page](#) on the external [UKG ESG website](#) within six months of the site's launch.

As part of our work to increase transparency, we also made many of our policies and documents publicly available, including:

- [Transfer Risk and Impact Statement](#)
- [Schrems II Statement](#)
- [UKG Data Transfers FAQs](#)
- [Transparency Report — Government Requests](#)
- [Customer DPA](#)
- [Subprocessor DPA](#)
- [Standard Contractual Clauses](#)



### Looking Forward:

In 2023, the UKG Privacy programme will look to further our compliance and transparency efforts. As part of our ESG goals, we intend to maintain above 95% completion of data privacy and security training for all U Krewers year by year. Additionally, we plan to expand our programme by unifying and updating our subprocessor list and processes, completing product privacy statements and shifting focus to subprocessor privacy statements, and continuing our employee engagement and educational efforts, among other critical initiatives. As part of our standard privacy practices, UKG continues to monitor and assess new regulatory requirements and remain agile by updating our privacy programme and company practices accordingly.

### Information We Collect as a Controller

UKG acts as a data controller in connection with UKG Employee Vault when you visit our website and in other instances as outlined in our Privacy Notice.

To learn more about the personal information UKG collects as a controller, please visit [ukg.com/privacy](https://ukg.com/privacy).

For more information about our data-processing practices — including where we store data for our products, how we secure that data, and our data-retention practices — request a copy of our Privacy Product Statements from [privacy@ukg.com](mailto:privacy@ukg.com). To learn more about our obligations as a processor, see the [UKG Customers Data Processing Agreement](#).

### Information We Collect as a Processor

Other than in the instances listed above, UKG customers are the controllers of the personal information that they collect, create, communicate and store in our products. UKG does not give anyone access to the personal information maintained in those products unless:

- We are permitted to do so in our contract with the customer.
- The customer instructs UKG to do so.
- The customer consents (e.g. subprocessors used by UKG).
- UKG is legally obligated to do so.
- UKG has a legitimate interest (as defined under the General Data Protection Regulation and other applicable laws) to do so.

For more information on our commitment to privacy and data protection, please visit [ukg.com/about-us/esg/governance/privacy-and-data-protection](https://ukg.com/about-us/esg/governance/privacy-and-data-protection).

### Cybersecurity

UKG is committed to preserving the confidentiality, integrity and availability of all physical, electronic and informational assets as they relate to our enterprise networks, cloud solutions and services. We are also committed to protecting our products and services from security threats, whether internal or external, deliberate or accidental.

To testify to these safeguards, UKG provides our customers with independent third-party audit reports, such as SOC 2, as well as certifications of ISO/IEC 27001, ISO/IEC 27017 and ISO/IEC 27018.

As part of the ESG goal-setting process, UKG identified two goals for cybersecurity:

- Maintain compliance with ISO 27001, 27017, and 27018, year by year.
- Maintain uptime rate of 99.75% for UKG products, year by year.

In 2022, most of our products met or exceeded this uptime standard.

For more information on our ISO and SOC certifications, please visit [ukg.com/about-us/esg/governance/cybersecurity](https://ukg.com/about-us/esg/governance/cybersecurity).

## Global Security

The dedicated global security team integrates all security activities within UKG to provide for the security of entrusted information and data, the safety of our people and the effective operation of our enterprise networks.

UKG recognises Cybersecurity Awareness Month (CAM) as a global event and an opportunity to provide U Krewers with all the cybersecurity knowledge they need to stay informed, vigilant and secure. In 2022, we leveraged UKG Today as a central hub for celebrating CAM as we combined education and fun through various events, activities and prizes.

The team educated about password strength, multifactor authentication, securely storing data and more. A popular event was the HackPack Con, which was a week-long event when employees joined security presentations and interactive cyber escape rooms to solve puzzles and test their knowledge. As UKG aims to support the whole individual, we also provided tips for keeping children and families safe online.

## Spotlight Story: Role-Based Security Training

In line with continuously enhancing our security procedures, in 2022, UKG launched role-based security training, which equips a user with tools and skills to meet the security requirements of their specific job function. This training is designed to address the unique challenges that an employee can face on a day-to-day basis in their role. Additionally, the UKG Global Security team offers specialised training sessions for teams across UKG for an even more tailored education.

To support this work, the global security team regularly directs phishing awareness training campaigns to all U Krewers to test and educate them on how to respond to phishing attacks that target users' credentials.

### 2022 Achievement:

We proactively enhanced the UKG Security Policy, which includes security requirements for the identification, protection, detection, response and recovery of UKG technologies, facilities and data. This policy applies to all UKG information assets, personnel (including contractors) and technology systems and environments, including the UKG private and public cloud environments.



## Contact

For more information on the UKG ESG programme or any initiatives included in this report, please contact:  
[esg@ukg.com](mailto:esg@ukg.com)



Our purpose is people

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# Appendix

## SASB Index

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Environmental Footprint of Hardware Infrastructure	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	TC-SI-130a.1	In 2022, the energy consumption for UKG was 117,266 Gigajoules (GJ). We continue to increase carbon efficiency throughout our operations and explore renewable energy production on- and off-site.
	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	TC-SI-130a.2	In 2022, the total water withdrawn for UKG was 103.7 thousand cubic metres (m3), with 12% in regions of High or Extremely High Baseline Water Stress.
	Discussion of the integration of environmental considerations into strategic planning for data center needs	TC-SI-130a.3	<a href="#">Environmental</a>
Data Privacy & Freedom of Expression	Description of policies and practices relating to behavioural advertising and user privacy	TC-SI-220a.1	UKG policies and practices relating to behavioural advertising and user privacy are done in compliance with applicable data protection and cyber security laws throughout the world where we conduct business, including in the US, EU, and UK. Our Privacy Policy details our approach to protecting the personal data we process and share. For more information, please visit our Privacy Page: <a href="https://www.ukg.com/privacy">https://www.ukg.com/privacy</a> .
	Number of users whose information is used for secondary purposes	TC-SI-220a.2	Our Privacy Policy details our approach to protecting the personal data we process and share. More information can be found in the UKG global Master Services Agreements, found here: <a href="https://www.ukg.com/global-msas">https://www.ukg.com/global-msas</a> .
	Total amount of monetary losses as a result of legal proceedings associated with user privacy	TC-SI-220a.3	UKG does not publicly disclose this information.
	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	TC-SI-220a.4	We are committed to providing direct, timely and relevant information about our privacy, security and compliance practices. For more information, please visit: <a href="https://www.ukg.com/transparency-report">https://www.ukg.com/transparency-report</a> .

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE						
Data Privacy & Freedom of Expression	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering or censoring	TC-SI-220a.5	UKG does not have a material presence in any country where our core products or services are subject to these requirements.						
	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	TC-SI-230a.1	UKG is committed to preserving the confidentiality, integrity and availability of all physical, electronic and informational assets as they relate to our cloud solutions and services. UKG is also committed to protecting Human Capital Management (HCM) assets from all threats, whether internal or external, deliberate or accidental. During 2022, UKG did not have any material breaches that resulted in the unauthorised disclosure of PII.						
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-SI-230a.2	<a href="#">Governance</a>						
Recruiting & Managing a Global, Diverse Skilled Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore	TC-SI-330a.1	<table border="1"> <thead> <tr> <th></th> <th>Foreign Nationals</th> <th>Located Offshore</th> </tr> </thead> <tbody> <tr> <td><b>Total Global Workforce</b></td> <td>0.9%</td> <td><b>27.5%</b></td> </tr> </tbody> </table>		Foreign Nationals	Located Offshore	<b>Total Global Workforce</b>	0.9%	<b>27.5%</b>
		Foreign Nationals	Located Offshore						
	<b>Total Global Workforce</b>	0.9%	<b>27.5%</b>						
Employee engagement as a percentage	TC-SI-330a.2	<a href="#">Social</a>							
Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff and (3) all other employees	TC-SI-330a.3	<a href="#">Performance Tables</a>							

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Intellectual Property Protection & Competitive Behaviour	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	TC-SI-520a.1	UKG does not publicly disclose this information.
Managing Systemic Risks from Technology Disruptions	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	TC-SI-550a.1	UKG does not publicly disclose information on performance issues and Service disruptions. UKG commits to HCM industry-leading Service Level agreements (SLA) of 99.75%. In 2022, most of our products met or exceeded this standard.
	Description of business continuity risks related to disruptions of operations	TC-SI-550a.2	Business resiliency is an integral part of the UKG Enterprise Risk Management programme. The UKG Business Continuity programme was enhanced and renamed the Business Resiliency Programme (BRM) in 2022; as a company, we continue to align with ISO 22301 standards.
	ACTIVITY METRIC	CODE	RESPONSE
	(1) Number of licences or subscriptions, (2) percentage cloud-based	TC-SI-000.A	UKG has over 75,000+ customers, 90%+ of whom are currently cloud-based.
	(1) Data processing capacity, (2) percentage outsourced	TC-SI-000.B	UKG does not publicly disclose this information.
	(1) Amount of data storage, (2) percentage outsourced	TC-SI-000.C	UKG does not publicly disclose this information.

## TCFD Index

TCFD DISCLOSURE	RESPONSE
<p>a) Describe the board’s oversight of climate-related risks and opportunities</p>	<p><a href="#">About UKG</a></p> <p>The Board of Directors reviews the UKG ESG strategy and priorities on at least an annual basis. Climate-related issues are included when examining and assessing strategy, risk management and metrics and targets.</p>
<p>b) Describe management’s role in assessing and managing climate-related risks and opportunities</p>	<p><a href="#">About UKG</a></p>
STRATEGY	
<p>a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long-term</p>	<p>UKG defines short-, medium- and long-term risks as 0-3, 3-10, and 10-30 years respectively. We have identified the following climate-related risks and opportunities for our business:</p> <p>Short-term: Our operations continue to experience the direct acute impacts of climate change. With the expectation of such extreme weather events continuing, our Business Resiliency and Emergency Management functions are highly engaged and investing in supporting employee safety as well as continuous business operations. The majority of our office space is leased. Our workplaces services team actively works with all landlords to create green working environments, energy-efficient build-outs, and consolidated footprints where appropriate. Increased transparency from our landlords related to our energy consumption and emissions is a priority, to help advance more sustainable solutions. As we continue to consolidate our physical footprint, we will use the transition as an opportunity to research and negotiate with landlords concerning energy-efficient systems and options as part of our ongoing real estate activities (including lease renewals, expansion, acquisitions and consolidation).</p> <p>In 2023, UKG performed a global GHG inventory to establish a baseline (based on 2022 emissions) and develop effective GHG reduction and emission targets. Having clear and accurate data from our inventory, we set long- and near-term goals for reducing our footprint. We intend to perform a climate risk scenario analysis with a third-party provider in the next two years.</p> <p>Executing on our goal of expanding environmental training and education to all U Krewers, in 2022, we integrated ESG principles into several trainings, including our annual Code of Conduct training, for all global employees. In 2023, we intend to develop new environmental, sustainability and ESG-specific trainings for new and existing employees while embedding these principles in our U Krewer on-boarding process.</p>

STRATEGY

<p><b>a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long-term</b></p>	<p>Medium-term: Customers and prospects are becoming increasingly knowledgeable about climate-related issues and how those transcend into their business relationships. Direct requests for information about our UKG ESG efforts have become more sophisticated and specific around detailed data, plans and goals. We believe that our customers will increasingly expect us to commit to and deliver on documented climate change programmes, goals and budgets in order to win and retain their business.</p> <p>The job market in the technology industry is highly competitive, and an increasing number of candidates are evaluating potential employers’ ESG programmes when deciding where to work. Our ability to hire and retain top talent, while retaining our existing employees, is a top priority.</p> <p>To achieve our climate targets, we will continue to work with our suppliers to find innovative ways to reduce their carbon footprints, and partner with them to limit the effects of climate change and increase carbon efficiency throughout our operations. This includes exploring renewable energy production on- and off-site, through mechanisms like carbon offsets, renewable energy credits and virtual power purchase agreements.</p> <p>Long-term: Our cloud-based solutions reduce customer operating costs and reduce the need for paper. We continue to evaluate ways to provide services that support our customers’ climate change initiatives, energy savings and emissions reductions through improved automation and virtual/SaaS computing (transitioning from on-premise solutions), by enabling more remote access/options to reduce reliance on physical office space. Offering services that support flexible work environments will enable UKG to attract new customers and increase business with existing customers.</p>
<p><b>b) Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy and financial planning</b></p>	<p><a href="#">Environmental</a></p> <p>As a global company with a global footprint, we actively consider climate-related risks and opportunities as part of our business, strategy and financial planning.</p> <p>In addition to supporting our own goal of reducing UKG carbon emissions, our services enable our customers to be more energy efficient and support their climate change strategies through cloud computing, virtual server expansion and energy-efficient methods for data back-up and purging. In 2022, more than 90% of UKG customers were cloud-based. We’re proud that our cloud-based services can help customers transform their businesses and reduce their carbon footprints.</p> <p>Our worldwide office and data centre footprint requires us to incorporate and continuously enhance climate risk management. For example, we are currently consolidating 14 of our office buildings at one of our business locations into two energy-efficient buildings. The investment for this project will be one of the company’s largest over the next two to three years.</p> <p>By the end of 2022, we reduced our office footprint in the Weston HQ location by 88,000 square feet, resulting in estimated annual electricity savings of 1,700,000 kilowatt-hours (kWh) and a 25% reduction in GHG emissions. We estimate that further consolidation efforts will result in a total reduction of approximately 182,000 square feet —approximately 40% of the original Weston footprint. These consolidation efforts are projected to save 3.3 million kWh in annual electricity consumption—a 48% reduction in GHG emissions from the Weston campus.</p>

STRATEGY	
<p><b>c) Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</b></p>	<p>UKG plans to perform a climate risk scenario analysis using a third-party provider in the next two years. We have also committed to setting science-based emissions reduction targets across our entire value chain that are consistent with keeping global warming to 1.5° Celsius above preindustrial levels—i.e. aligned with the <a href="#">Science Based Targets initiative</a>.</p> <p>UKG continues to conduct business interruption exercises that relate to acute climate events. In 2022, this included earthquake and hurricane exercises. We anticipate that climate-related scenarios will remain part of our exercise programmes in 2023 and beyond.</p>
RISK MANAGEMENT	
<p><b>a) Describe the organisation’s processes for identifying and assessing climate-related risks</b></p>	<p>Climate-related risks are contemplated as part of the Business Resiliency Management Programme Business Impact Assessments. The scope of this programme is currently focused on functions involved in the development, delivery, and maintenance of UKG products but is to be expanded in 2023.</p>
<p><b>b) Describe the organisation’s processes for managing climate-related risks</b></p>	<p><a href="#">About UKG Environmental</a></p> <p>Our ESG committees report findings, actions and progress to our UKG Leadership team and/or Board as appropriate. We also conduct an annual Business Impact Analysis with our senior leaders, which includes an evaluation of important business processes and enterprise risks, including climate-related risks.</p>
<p><b>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management</b></p>	<p>The UKG Enterprise Risk Management Programme considers ESG-related risks, including those that have a direct impact on our office and data centre footprint.</p> <p>The UKG ESG Operating team, in conjunction with the appropriate business units and teams, identifies, actively assesses, monitors and manages climate-related risks in a variety of ways, including as part of regular (monthly) meetings and various audit processes. UKG has identified several climate-related risks and opportunities, including reducing the company’s overall physical footprint, supporting our customers’ climate strategies, hiring and retaining talent and expanding the use of environmentally friendlier technologies and practices such as virtual computing and smart printers.</p>

STRATEGY	
<p>a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process</p>	<p>UKG utilises the following categories of metrics to assess climate-related risks and opportunities in line with its strategy and risk management process:</p> <ul style="list-style-type: none"> <li>• Business indicators</li> <li>• Corporate GHG emissions, including:</li> <li>• Emissions per employee</li> <li>• Emissions per sq. ft. occupied</li> <li>• Commuting and remote work emissions per employee</li> <li>• Emissions per source</li> <li>• Emissions per office</li> <li>• Emissions per region</li> <li>• ESG standards alignment</li> </ul>
<p>b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks</p>	<p><a href="#">Environmental</a></p>
<p>c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets</p>	<p><a href="#">Environmental</a></p>



UNGC Index

CORE VALUE	GLOBAL COMPACT PRINCIPLE	RESPONSE	REPORT REFERENCE
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	<a href="#">UKG Human Rights Policy</a> <a href="#">UKG Code of Conduct</a> <a href="#">UKG Third-Party Code of Conduct</a> <a href="#">UKG Modern Slavery Statement</a> <a href="#">Additional UKG Policies</a>	<a href="#">Governance</a> <a href="#">Social</a>
	Principle 2: Businesses should make sure that they are not complicit in human rights abuses.		
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.		
	Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.		
	Principle 5: Businesses should uphold the effective abolition of child labour.		
	Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.		

CORE VALUE	GLOBAL COMPACT PRINCIPLE	RESPONSE	REPORT REFERENCE
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges.	<a href="#">UKG Code of Conduct</a> <a href="#">UKG ESG Policy</a> <a href="#">UKG Environmental Policy</a> <a href="#">UKG Global Cleaning Policy</a>	<a href="#">Environmental</a>
	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.		
	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.		
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	<a href="#">UKG Code of Conduct</a> <a href="#">UKG Third-Party Code of Conduct</a> <a href="#">Additional UKG Policies</a>	<a href="#">Governance</a>

## GRI Index

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
<b>GRI 2: General Disclosures 2021</b>		
Disclosure 2-1	Organisational details	UKG Inc., a Delaware Corporation with dual headquarters at (2250 N. Commerce Parkway, Weston, FL 33326 and 900 Chelmsford St, Lowell, MA 01851). UKG Inc. is a wholly owned indirect subsidiary of Unite Parent Corp., a Delaware Corporation. We conducted operations and activities in 20 countries as of 31 December 2022.
Disclosure 2-2	Entities included in the organisation's sustainability reporting	UKG Inc. (and its subsidiaries and affiliates, hereinafter referred to as "UKG" or the "Company")
Disclosure 2-3	Reporting period, frequency and contact point	1 January to 31 December 2022 Annual Published 5 April 2023 esg@ukg.com
Disclosure 2-4	Restatements of information	<a href="#">About this Report</a>
Disclosure 2-5	External assurance	UKG does not currently externally assure its ESG metrics. The company plans to verify these metrics externally within the next two years.
Disclosure 2-6	Activities, value chain and other business relationships	<a href="#">CEO Letter</a> <a href="#">About UKG</a>
Disclosure 2-7	Employees	<a href="#">Performance Tables</a>
Disclosure 2-8	Workers who are not employees	From time to time as business needs dictate, UKG engages contingent workers via staffing agencies. These workers temporarily augment the UKG workforce to help cover peaks in demand or to substitute for UKG employees on leave.

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
<b>GRI 2: General Disclosures 2021</b>		
Disclosure 2-9	Governance structure and composition	<a href="#">About UKG</a>
Disclosure 2-10	Nomination and selection of the highest governance body	Not applicable. UKG is privately controlled.
Disclosure 2-11	Chair of the highest governance body	The chair of the highest governance body for UKG is not also a senior executive in the organisation.
Disclosure 2-12	Role of the highest governance body in overseeing the management of impacts	<a href="#">About this Report</a>
Disclosure 2-13	Delegation of responsibility for managing impacts	<a href="#">About UKG</a>
Disclosure 2-14	Role of the highest governance body in sustainability reporting	<a href="#">About UKG</a> Our Board of Directors monitors the Company’s practices with respect to risks and opportunities identified in our ESG Materiality process and results.
Disclosure 2-15	Conflicts of interest	<a href="#">UKG Code of Conduct</a>
Disclosure 2-16	Communication of critical concerns	UKG is committed to conducting business with integrity and free from improper influence. The UKG Conflict of Interest Policy serves as a guide for UKG employees to identify, avoid and properly respond to situations that could impact objectivity.

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
<b>GRI 2: General Disclosures 2021</b>		
Disclosure 2-17	Collective knowledge of the highest governance body	Our Board of Directors monitors the Company’s practices with respect to risks and opportunities identified in our ESG Materiality process and results. The ESG programme is reviewed at least annually by the Board.
Disclosure 2-18	Evaluation of the performance of the highest governance body	<a href="#">About UKG</a>
Disclosure 2-19	Remuneration policies	Confidentiality constraints. UKG is privately held.
Disclosure 2-20	Process to determine remuneration	Confidentiality constraints. UKG is privately held.
Disclosure 2-21	Annual total compensation ratio	Confidentiality constraints. UKG is privately held.
Disclosure 2-22	Statement on sustainable development strategy	<a href="#">CEO Letter</a>
Disclosure 2-23	Policy commitments	<a href="#">Governance</a>
Disclosure 2-24	Embedding policy commitments	<a href="#">Governance</a>

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE		
<b>GRI 2: General Disclosures 2021</b>				
Disclosure 2-25	Processes to remediate negative impacts	<a href="#">Governance</a>		
Disclosure 2-26	Mechanisms for seeking advice and raising concerns	<a href="#">Governance</a>		
Disclosure 2-27	Compliance with laws and regulations	UKG does not publicly disclose this information.		
Disclosure 2-28	Membership associations	UKG has partnerships across all three pillars of ESG. Many of these memberships are mentioned throughout this report and on our ESG Website at <a href="http://ukg.com/esg">ukg.com/esg</a> .		
Disclosure 2-29	Approach to stakeholder engagement	<a href="#">About UKG</a>		
Disclosure 2-30	Collective bargaining agreements	This data was determined using the percentage of regular employees in Belgium, Spain and France out of the total number of regular employees.		
		<table border="1"> <thead> <tr> <th colspan="2">Total Global Workforce<sup>1, 3</sup></th> </tr> </thead> <tbody> <tr> <td>Percentage of total employees covered by collective bargaining agreements</td> <td>2.16%</td> </tr> </tbody> </table>	Total Global Workforce <sup>1, 3</sup>	
Total Global Workforce <sup>1, 3</sup>				
Percentage of total employees covered by collective bargaining agreements	2.16%			

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
<b>GRI 3: Material Topics 2021</b>		
Disclosure 3-1	Process to determine material topics	<a href="#">About UKG</a>
Disclosure 3-2	List of material topics	<a href="#">About UKG</a>
Disclosure 3-3	Management of material topics	<a href="#">About UKG</a> <a href="#">Environmental</a> <a href="#">Social</a> <a href="#">Governance</a>
<b>GRI 205: Anti-Corruption</b>		
Disclosure 205-1 2016	Operations assessed for risks related to corruption	UKG routinely includes corruption risk analysis as part of the third-party due diligence processes. The UKG internal audit function will also consider corruption-related risks as part of relevant and select reviews. Sophisticated financial and other controls are in place to reduce the likelihood of fraud and/or corruption.
<b>GRI 205: Anti-Corruption</b>		
Disclosure 206-1 2016	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	UKG does not publicly disclose this information.

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
<b>GRI 302: Energy</b>		
Disclosure 302-1 2016	Energy consumption within the organisation	<p><a href="#">Environmental</a></p> <p>UKG has identified upstream and downstream emissions related to operations falling in Scope 3. We are not able to estimate energy consumption based on these emissions at this time but are looking for methods to better understand this in the future. Below are the applicable upstream and downstream activities and their related emissions:</p> <ul style="list-style-type: none"> <li>Category 1. Purchased Goods and Services: 102,094 MTCO2e</li> <li>Category 2. Capital Goods: 20,266 MTCO2e</li> <li>Category 3. Fuel- and Energy-Related Activities: 689 MTCO2e</li> <li>Category 5. Waste Generated in Operations: 3,943 MTCO2e</li> <li>Category 6. Business Travel: 10,188 MTCO2e</li> <li>Category 7. Employee Commuting: 1,430 MTCO2e</li> <li>Category 7. Work From Home: 4,102 MTCO2e</li> <li>Category 8. Upstream Leased Assets: 47 MTCO2e</li> <li>Category 9. Downstream Transportation and Distribution: 355 MTCO2e</li> <li>Category 11. Use of Sold Product: 24,830 MTCO2e</li> <li>Category 12. End-of-Life Treatment of Sold Products: 5 MTCO2e</li> </ul> <p>Where energy data was not available, CBECs 2018 data (Tables C22 and C32) were used to apply energy use intensities to the occupied square footage. Methodologies followed GHG Protocol.</p>



DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
<b>GRI 305: Emissions</b>		
Disclosure 305-1 2016	Direct (Scope 1) GHG emissions	<p><a href="#">Environmental</a></p> <ul style="list-style-type: none"> <li>a) 1514 MTCO2e</li> <li>b) CO2, CH4, N2O included. HFCs, PFCs, SF6, and NF3 were not relevant in our operations.</li> <li>c) 0 MTCO2e</li> <li>d) 2022               <ul style="list-style-type: none"> <li>i. Well-rounded methodology, incorporates applicable scope 3 categories</li> <li>ii. 1514 MTCO2e</li> <li>iii. N/A</li> </ul> </li> <li>e) Scope 1 emissions included mobile combustion from company vehicles and natural gas consumption from office heating. Emissions factors were collected from the EPA GHG Emission Factors Hub (April 2022 version).</li> <li>f) Operational Control.</li> <li>g) Methodologies in alignment with GHG Protocol were used.</li> </ul>
Disclosure 305-2 2016	Energy indirect (Scope 2) GHG emissions	<p><a href="#">Environmental</a></p> <ul style="list-style-type: none"> <li>a) 8774 MTCO2e</li> <li>b) N/A</li> <li>c) CO2, CH4, N2O included. HFCs, PFCs, SF6, and NF3 were not relevant in our operations.</li> <li>d) 2022               <ul style="list-style-type: none"> <li>i. Well-rounded methodology, incorporates applicable scope 3 categories</li> <li>ii. 8774 MTCO2e</li> <li>iii. N/A</li> </ul> </li> <li>e) Scope 2 emissions included electricity consumption from our global office locations. Emissions factors were collected from the EPA GHG Emission Factors Hub (April 2022 version), DCCEEW Australia National Greenhouse Accounts Factors (2021 version), IGES Grid Emission Factors (APAC regions), EEA Greenhouse Emissions Intensities, CEA Emission Factors Database, Carbon Footprint Emissions Factors, MFE New Zealand 2019 Emission Factors, IEA Switzerland Emission Factors.</li> <li>f) Operational Control.</li> <li>g) Methodologies in alignment with GHG Protocol were used.</li> </ul>

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
<b>GRI 305: Emissions</b>		
Disclosure 305-3 2016	Other indirect (Scope 3) GHG emissions	<p><a href="#">Environmental</a></p> <ul style="list-style-type: none"> <li>a) 167950 MTCO2e</li> <li>b) CO2, CH4, N2O included. HFCs, PFCs, SF6, and NF3 were not relevant in our operations.</li> <li>c) N/A</li> <li>d) Scope 3 emissions included:               <ul style="list-style-type: none"> <li>Category 1 - Purchased Goods &amp; Services</li> <li>Category 2 - Capital Goods</li> <li>Category 3 - Upstream Fuel- and Energy-Related Activities</li> <li>Category 5 - Waste Generated in Operations</li> <li>Category 6 - Business Travel</li> <li>Category 7 - Employee Commuting (and Remote Working Emissions)</li> <li>Category 8 - Upstream Leased Assets</li> <li>Category 9 - Downstream Transportation &amp; Distribution</li> <li>Category 11 - Use of Sold Products</li> <li>Category 12 - End-of-Life Treatment of Sold Products</li> </ul> </li> <li>e) 2022               <ul style="list-style-type: none"> <li>i. Well-rounded methodology, incorporates applicable scope 3 categories</li> <li>ii. 167950 MTCO2e</li> <li>iii. N/A</li> </ul> </li> <li>f) Emissions factors were collected from the EPA GHG Emission Factors Hub (April 2022 version), DCCEEW Australia National Greenhouse Accounts Factors (2021 version), IGES Grid Emission Factors (APAC regions), EEA Greenhouse Emissions Intensities, CEA Emission Factors Database, Carbon Footprint Emissions Factors, MFE New Zealand 2019 Emission Factors, IEA Switzerland Emission Factors.</li> <li>g) Methodologies in alignment with GHG Protocol were used.</li> </ul>

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
<b>GRI 305: Waste</b>		
Disclosure 306-1 2020	Waste generation and significant waste-related impacts	<p>UKG manufactures hardware products such as terminals and timeclocks for our customers. UKG operations also produce general office-related waste. UKG operations do not produce hazardous materials or waste.</p> <p>These impacts relate to UKG-specific activities, as well as downstream waste to customers who use our hardware products.</p>
Disclosure 306-2 2020	Management of significant waste-related impacts	<p>UKG promotes waste prevention and source reduction by using recycled cardboard boxes, foam and environmentally-friendly packaging material. UKG also participates in responsible electronic waste handling, including participating in a programme where a certified third-party reuses, recycles and/or resells electronics.</p> <p>The service UKG uses to handle electronic waste is a Certified B Corporation and is also e-Stewards Certified. Annual reports are provided by the third-party electronic waste servicer.</p>
Disclosure 306-3 2020	Waste generated	<p>a.) Total waste 10542 metric tons MSW: 6114 metric tons Recycling: 4414 metric tons Electronic Waste: 14 metric tons</p> <p>b.) Partial tonnage data for office locations was used in conjunction with waste estimations made from large waste bin size, pickup frequency and type. Large waste bins were assumed to be full at each pick-up. Volume-to-weight conversions from the EPA were used to estimate the weight of waste at each pick-up. Electronic waste is sent to a third-party e-Steward Certified servicer where assets are either recycled, reused or resold. The servicer provides annual reports on asset disposition and/or recovery.</p>

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
<b>GRI 404: Training and Education</b>		
Disclosure 404-1 2016	Average hours of training per year per employee	The average hours of training per employee during 2022 was approximately 33.67 hours. UKG does not track this information by gender or employee category.
<b>GRI 405: Diversity and Equal Opportunity</b>		
Disclosure 405-1 2016	Diversity of governance bodies and employees	<a href="#">Performance Tables</a>
<b>GRI 406: Non-discrimination</b>		
Disclosure 406-1 2016	Incidents of discrimination and corrective actions taken	UKG does not publicly disclose this information.
<b>GRI 413: Local Communities</b>		
Disclosure 413-1 2016	Operations with local community engagement, impact assessments and development programmes	<a href="#">Social</a> All UKG operations and locations have implemented local community engagement.
<b>GRI 418: Customer Privacy</b>		
Disclosure 418-1 2016	Substantiated complaints concerning breaches of customer privacy and losses of customer data	UKG does not publicly disclose this information.

## Performance Tables

ETHNIC DIVERSITY <sup>1,2,3</sup>						
	Asian	Black or African American	Hispanic or Latino	White	Other ^	N/A *
<b>Total US Workforce</b>						
Management	8%	5%	12%	70%	2%	3%
Technical Staff (ICs only)	14%	10%	20%	50%	3%	4%
All Other Employees	6%	10%	14%	63%	3%	4%
<b>Female</b>						
Management	6%	6%	12%	71%	1%	3%
Technical Staff (ICs only)	14%	13%	17%	48%	3%	3%
All Other Employees	6%	12%	15%	60%	4%	4%
<b>Male</b>						
Management	9%	4%	12%	70%	2%	4%
Technical Staff (ICs only)	14%	8%	21%	50%	3%	4%
All Other Employees	6%	6%	12%	68%	2%	5%

^ Other includes the classifications: Native American or Alaska Native, Native Hawaiian or Pacific Islander, and “Two or More Races”

\* N/A = not available or not disclosed

GENDER DIVERSITY <sup>1, 4, 5, 6</sup>						
	Male (absolute)	Female (absolute)	Not Declared (absolute)	Male (%)	Female (%)	N/A *
<b>Permanent/Temporary Employee</b>						
Permanent (Employees)	8264	6983	5	54%	46%	0%
Interns	26	32	N/A	45%	55%	0%
<b>Employment Type</b>						
Full-Time	8205	6869	5	54%	46%	0%
Part-Time	59	114	N/A	34%	66%	0%
<b>Employee Category</b>						
Management	1444	1031	N/A	58%	42%	0%
Technical Staff (ICs only)	4371	2421	N/A	64%	36%	0%
All Other Employees	2449	3531	N/A	41%	59%	0%
<b>Workforce by Region</b>						
North America (NA)	5889	5844	N/A	50%	50%	0%
LATAM	70	32	N/A	69%	31%	0%
EMEA	425	286	N/A	60%	40%	0%
APAC	1880	821	N/A	70%	30%	0%

<b>WORKFORCE BY REGION</b> <sup>1,4,5</sup>				
	North America (NA)	LATAM	EMEA	APAC
<b>Permanent/Temporary Employee</b>				
Permanent (Employees)	11733	105	712	2702
Interns	47	N/A	11	N/A
<b>Employment Type</b>				
Full-Time	11589	103	691	2696
Part-Time	144	2	21	6
<b>Employee Category</b>				
Management	1964	14	128	370
Technical Staff (ICs only)	4696	57	219	1823
All Other Employees	5073	34	365	509

<sup>1</sup> Data reported as of calendar year ending 31/12/22

<sup>2</sup> Ethnicity data reported for US employees only

<sup>3</sup> Limited to regular employees (excludes interns, temporary workers, contractors)

<sup>4</sup> Limited to regular employees (excludes interns, temporary workers, contractors) with exception of Employee Contract section

<sup>5</sup> Data for groups with less than 5 people identified will not be reported, and will appear as blank or N/A (not available).

<sup>6</sup> Percentage data may be slightly different than actual percentages due to the diversity threshold (see #5).

## Additional UKG Policies

- Acceptable Use Policy
- Anti-Corruption Policy
- Anti-Discrimination, Harassment and Retaliation Policy
- Anti-Money Laundering Policy
- Business Resiliency Management Policy
- [Code of Conduct](#)
- Conflict of Interest Policy
- [ESG Policy](#)
- [Global Cleaning Policy](#)
- [Global Environmental Policy](#)
- Global Travel and Expense Policy
- [Human Rights Policy](#)
- Mobile Device Policy
- [Modern Slavery Statement](#)
- [Privacy Policy](#)
- Public Relations and Media Policy
- Records Retention Policy
- Security Policy
- Social Media Policy
- Software Asset Management Policy
- [Third-Party Code of Conduct](#)
- Trademark Usage Policy
- Work Modes Policy