

Western  
Union // WU

2021

Environmental, Social,  
and Governance Report



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We believe that when money moves reliably and quickly, good things happen. A community prospers. A child goes to school. A family business expands. Emergency aid gets where it's needed, when it's needed.

We create the connections to help make this possible.

# Creating Connections to Make Good Things Happen

## IN THIS SECTION

- ➔ A Message from Our CEO
- ➔ Business Highlights
- ➔ About Western Union
- ➔ The Western Union Foundation
- ➔ Awards and Recognitions





## A Message from Our CEO

It is a privilege to be the CEO of this iconic company, and I am excited by the opportunities we have to positively impact the lives of millions of people every day. As I have met our customers and partners around the world, I have heard firsthand how important Western Union is to their everyday existence. Improving the financial lives of our customers and their communities around the globe, at a scale unmatched by others, is a noble purpose that our company believes in deeply.

We connect people and we connect communities around the world through our remittance services. For example, our customers use our services to help loved ones pay rent, buy medicine, support education, and enable commerce within their communities. During challenging times like the world faces today — with accelerating inflation, looming food shortages, and armed conflict — our services can truly be a lifeline for many communities.

We believe we can do more. We aspire to support our customers and their families as they accelerate their momentum up the economic ladder. Given many of our customers live outside the traditional financial systems in their respective countries, we seek to bring products and solutions tailored to their unique needs. Finding new ways to serve our customers and bring innovative solutions to age-old problems is the goal that our people work passionately toward every day.





# A Message from Our CEO

**In this report, you'll learn about the progress we've made over the past year in our three focus areas and climate:**

## **Furthering Economic Prosperity**

Western Union aims to be a force for economic empowerment. The trust we enjoy with communities across the world puts us in a unique position to help millions of people bring their best to society and use their economic gains to improve their own lives, and frequently the lives of their loved ones and their communities.

## **Advancing Diversity, Equity, and Inclusion**

Creating a culture where people feel valued and can bring the benefits of their individual perspectives and experiences to their work is essential. We are strengthening our efforts to bring diverse talent and leaders into our organization, which is critical to compete in a marketplace that serves globally diverse customers.

We are proud that our ESG efforts have been recognized, most recently by Ethisphere as one of the 2022 World's Most Ethical Companies™; by the Human Rights Campaign as a Best Place to Work for LGBTQ+ Equality; by JUST Capital as one of the Top 100 Companies Supporting Healthy Families and Communities; and for the past three consecutive

years by the Bloomberg Gender Equality Index and the Dave Thomas Foundation's Best Adoption-Friendly Workplaces.

## **Promoting the Integrity of Global**

### **Money Movement**

As one of the leading global remittance companies, we take seriously our responsibility to help safeguard the financial system and, more specifically, our customers. In 2021, we prevented \$1.9 billion in fraudulent transactions. Working closely with law enforcement and other partners we combat criminal activity including human trafficking, terrorist financing, money laundering, drug trafficking, and illegal wildlife trade every day.

In a crisis, such as the recent ones in Afghanistan and the war in Ukraine, our strong compliance programs allow us to uphold our commitment to customers and continue to serve them even in the most difficult of circumstances.

## **Climate Change**

We believe everyone has a role to play in combating climate change, and we are committed to doing our part. This year we are taking a leap in transparency and disclosing our greenhouse gas emissions (GHG) for the first time. As we progress on our climate journey, we will continue to develop initiatives to reduce GHG emissions from our operations.

## **A Look Ahead**

I'll end this note with thanks to all the stakeholders who have made Western Union's ESG efforts such a success. That list begins with our former CEO, Hikmet Ersek, and our senior leadership team, whose commitment to our ESG efforts has been unwavering. Our ESG journey is ongoing, and we're on a strong trajectory.

Just six months into my tenure as CEO, I believe deeply in the purpose and potential of this company. It is our responsibility to advance Western Union's legacy as a builder of global connections, while identifying new approaches that best serve our customers, society, and the planet.

**Devin McGranahan**

President and Chief Executive Officer



# 2021 Business Highlights



Services in  
**200+**  
countries and territories



Payout in  
**130+**  
currencies



Real-time account payout in  
**100**  
countries



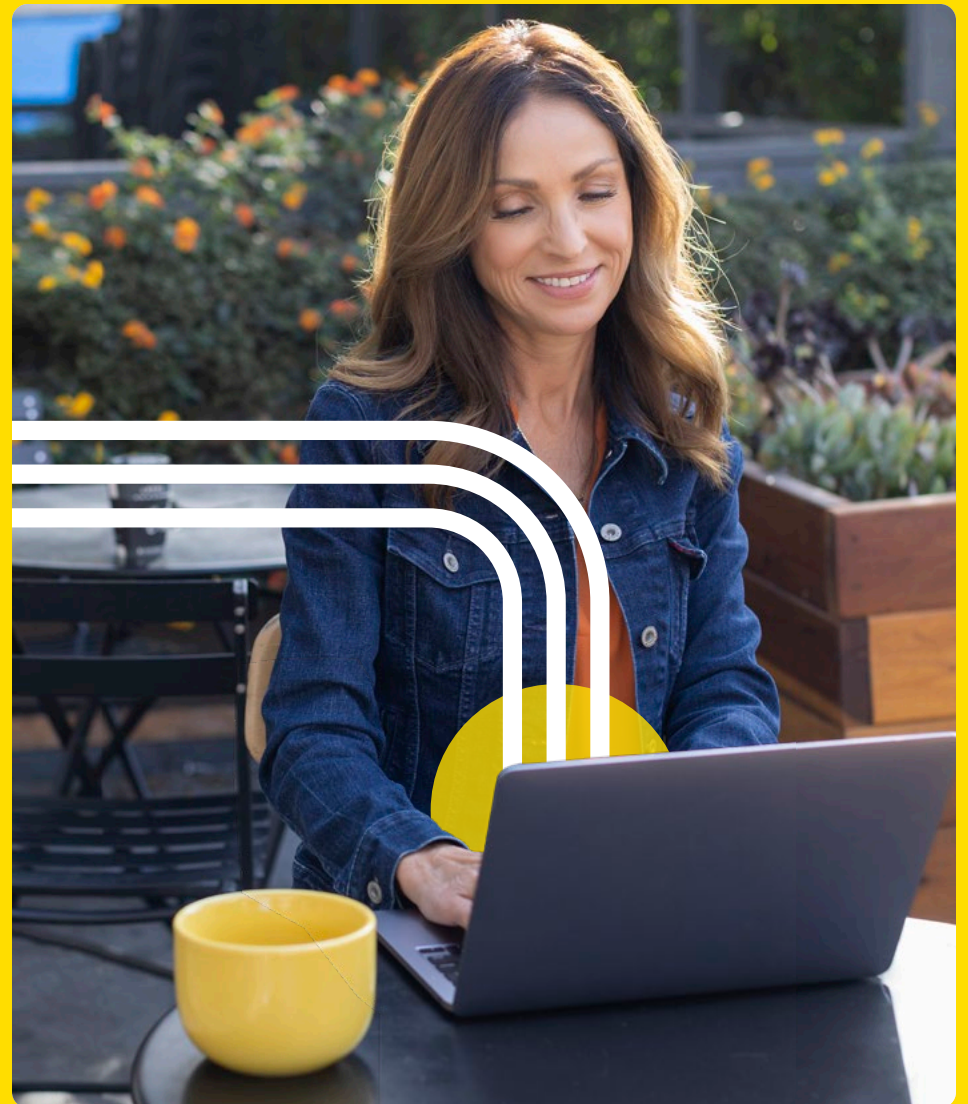
Global retail locations  
in **urban, rural, and  
remote areas**



**90%+**  
Global consumer brand  
awareness<sup>1</sup>



Customer service in  
**38**  
languages



1. As of Q4 2020





## About Western Union

### OUR OMNICHANNEL NETWORK

We connect people, businesses, financial institutions, non-governmental organizations (NGOs), and governmental entities to send and receive money and make payments through one of the world's most expansive, flexible, and versatile financial networks.

By enabling people to send and receive money however they wish — online or in person, through bank accounts, cards, mobile wallets, or cash — we provide a link across economies, geographies, and cultures. Our customers send money in more than 130 currencies across our broad network, connecting nearly every country in the world, and trust that it will arrive reliably and quickly.

We aim to make complex international transactions easy, reliable, and compliant, in order to help businesses expand beyond borders, governments forge social progress, and people prosper and thrive.



*“For more than 170 years, Western Union’s services have provided a vital link across economies and cultures. Today we’re reimagining how to serve our customers seamlessly through both digital and retail channels, ensuring we have the right products in the right places to enable them to connect to the world and lead better financial lives.”*

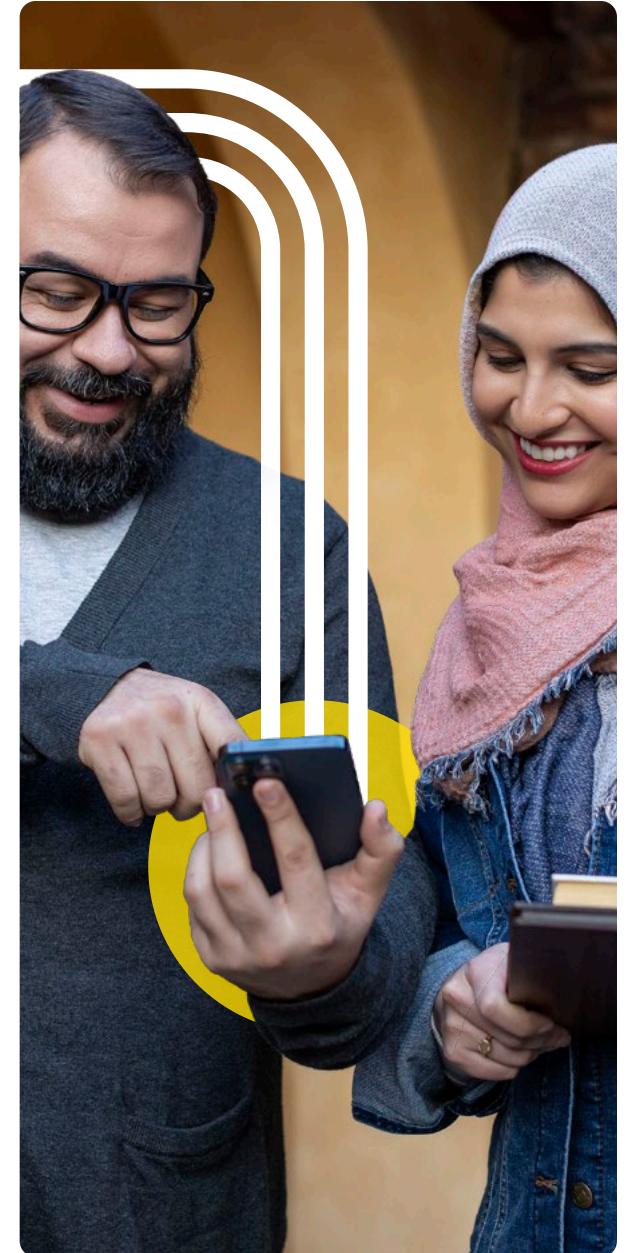
**Gabriella Fitzgerald, President, Americas**

### OUR GLOBAL PLATFORM

Our global platform gives access to one of the world's widest-reaching money movement networks and channels — with compliance, licensing, operations, risk, settlement, and treasury capabilities.

Our platform is used by a wide range of partners, including banks and financial institutions, telecoms, retailers, and other third parties. This enables them to move money, make payments, and offer a range of tailored financial services to their customers.

With our technology portfolio, stack of application programming interfaces (APIs), and a broad range of access channels, we offer partners scalable money transfer and payment solutions that can be seamlessly integrated in their own environments so they can bring new services to their customers.





# The Western Union Foundation

WesternUnion\WU Foundation

## OUR PHILANTHROPY

The Western Union Foundation (the Foundation) seeks to empower disadvantaged youth and migrants to succeed in today's global economy. In 2021, the Foundation celebrated 20 years of providing opportunities for economic prosperity by investing in skill building — including scholarships — and migrant inclusion, responding in times of crisis, and enabling Western Union employees to give back to our communities.

### Since 2001:

# \$137 million+

Invested in total

# ~\$20 million

Invested for crisis response

# 2,000+

Grantees around the world

## FOUNDATION COMMITMENT



### OPPORTUNITY BEYOND BORDERS

Opportunity Beyond Borders is the Foundation's \$15 million, 3-year global commitment to skill building, migrant inclusion, and crisis response efforts. 2021 was the second year of the program.

**Skill building:** The Foundation partners with global non-profits to equip young people who lack access to education, employment, or training with market-relevant skills. Programming includes building technical and soft skills, supporting entrepreneurs, and jumpstarting careers with scholarships and certifications.

Through the Western Union Scholars program, the Foundation provides scholarships to students from low socio-economic backgrounds who have been accepted into higher education programs outside of their home countries.

**Inclusion:** The Foundation has funded research-informed programs that address systemic barriers migrants face in their journey toward financial stability. Research and programming support

swifter integration for migrants by expanding labor market access, and helping to build the understanding that cross-border citizens are an asset to their host countries and the broader global community.

**Crisis Response:** The Foundation responds in times of disaster or humanitarian crises to help provide necessary relief, in addition to supporting vulnerable communities year-round. In 2021, the Foundation supported more than 1 million people with crisis and natural disaster relief around the world, including COVID-19 response.



### STAKEHOLDER ENGAGEMENT

The Foundation partners with Western Union to amplify its philanthropy and community impact through collaborations with agents, consumers, and other business partners, as well as through employee volunteering, gift-matching, and a wide array of initiatives, including diversity, equity, and inclusion (DEI) efforts.

Find out more throughout this report and in the [Western Union Foundation 2021 Impact Report](#).





# Awards and Recognitions

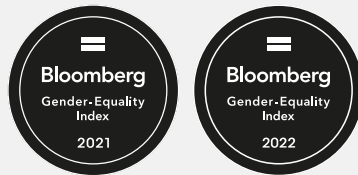
## Ethisphere

*A World's Most Ethical Companies Honoree®*



## Bloomberg

*Gender-Equality Index*



## Great Place to Work Certified

*Costa Rica, India, Lithuania, Philippines*



## Bandera Azul Ecológica

*Recognizes work to conserve and protect Costa Rica's natural resources*



## Human Rights Campaign Corporate Equality Index

*Best Place to Work for LGBTQ+ Equality*



## JUST Capital's

*Top 100 Companies Supporting Healthy Families and Communities*



## Dave Thomas Foundation for Adoption

*Best Adoption-Friendly Workplaces*





At Western Union, our Environmental, Social, and Governance (ESG) strategy is core to our business strategy. This allows us to maximize the positive impact we create for our stakeholders.

# Our Blueprint for Positive Impact

## IN THIS SECTION

- ➔ Our Approach
- ➔ Materiality
- ➔ Goals and Progress
- ➔ Stakeholder Engagement



# Our Approach

Our approach to ESG begins by asking key questions:

- What ESG issues are most relevant to our business and stakeholders?
- Where and how does our business strategy intersect with our environmental and social impact?
- What are the world’s most pressing challenges?

- And where and how can we have the most meaningful impact on customers, employees, communities, and our planet?

To focus our efforts on areas where we can make the greatest impact, our ESG strategy is focused on three key topics: furthering economic prosperity; advancing diversity, equity, and inclusion (DEI); and promoting the integrity of global money movement.



*“Our ESG focus areas and goals help to guide not only how we serve our customers, but also how we support our employees, our communities, and the environment, helping to tangibly deliver on our purpose.”*

**Joy Miller, Head of Corporate Affairs and ESG**

## OUR KEY ESG FOCUS AREAS

### ECONOMIC PROSPERITY

We seek to connect people to opportunity by providing access to simple and trusted solutions that empower people and communities to achieve more. We believe enabling financial opportunity is an important catalyst for advancing economic prosperity.

Our inclusive global financial network enables customers around the world to access financial services digitally or in cash. We are committed to using our products and services, digital and retail access points, and partnerships to drive financial inclusion and resilience for individuals, businesses, and organizations—creating the pathways for long-term economic success.

### DIVERSITY, EQUITY, AND INCLUSION

As a global organization with employees born in more than 120 countries and customers in more than 200 countries and territories, we recognize the important role we play in advancing diversity, equity, and inclusion (DEI).

For Western Union, advancing DEI starts with creating an inclusive work culture that champions our teams’ unique backgrounds and perspectives while reflecting the global communities we serve.

Creating a corporate culture that champions DEI supports our work to ensure that our products and services meet the needs of our truly global customer base.

### INTEGRITY OF GLOBAL MONEY MOVEMENT

Consumer trust depends on cross-border money movement that is safe, secure, and built on a foundation of integrity.

We work with customers, regulators, and partners to uphold the integrity of our financial infrastructure. Our partnerships with law enforcement agencies, multilateral organizations, private organizations, and nonprofit organizations help combat illicit activity and prevent fraud.

We take our ethical, legal, and regulatory obligations regarding data protection seriously, and continuously review and improve our programs to ensure that we are doing the right thing with technology and data.



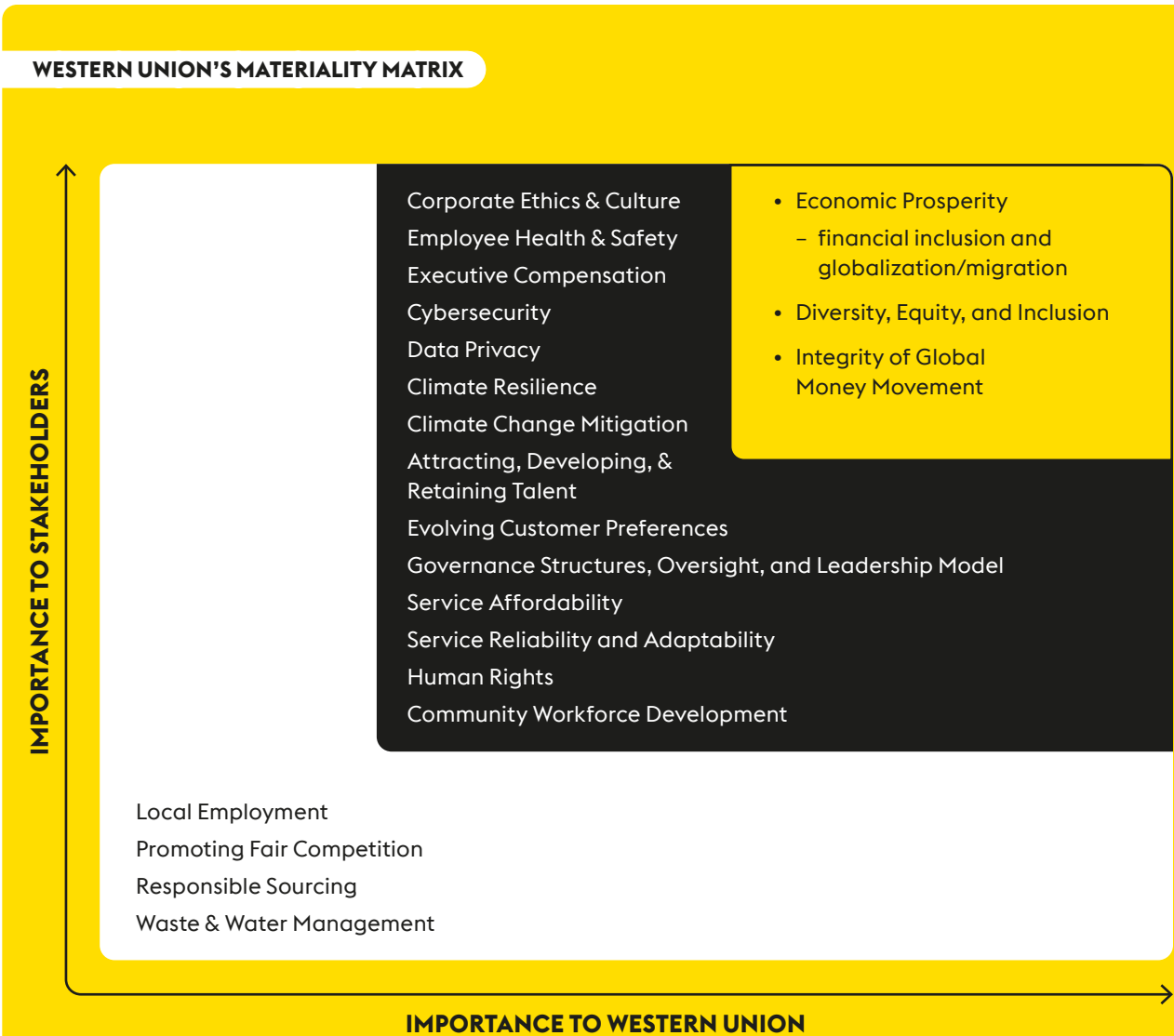


# Materiality

We regularly review our ESG strategy and prioritize the ESG topics most important to our stakeholders, most recently in 2020 when we refreshed our materiality assessment.

The 2020 materiality assessment considered the perspectives and expectations of stakeholders including investors, business partners, financial services peers, ESG ratings agencies and standard setters, Company leadership, and members of the Corporate Governance, ESG, and Public Policy Committee of our Board of Directors. The process involved interviews with key internal and external stakeholders, stakeholder surveys, benchmarking, a landscape assessment, and research on megatrends.

Our materiality matrix highlights 21 ESG topics identified as important to our business and stakeholders. While all of these topics continue to be part of our ESG efforts, we identified three that were of greatest importance: furthering economic prosperity; advancing diversity, equity, and inclusion (DEI); and promoting the integrity of global money movement.





# Goals and Progress

We are committed to achieving our 2025 ESG goals, which continue to guide us to support our customers, partners, and employees.



## Advancing Diversity, Equity, and Inclusion (DEI)

### 2025 GOAL

### 2021 PROGRESS

### LOOKING AHEAD

#### Gender Diversity in Leadership

Reach 40% women in senior management and above roles by 2025.<sup>2</sup>

In 2021, our teams developed a DEI strategy focused on hiring, development, promotion, retention, and cultural change. We built data scorecards to better track our progress, and continued to engage women across the Company through our Women@WU programs. To continue to advance this work, the Company established a DEI program office, naming a Chief Diversity and Talent Officer and a specialized diversity recruiting lead in 2021, along with a full-time DEI program lead hired in early 2022. In 2021, women in senior management and above roles increased in absolute numbers; the percentage remained at 38%.

In addition to building on our existing efforts, in early 2022, we are piloting new sponsorship and mentorship programs, which are directed at supporting retention and promotion of women and other diverse groups, with plans for wider rollout later in the year. To continue to support a culture of inclusion, our newly launched Parents and Caregivers Employee Resource Group (ERG) plans to expand its work, and we expect to introduce a certification for all global ERG leaders focused on allyship.

#### Ethnic and Racial Diversity

Reach 25% Hispanic/Latinx and Black/African American employees in the U.S. by 2025.

As with our focus on gender diversity, in 2021, our teams developed a DEI strategy focused on hiring, development, promotion, retention, and cultural change. We built data scorecards to better track our progress, and we also established hiring partnerships with diverse job boards and Historically Black Colleges and Universities. Additionally, we established new ERGs including Somos Unidos (Hispanic/Latinx ERG). To continue to advance this work, the Company established a DEI program office, naming a Chief Diversity and Talent Officer and a specialized diversity recruiting lead in 2021, along with a full-time DEI program lead hired in early 2022. In 2021, the percentage of our employees in the U.S. who were Hispanic/Latinx or Black/African American remained at 22%.

To drive progress against this goal going forward, we plan to continue our focus on building a strong pipeline for diverse talent and building an inclusive culture. We plan to advance our work around early career hiring, development, and retention of diverse populations; and deepening the impact of our ERGs, including the Black Advisory Council and Somos Unidos. We also plan to continue to advance our work around inclusive hiring practices for recruiters and increasing diverse candidates on slates.

#### Pay Equity

Maintain gender pay equity globally and racial/ethnicity pay equity in the U.S.

For the second year, we are making public the findings of an overall pay equity assessment in partnership with an independent third party that confirms that we have achieved gender pay equity globally and racial/ethnicity pay equity in the U.S.

After accounting for relative pay factors, such as role, level, tenure, and geography, the results of our review show that as of March 1, 2022<sup>3</sup>:

- Globally, women at Western Union earn more than 99 cents for every \$1 earned by men
- In the U.S., colleagues who identify as racially or ethnically<sup>4</sup> diverse earn more than 99 cents for every \$1 earned by Caucasian/white colleagues

Going forward, we will seek to maintain gender pay equity globally and racial/ethnicity pay equity in the U.S. by regularly reviewing our compensation programs and policies.

2. In 2020, Western Union introduced a progressive approach to job titles and leveling, which entailed collapsing all senior manager and above positions from multiple management levels into two leadership levels. Our 2025 goal is therefore focused on senior management and executive management.

3. We completed the first closing of the sale of our Business Solutions segment on March 1, 2022. In connection with the first closing, approximately 240 U.S. employees became employees of the buyer as of March 1, 2022. Accordingly, our pay equity data does not include this employee population.

4. Racially or ethnically diverse includes U.S. EEO-1 defined categories Asian, Black or African American, Hispanic or Latinx, American Indian or Alaskan Native, Native Hawaiian or Pacific Islander, or Two or More Races.



# Goals and Progress



## Promoting the Integrity of Global Money Movement

### 2025 GOAL

#### Build Capacity to Detect Illicit Activity

By 2025, conduct more than 300,000 engagements — such as compliance program reviews and trainings — with partners who offer Western Union services.

### 2021 PROGRESS

In 2021, we provided agents and front-line associates (FLAs) with training in more than 120 countries and more than 40 languages, on topics such as preventing human trafficking, consumer protection, and recognizing tax evasion. We also expanded our capabilities for tracking and reporting on these engagements, resulting in a significant uptick in numbers. We completed nearly 270,000 engagements in 2021 which, together with the 49,000 engagements completed in 2020, enabled us to meet and surpass our 2025 goal of 300,000.<sup>5</sup>

### LOOKING AHEAD

Each compliance review and training is an opportunity to build capacity within the financial system to detect and prevent illicit activities. These engagements also directly support key business outcomes, such as reducing misuse of our services and fraud rates. We have met this goal ahead of schedule, and are assessing the ways we can continue to make an impact in this area.

#### Reducing Fraud

Promote fraud awareness<sup>6</sup> and education by reaching consumers through more than 300 million total consumer fraud touches by 2025.

In 2021, our anti-fraud messages reached consumers through approximately 121 million consumer fraud touches, a 97% increase over 2020. This increase was driven predominantly by an effort to reach more consumers in their local languages and launch our materials in more countries. Given these new capabilities and expanded reach, we have tracked more than 180 million consumer fraud touches toward our goal of 300 million by 2025.

We anticipate launching our anti-fraud awareness and education in new countries in 2022.

## OUR ESG RATINGS PERFORMANCE<sup>7</sup>

### MSCI: AA



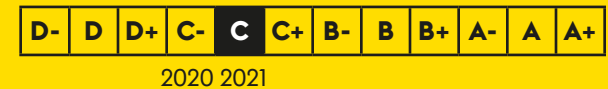
MSCI grades companies on a scale from AAA to CCC, AAA being the highest rating. In 2021, we improved our rating with MSCI from “A” to “AA”.

### Sustainalytics: Low Risk



Companies are assessed by Sustainalytics on a risk level: negligible-, low-, medium-, high-, or severe risk. In 2021, we improved our score with Sustainalytics from a **17.6 to a 14.2**, which is categorized as “Low Risk”. This improvement places us in the top-rated category for our industry and region.

### ISS ESG: C



ISS ESG grades companies on a scale of A+ to D-, A+ being the highest rating and B being the highest rating for any company in our sector. In early 2022, we improved our rating with ISS ESG to moving from a “C-” to a “C” rating, scoring in the top 10% of our industry.

5. Western Union's reporting on training of front-line associates (FLAs) includes FLAs who are Western Union employees.

6. In 2021, we refined our tracking methodology and the definition of this goal to focus on Consumer Fraud Awareness Touches, which are derived from metrics tracked across various platforms, including paid media ads, social media (Facebook, Twitter, YouTube, Community Management), outreach attendees, and wu.com/fraudawareness visits. Each platform may have a unique method for quantifying individuals who have consumed anti-fraud content, based on reach, impressions, views, visits, and/or received physical materials. Given that consumers may engage with our content through multiple channels, each “touch” may not be a unique consumer.




7. Select ESG ratings showcased here should not be considered an endorsement of Western Union by the relevant ratings providers, nor an endorsement of the data providers by Western Union. ESG ratings providers use different definitions, scope and methodologies leading to variations in ratings. Some ESG ratings firms rely on public information and therefore their outputs may be subject to data gaps.





# Stakeholder Engagement

We are committed to engaging and building strong relationships with our stakeholders. The table below summarizes our engagement with key stakeholders through the year:

ENGAGEMENT ACTIVITIES & CHANNELS		SELECT ESG TOPICS COVERED	
<b>Customers</b>			
 <ul style="list-style-type: none"> <li>• Service centers</li> <li>• Complaint management</li> <li>• 24/7 fraud hotline and fraud education</li> <li>• Direct dialogue/engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Consumer research</li> <li>• Consumer satisfaction surveys</li> <li>• Workshops, webinars, training</li> <li>• Social media care</li> </ul>	<ul style="list-style-type: none"> <li>• Business conduct</li> <li>• Fees, FX rates</li> <li>• Fraud, fraud prevention</li> <li>• Level of service</li> </ul>	<ul style="list-style-type: none"> <li>• Policies, procedures</li> <li>• Compliance, regulations</li> <li>• Philanthropy</li> </ul>
<b>Employees</b>			
 <ul style="list-style-type: none"> <li>• Monthly engagement surveys</li> <li>• Mentorship, training, development</li> <li>• Quarterly all-hands and town hall meetings</li> <li>• Social intranet platform and human resources (HR) portal</li> <li>• Ethics Helpline, internal grievance resources</li> <li>• Community engagement, volunteering, and philanthropy</li> <li>• Engagement committees</li> </ul>	<ul style="list-style-type: none"> <li>• Employee resource groups (global and regional)</li> <li>• Newsletter, podcasts, and virtual events</li> <li>• Rewards and recognition programs</li> <li>• Open office hours</li> <li>• Leadership engagement meetings</li> <li>• Regular 1:1 coaching and empowerment conversations</li> <li>• Employee Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Career development</li> <li>• Diversity, equity, and inclusion</li> <li>• Customer experience</li> <li>• Employee mental health and wellness</li> </ul>	<ul style="list-style-type: none"> <li>• Culture and values</li> <li>• Employee engagement</li> <li>• Philanthropy</li> <li>• Ethics and integrity</li> </ul>
<b>Agents</b>			
 <ul style="list-style-type: none"> <li>• Agent training program</li> <li>• Dedicated agent oversight team</li> </ul>	<ul style="list-style-type: none"> <li>• Direct dialogue</li> <li>• Virtual forums</li> </ul>	<ul style="list-style-type: none"> <li>• Customer experience</li> <li>• Level of service</li> <li>• Fraud prevention</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance service structure</li> <li>• Philanthropy</li> </ul>



# Stakeholder Engagement

## ENGAGEMENT ACTIVITIES & CHANNELS

## SELECT ESG TOPICS COVERED

### Vendors



- Vendor Code of Conduct
- Requests for proposal and master service agreements
- Business reviews
- Procurement team direct engagement (meetings, emails)

- Vendor risk
- Business conduct and ethics
- Philanthropic efforts
- Corporate culture focus
- Environmental activities
- Local regulatory and subcontractor activities
- Passthrough obligations
- Philanthropy

### Shareholders/Investor Community



- Investor relations website
- Annual meeting of stockholders
- Quarterly financial results
- Conferences, webcasts, and other investor events, including non-deal roadshows
- Direct outreach
- Responses to questionnaires, information requests, including from ESG research and ratings firms

- Corporate governance
- ESG reporting
- Executive compensation, including ESG metrics
- Business conduct
- Board refreshment, composition, and skills
- Diversity
- Succession planning
- Risk management
- Human capital management
- Human rights
- Climate
- Philanthropy

### Government/Regulators



- Virtual and in-person meetings, phone calls, email correspondence
- Regulatory interactions, submissions
- Participation in panels and other group meetings
- Oral, written testimony
- Advisory board or private sector consultation participation

- Business conduct
- Transparency of fees, charges
- Migration
- Financial inclusion
- Transformation to a digital market in financial services
- Diversity, equity, and inclusion
- Climate
- Philanthropy

### Civil Society (including NGOs, diaspora organizations, academic organizations, and multilateral organizations)



- Meetings, phone calls, correspondence
- Employee volunteering
- Participation in community events, conferences, and advocacy
- Research collaborations
- Grants, non-profit sponsorships, and donations
- Strategic engagement on specific issue areas

- Access to financial services/ financial inclusion
- Business conduct
- Transparency, anti-corruption, consumer protection
- Migration, diaspora communities
- Human rights
- Philanthropy



Western Union is a financial services company with human connections at our core. For more than 170 years, our services have connected people, including those looking to better their lives and the lives of their loved ones — enabling them to realize their potential and ambitions.

# Driving Economic Prosperity through Global Connections

## IN THIS SECTION

- ➔ Inclusive Innovation: Serving the needs of diverse customers
- ➔ The Western Union Foundation: Championing Opportunity Beyond Borders
- ➔ Supporting Migrants and Refugees





## Inclusive Innovation: Serving the needs of diverse customers

We provide a wide range of money transfer and payment solutions to a broad spectrum of consumers. We pair innovation in our fast-growing digital network with our global retail presence to offer customers various options to meet their needs. This omnichannel approach enables us to serve underserved customers and communities that other financial institutions may not reach.

### OUR INCLUSIVE OMNICHANNEL APPROACH

Western Union's network offers a broad mix of channels to serve the diverse payment needs of millions of customers worldwide. We are one of the few financial institutions that bridges the digital and physical worlds through a global platform that enables people to send and receive money and make payments to nearly every country in the world. Our flexible omnichannel model includes access to bank accounts, cards, mobile wallets, or use of cash; our customers have the freedom to choose the option that best suits them.

To drive global financial inclusion, we strive to deliver for our customers on their needs today and into the future. We endeavor to use our products and services, global network, and partnerships to drive prosperity and resilience for individuals, businesses, and organizations—creating the long-term foundations for economic success.





# Inclusive Innovation: Serving the needs of diverse customers

## BRIDGING RETAIL AND DIGITAL

Western Union's global network extends across more than 200 countries and territories. From remote locations to large global capitals, we connect our diverse global customer base to one another and to the global economy. With hundreds of thousands of retail locations and a vast digital network, we serve millions of customers across more than 20,000 corridors or country pairings.

Our inclusive approach allows us to reach and serve a broad range of consumers, including those in rural or remote communities with limited digital infrastructure, people who encounter difficulties using digital services, and those who prefer cash. Our ability to transact in cash through our retail network means we can also provide critical services to the estimated 1.7 billion<sup>8</sup> adults worldwide who, by choice or circumstance, are unbanked.

We continue to deepen our digital capabilities and partnerships to reach more customers and enable them to connect to the digital economy. Westernunion.com is available in over 75 countries; the Western Union app is available in over 55 countries. In 2021, Western Union served more than 9 million digital customers with branded products. Approximately 30% started their relationship with Western Union at a retail location and roughly 15% of them conducted at least one of their transactions at a retail location last year.

<sup>8</sup>. The Global Findex Database 2017 (most recent edition)

## PROVIDING ACCESS AND CHOICE THROUGH POSTAL PARTNERSHIPS

Over the years, we have built strategic collaborations with postal organizations in nearly 80 countries to enable customers to send money. These partnerships illustrate how we intend to continue serving customers via an omnichannel experience.

With some partners, we began our relationship with a focus on retail services, adding digital later. For example, in 2021, we announced that Australia Post — which had already offered our retail services since 2004 — had become the fifth national postal organization globally to leverage our digital money transfer capabilities.

In other instances, we initiated our partnership by offering digital services, adding a retail component later to add expanded value for the customer. In April 2022, we announced that consumers can send money through thousands of retail locations of the U.K. Post Office, which was an existing partner for digital cross-border money transfers. This allows our customers choice — to send money digitally or in a retail location and have their funds paid out in cash, onto a card, or into a mobile wallet or bank account.

Many of the 4,000 U.K. Post Office locations that will roll out Western Union's retail services are located in communities that have seen increasing volumes of closures of local bank and credit union branches. Consumers in these communities will have more options to access the global financial system, improving financial inclusion, increasing footfall for thousands of the U.K. Post Office's independent postmasters, and further supporting the success of attached small retail businesses.



*"Consumers want choice in how and when they send or receive money. That is why we believe that by enabling access to both digital and retail platforms, we can help even more people with their financial needs wherever they are geographically, culturally, or economically."*

**Jean Claude Farah, President, EMEA/APAC Region**



## Inclusive Innovation: Serving the needs of diverse customers

### IMPACT OF REMITTANCES

Remittances are one of the most powerful forces in global economic development today and, in many countries, represent a large portion of Gross Domestic Product (GDP).

In Lebanon, for example, remittance inflows made up an estimated 54% of GDP in 2021, making up 44% of GDP in Tonga, 34% in Tajikistan, and 26% in Honduras.<sup>9</sup> Apart from providing for basic needs, remittances serve as an engine for development by generating income and jobs, in some cases transforming economies and ultimately whole societies.

According to the World Bank, remittance flows to low- and middle-income countries (LMICs) reached an estimated \$605 billion in 2021.<sup>10</sup> In 2021, remittances were more than three times

the amount of official development assistance, and excluding China, more than 50% higher than foreign direct investment.<sup>11</sup>

In January 2021, we commissioned a report with Oxford Economics: [The Remittance Effect: A Lifeline for Developing Economies Through the Pandemic and Into Recovery](#). According to the report, not only are remittance flows greater in magnitude than any other form of capital flow into developing countries (excluding exports), but they are also more sustained. When the COVID-19 pandemic first hit, the World Bank and others predicted dire declines in remittance flows to low- and middle-income countries. However, the economic support via remittances proved resilient, showing what we have witnessed repeatedly: crises make people more determined to provide support to the people they care about.

9. [Migration and Development Brief 36](#), World Bank and KNOMAD, May 2022

10. Ibid.

11. [Migration and Development Brief 35](#), World Bank and KNOMAD, November 2021





## Inclusive Innovation: Serving the needs of diverse customers

### MOVING MONEY WITH INTEGRITY DURING TIMES OF STRIFE

Our services provide a lifeline for our customers to support their loved ones, especially during times of crisis. Our global footprint, capabilities, and purpose mean we are often one of the few providers of financial services in countries experiencing war, civil unrest, or political instability.

Given that remittance services are often urgently needed by ordinary people living in regions undergoing strife, we have developed capabilities and expertise that allow us to understand and mitigate the specific risks and challenges of operating in these regions.

We take our commitment seriously to providing essential financial services when most others have stepped away. For example, we have continued to provide services to customers in Afghanistan, Yemen, and Ukraine to help ensure that ordinary

people living in these countries can navigate through protracted periods of conflict and war.

**Afghanistan:** With the U.S. withdrawal from Afghanistan in 2021 and the subsequent takeover by the Taliban, our services were a critical lifeline for many in Afghanistan. Even prior to these events, remittances were important to the Afghan people and to the national economy. Worldwide, there were more than 5.8 million Afghans living outside their home country in 2020,<sup>12</sup> and their remittances to Afghanistan in 2020 totaled upwards of \$788 million — approximately 4% of Afghanistan's total GDP.<sup>13</sup>

While the vast majority of remittances in Afghanistan support the legitimate and often urgent needs of the recipients, the country presents special risks for terrorist financing, drug trafficking, and other illicit activity. Maintaining operations in these areas through periods of disruption requires specialized capabilities and close monitoring of the situation by expert staff.

Although we temporarily suspended our money transfer services to and from the country in the immediate aftermath of the Taliban takeover, we worked quickly to responsibly resume our

services. During this period, Western Union worked to find and implement controls specifically designed to mitigate risks and support compliance with national and international regulations. We also offered fee-free money transfers into Afghanistan for a period of time in September to further help our customers.



12. [International Migrant Stock 2020, United Nations Population Division](#)

13. [World Bank 2021](#)





## Inclusive Innovation: Serving the needs of diverse customers

### SUPPORTING UKRAINE

In 2022, in light of the tragic impact of Russia's invasion of Ukraine, we suspended our operations in Russia and Belarus. Though Russia was an important market for us, we believe it was the right thing to do.

We have also been working to support the people of Ukraine, including the millions who have been forcibly displaced. Our efforts include:<sup>14</sup>

**Fee-free money transfers:** We have offered fee-free money transfers for our customers to send funds to cards, bank accounts, or for cash pickup in Ukraine.

**Adapting system requirements:** We have adapted our ID requirements to allow people displaced from Ukraine in neighboring countries to transact. We also enabled money transfers sent to Ukraine to be paid out in cash at Western Union locations in neighboring countries.

**Donations to support humanitarian relief:** To directly support those affected by the humanitarian crisis, Western Union, its employees, and the Western Union Foundation have pledged up to \$500,000 in aid to the people of Ukraine.

**Employee volunteering:** Our employees have mobilized to provide humanitarian aid such as

blankets, first aid kits and power banks for people displaced from Ukraine at Western Union agent locations, and border crossings in Hungary, Moldova, Poland, Romania, and Slovakia. Western Union employees in Lithuania also volunteered with a local food bank to arrange for packages of food to be distributed to people displaced from Ukraine in Lithuania.



*Western Union employees in Lithuania volunteering at a local food bank to support people displaced from Ukraine.*

14. As of May 8, 2022. For updates on our efforts to support Ukraine, please see: <https://www.westernunion.com/blog/en/supporting-ukraine/>. For the latest details on sending money to Ukraine, please see: <https://www.westernunion.com/blog/en/ukraine-inquiries/>.





## Inclusive Innovation: Serving the needs of diverse customers

### INNOVATING TO CONNECT AND EMPOWER

Innovation plays a vital role in enabling us to continue to develop solutions that empower people and communities to achieve more.

#### Piloting Digital Banking

The search for financial opportunity often leads our customers to cross borders and begin life in a new country. Our cross-border money transfer services enable them to send support back home, yet we believe we can do more to help them actively manage their financial lives. We know from research that migrants are more likely than the general population to use a mix of in-person and online financial services. To this end in 2021 we piloted a multi-currency wallet and digital bank account, and went live in our first two European markets, Germany and Romania.

Through our digital banking app, consumers can access and cover a variety of financial needs in one app. They can set up a multicurrency digital bank account; send and receive money fee-free with other users of the digital banking app; pay out funds across one of the most expansive networks globally; store money in more than one currency; and spend their money using a linked debit card.

We are working to accelerate rollouts in other markets in 2022.

#### Advancing Our Account Payout Network

Launched in 2015, our direct-to-bank Account Payout Network (APN) enables customers to make fast, low-cost payments to billions of accounts globally. It is currently available in more than 130 countries, including real-time capabilities in more than 100 countries.

In addition, we work with card network payout initiatives, mobile operators, and telecoms to provide access to mobile wallets. Direct to card is an additional payout method in our omnichannel experience, which complements our account payout network and further expands customer choice.





# Inclusive Innovation: Serving the needs of diverse customers

## Enhancing Real-Time Payments

We are enhancing the connections we provide for our customers through real-time payments,<sup>15</sup> which are viewed as a key enabler of economic progress and financial inclusion for the underbanked.<sup>16</sup> By the end of 2021, our customers were able to send funds in real time to billions of bank accounts, including millions of wallets and cards in over 100 countries.

In 2021, we joined the Single Euro Payments Area (SEPA) Instant Credit Transfer scheme (SCT Inst) as a Direct Participant, further enhancing our real-time payment capabilities in Europe. Joining SCT Inst allows Western Union to offer its consumers — across the 24 countries and more than 2,300 financial institutions that take part in the SCT Inst scheme — additional real-time money transfer and payment options, available 24/7, providing more choice and convenience and further improving speed and reliability. SEPA Instant Credit Transfer enables pan-European credit transfers, with funds made available on the account in less than ten seconds.

In India, one of the largest remittance markets in the world, we offer real-time payments via the Unified Payments Interface (UPI), a real-time payment system facilitating inter-bank transactions.

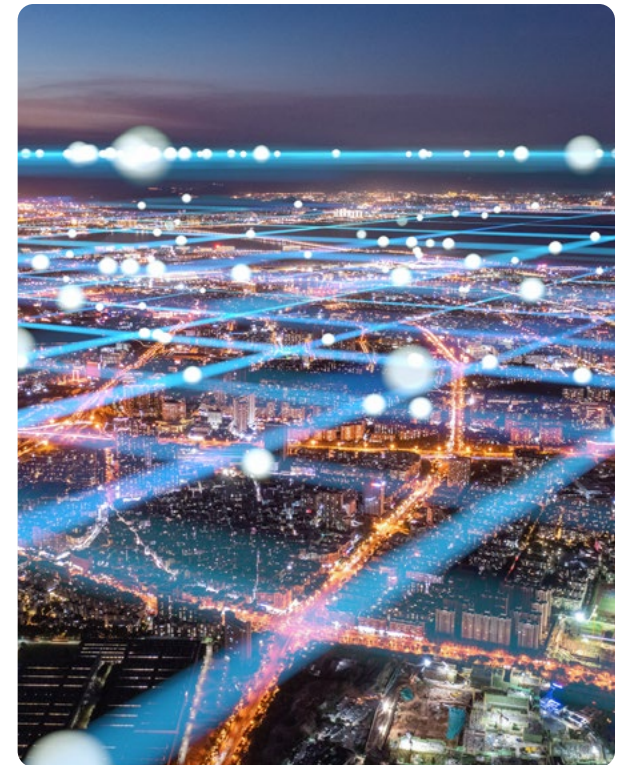
## Supporting Access to Mobile Wallets

We partner with many mobile network operators, particularly in Africa and Asia, to send Western Union money transfers to mobile and digital wallets. We are live in more than 35 countries, with access to millions of wallets including through M-pesa in Kenya, B-kash in Bangladesh, Alipay in China, and Paytm in India.<sup>17</sup>

We plan to continue to work to expand and enhance these capabilities and customer usage, as part of our work to bridge the physical and digital worlds.

## Investing in New Capabilities

In early 2022, Western Union made a small minority investment in an Earned Wage Access company. Employers can offer Earned Wage Access products and services to give people access to wages they have already earned between traditional pay cycles, without increasing debt and without interest payments, late fees, or overdraft charges. We believe that enabling faster access to wages may offer another way to drive economic prosperity for our customers.



*“Our digital banking proposition truly changes the way our customers cover their financial needs and connect to the world, fostering financial inclusion. At Western Union we innovate by staying true to our purpose.”*

**Oriol Pons, Group Leader, Head of Product Consumer Banking**

15. We consider real-time payments to be those that arrive in less than 15 minutes.

16. *Instant Payments: Driving Economic Progress and Digital Payment Access*, Citi, 2021

17. As of April 28, 2022



## Inclusive Innovation: Serving the needs of diverse customers

### VALUE AND AFFORDABILITY

We know that for many of our customers, affordability is a key factor in moving money.

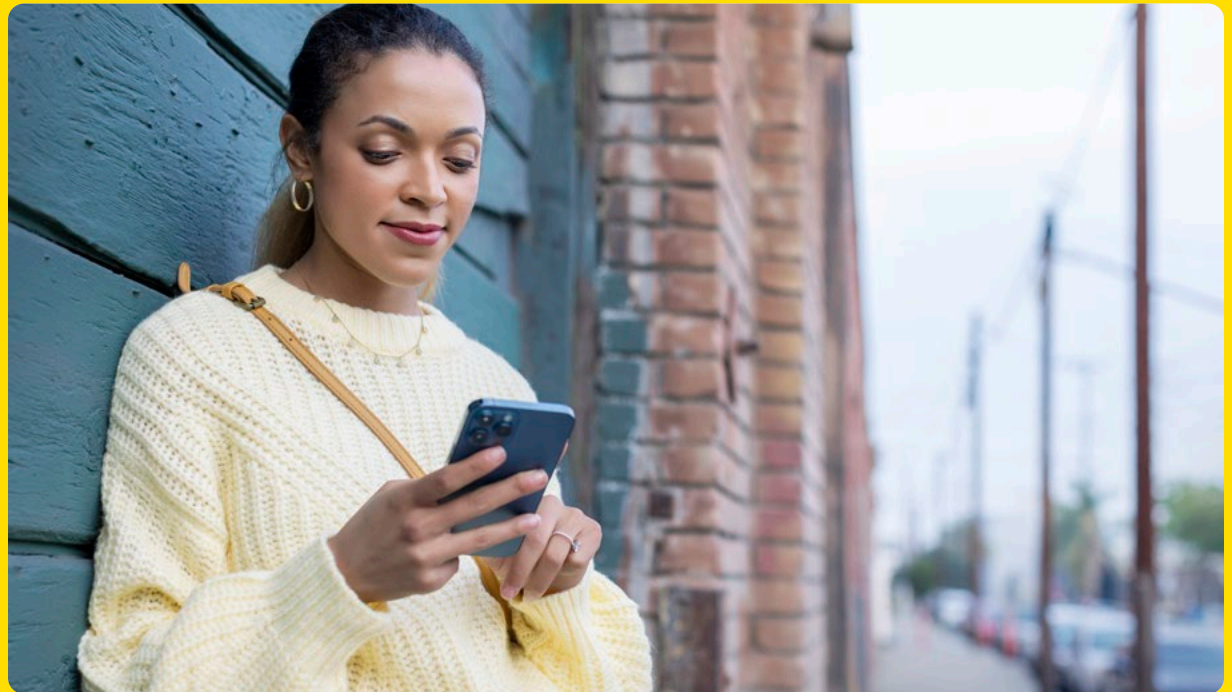
We believe that our service offers affordable value to our customers. As a company, we continuously strive to provide an affordable service while also making the necessary investments required to sustain the quality, reliability, and security of our services worldwide.

Among the 20,000 corridors in which we operate, the costs associated with our services vary, and reflect the value we provide to the customer. Globally, the average cost of transferring money through Western Union in 2021 (including fee and foreign exchange) was approximately 4% of the amount being sent. This represents a reduction from the average cost of 5% in 2019.

The cost to us and to the customer is influenced by a combination of factors such as the channel used, desired speed of transfer, and the market served. For example, the cost of an account-to-account transaction is typically lower than a transaction that involves cash on both the send and receive sides. A cash service carries greater overhead for agent distribution and oversight.

We are able to meet customer needs globally, including in markets with heightened regulatory requirements. Our differentiated compliance and cash management capabilities allow us to provide our services compliantly — without compromising security and quality of service — in geographies

where many others cannot operate. Building and maintaining a trusted network with these capabilities helps protect our customers, partners, vulnerable groups, and the global financial system, while offering our customers the security, reach, and reliable service they have come to expect.







# Championing Opportunity Beyond Borders



The Western Union Foundation believes that empowering displaced and vulnerable communities with the skills and training needed for better jobs leads to higher economic growth for all.

In support of this theory of change, the Foundation launched Opportunity Beyond Borders: a \$15 million, 3-year commitment to nonprofits spanning five continents. 2021 marked the completion of the second year of this initiative.

## In 2020 and 2021, the Western Union Foundation:

Invested

**\$14+ million**

Supported

**35+**

countries and territories

**70+**

NGOs funded across the world

### SKILL BUILDING FOR THE MODERN ECONOMY

The Western Union Foundation collaborates with many innovative non-profits to create new solutions to address critical social challenges. One priority area for the Foundation is skill building for the leaders of tomorrow. The Foundation is proud to invest in people and programs that enable not just economic opportunity but also upward mobility, including:

#### In 2021, the Western Union Foundation enabled:

**11,000**

People to take part in skill building workshops, doubling their earning potential

**4,000**

Entrepreneurs to create **900+** new businesses resulting in **2,500+** jobs

**1,500+**

Youth to land a new job, doubling their income on average

### Scholarships

The Foundation's global scholarship program, also referred to as Western Union Scholars, was created to support students from low socio-economic backgrounds across the globe in their efforts to pursue post-secondary education.

In 2021, the Foundation awarded scholarships to students from 22 countries, studying at 29 universities across the world.

#### OPPORTUNITY BEYOND BORDERS



##### SKILL BUILDING

- Career Pathways
- Scholarships
- Financial Capacity



##### INCLUSION

- Migrant Integration
- Diversity, Equity, and Inclusion



##### CRISIS RESPONSE

- Humanitarian Relief
- Disaster Response
- Rebuilding and Resilience



# Championing Opportunity Beyond Borders



## CRISIS RESPONSE

Over the course of 2021, the Foundation took action to provide relief and support in the wake of crises. As COVID-19 continued to spread, the Foundation focused its relief efforts on vaccine education and dissemination, support for hard-to-reach communities experiencing surges, and funding essential medical supplies and personal protective equipment.

Working with nonprofit partners around the world, in 2021 the Foundation was able to help people struggling with numerous crises including the effects of war, famine, and natural disasters. For example, working with the American Red Cross International Services, care was provided for evacuees from Afghanistan arriving at U.S. military bases in the U.S. and around the world to provide basic needs such as food, water, and health services.

### In 2021, the Western Union Foundation:

Responded to

# 10

crises, including COVID-19 relief

Provided crisis support to more than

# 1 million

individuals

Invested approximately

# \$2.5 million

in crisis response



*“After more than two years of the COVID-19 pandemic, our commitment to create change across global communities has never been more important, and we will continue to use our resources and expertise to drive this impact even further.”*

**Elizabeth Roscoe, Executive Director,  
The Western Union Foundation**

## WESTERN UNION FOUNDATION CRISIS RESPONSE

- COVID-19
- Natural Disasters
- Humanitarian Crises

For more details, see the [Western Union Foundation’s 2021 Impact Report](#).



Cox’s Bazaar in Bangladesh, International Rescue Committee, photo by Maruf Hasan





# Supporting Migrants and Refugees

Every year, millions of global citizens cross borders in search of better employment opportunities, education, and quality of life for themselves and their families.

Together with the Western Union Foundation, we have a long history of supporting issues related to migrants and refugees, who are an important part of our customer base, our workforce, and our communities.



*“Giving back to society through volunteering has always been in our DNA. In Lithuania, this year we are particularly*

*focused on helping people displaced from Ukraine – from collecting medical supplies to spending time with kids at day camps, to helping in refugee registration centers.”*

**Aurelija Grikinaitė-Čepėnienė, Senior Specialist, Communications**

## ENGAGING ON THE ISSUES

Western Union engages on key issues related to migrants and refugees together with a number of leading organizations:

- Business Roundtable
- Coalition for the American Dream
- American Immigration Council
- Congressional Hispanic Leadership Institute
- Federación de Guerrerenses en Illinois

- National Immigration Forum
- Scalabrini International Migration Network
- Welcoming America
- World Economic Forum

We are also working with the Fletcher School at Tufts University in the U.S. to explore where **economic opportunity, skills shortages, and a sociopolitical openness to migration** will intersect and create the next geographies of social stability, economic growth, and innovation.



Western Union employees stand in recognition of the contributions of immigrants for Immigrant Heritage Month in the U.S., June 2022.



# Supporting Migrants and Refugees

WesternUnion\WU Foundation

## SUPPORTING MIGRANT INCLUSION

Working with NGO partners, the Western Union Foundation seeks to support migrants as they integrate into their host communities. In 2021, the Foundation invested in research to examine the barriers migrants face in accessing local labor markets with the goal of putting these findings into action and to inform new programming. Partners include:

- **Education For Employment (Palestine and Jordan)** — completed research to understand how to address the barriers disadvantaged youth and migrants face in gaining access to jobs.
- **Labor Mobility Partnerships (Mexico and the U.S.)** — supported research aimed at reducing exploitation and improving the livelihoods of cross-border temporary labor migrants.
- **Center for Global Development (Kenya and Ethiopia)** — sponsored research to explore barriers to formal labor market access for migrants and refugees, with a goal to find solutions that drive economic inclusion.

In addition to its research partnerships, the Western Union Foundation supports numerous other organizations around the world focused on migrants and refugees, including:

- **Kiron Open Higher Education (Jordan and Lebanon)** — provides free, online and blended learning programs to support refugees in their professional, academic, and personal success.

- **Massachusetts Institute of Technology's Refugee Action Hub (Global)** — offers an MIT Certified remote learning model along with career placement services and support for migrants, refugees, and underserved communities.
- **National Partnership for New Americans (U.S.)** — empowers migrant and refugee youth by developing leadership skills critical for integration and economic success.
- **Upwardly Global (U.S.)** — helps immigrant and refugee professionals rebuild their careers, advancing their inclusion into the U.S. workforce.

- **Watson Institute (Global)** — launched the Western Union Foundation Accelerator and Fellowship program, which equips selected Fellows with business and financial literacy training, seed funding, and a global network to advance ventures and increase economic opportunity.
- **Whitaker Peace & Development Initiative (Uganda and Mexico)** — works to improve livelihoods and increase opportunities for economic empowerment in conflict-affected communities where many migrants reside.

For more details, see the [Western Union Foundation's 2021 Impact Report](#).



Participants from a Western Union Foundation Fellow-led Basecamp in Gilgit, Pakistan. The Fellow-led Basecamps empower displaced youth from around the world with entrepreneurship skills to achieve economic mobility. Photo credit: Watson Institute



# Fostering a Diverse, Equitable, and Inclusive Culture

As a global company operating in more than 200 countries and territories, diversity, equity, and inclusion (DEI) is central to who we are and an important factor in driving innovation and performance. We work to build and support a workforce that reflects the diversity of our customers and communities across the globe.

Our focus is on bringing more diverse candidates into our organization while creating a culture of inclusion and belonging to ensure they stay, grow, and thrive.

## IN THIS SECTION

- ➔ Attracting Diverse Talent
- ➔ Our Workforce Data
- ➔ Empowering and Developing Our Workforce
- ➔ Building Inclusion in Our Communities
- ➔ Employee Compensation
- ➔ Supporting Employee Well-being





# Attracting Diverse Talent

Our talent strategy and many of our recruiting processes and practices are designed to generate diverse candidate pipelines and slates.

This is an essential part of our commitment to fostering a diverse, inclusive, and high-performing organization. In today's competitive talent market, attracting the talent we need is key to delivering on our goals.

## FOCUSING ON DIVERSE HIRING

In 2021, we expanded our hiring partnerships and adjusted our practices to increase representation of women in leadership globally and racial and ethnic diversity among employees in the U.S. This included engaging with hiring managers to support them in considering diverse candidates through the hiring process.

### 2021 highlights include:

- **Diverse slates<sup>18</sup> and interview panels:** 84% of our candidate slates and 77% of interview panels globally were diverse (including both internal and external hires).



*"We have been on a journey in recent years to diversify our talent and create a culture of inclusivity. We want to continue to evolve our employee base to reflect the diversity of the customers we serve. I am honored and excited to advance our progress towards a more equitable future."*

**Shannon Armbricht, Chief Diversity and Talent Officer**

- **Building diverse talent pipelines:** We continued to market job opportunities through partnerships and job posting campaigns, including with:
  - Historically Black Colleges and Universities (HBCUs) in the U.S.
  - Online platforms such as DiversityInc, DiversityJobs, Glassdoor, and LinkedIn
  - Speciality job boards such as SheJobs, JobsforHer, People of Color in IT, Black Enterprise, and Professional Diversity Network
- **Training our recruiters:** We launched a new DEI-focused training on inclusive hiring practices for recruiters.
- **Early Careers Program:** We continued to strengthen our internship programs, which focus on diverse hiring, and established a program for recent college graduates.
- **Transparency:** In support of our commitment to transparency around diversity, we publicly released our EEO-1 survey for the first time in early 2022. It can be found on our [corporate ESG site](#).

## EARLY CAREERS PROGRAM

Western Union's early careers program includes an internship program that aims to build our pipeline of future talent and offers students the opportunity to learn, grow, and make a difference at Western Union. We offer early careers programs in Costa Rica, India, Lithuania, and the U.S.

Our interns come from different cultures and countries and develop their interests and skills while gaining valuable work experience. We focus on diverse hiring for our early careers program — more than 60% of our interns in our Denver Headquarters Internship Program identified as Black/African American, Hispanic/Latinx, or Asian. Globally, 59% of interns in Costa Rica, 20% in India, 40% in Lithuania, and 45% in the U.S. identified as female.

<sup>18</sup>. Diverse slates refer to hiring slates that present a diverse pool of qualified candidates. Globally, gender is considered in assessing diversity. In the U.S., race and ethnicity are also considered.



# Attracting Diverse Talent

## 2025 Goals

### ★ INCREASE GENDER DIVERSITY IN LEADERSHIP

**Description:** Reach 40% women in senior management and above roles by 2025.<sup>19</sup>

**Baseline:** In 2020, 38% of our senior management and above roles were women.

**Progress in 2021:** In 2021, our teams developed a DEI strategy focused on hiring, development, promotion, retention, and cultural change. We built data scorecards to better track our progress, and continued to engage women across the Company through our Women@WU programs. To continue to advance this work, the Company established a DEI program office, naming a Chief Diversity and Talent Officer and a specialized diversity recruiting lead in 2021, along with a full-time DEI program lead hired in early 2022. In 2021, women in senior management and above roles increased in absolute numbers; the percentage remained at 38%.

**Looking ahead:** In addition to building on our existing efforts, in 2022, we are piloting new sponsorship and mentorship programs, which are directed at supporting retention and promotion of women and other diverse groups, with plans for wider rollout later in the year. To continue to support a culture of inclusion, our newly launched Parents and Caregivers Employee Resource Group (ERG) plans to expand its work, and we expect to introduce a certification for all global ERG leaders focused on allyship.

### ★ INCREASE RACIAL AND ETHNIC DIVERSITY AMONG EMPLOYEES IN THE U.S.

**Description:** Reach 25% Hispanic/Latinx and Black/African American employees in the U.S. by 2025.

**Baseline:** In 2020, 22% of our U.S. employees were Hispanic/Latinx or Black/African American.

**Progress in 2021:** In 2021, our teams developed a DEI strategy focused on hiring, development, promotion, retention, and cultural change. We built data scorecards to better track our progress, and we also established hiring partnerships with diverse job boards and Historically Black Colleges and Universities. Additionally, we established new ERGs including Somos Unidos (Hispanic/Latinx ERG). To continue to advance this work, the Company established a DEI program office, naming a Chief Diversity and Talent Officer and a specialized diversity recruiting lead in 2021, along with a full-time DEI program lead hired in early 2022. In 2021, the percentage of our employees in the U.S. who were Hispanic/Latinx or Black/African American remained at 22%.

**Looking ahead:** To drive progress against this goal going forward, we plan to continue our focus on building a strong pipeline for diverse talent and building an inclusive culture. We plan to advance our work around early career hiring, development, and retention of diverse populations; and deepening the impact of our ERGs, including the Black Advisory

Council and Somos Unidos. We also plan to continue to advance our work around inclusive hiring practices for recruiters and increasing diverse candidates on slates.



<sup>19</sup> In 2020 Western Union introduced a progressive approach to job titles and leveling, which entailed collapsing all senior manager and above positions from multiple management levels into two leadership levels. Our 2025 goal is therefore focused on senior management and executive management.





# Our Workforce Data<sup>20</sup>

## GLOBAL WORKFORCE FIGURES

**~10,500**

Total number of employees

**99%** full time | **1%** part time



**120+**

countries of birth



**54**

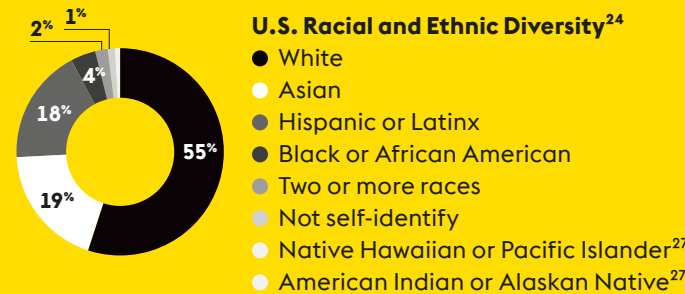
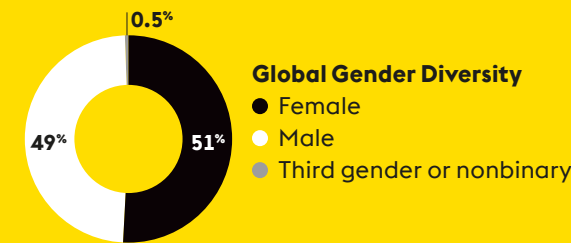
languages spoken



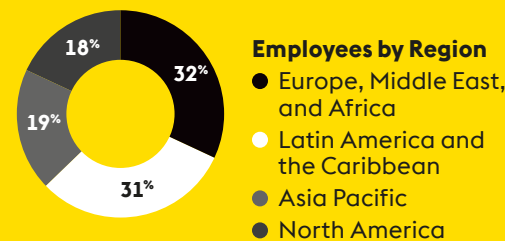
**18**

Average hours of training per employee in 2021<sup>21</sup>

## EMPLOYEE DIVERSITY



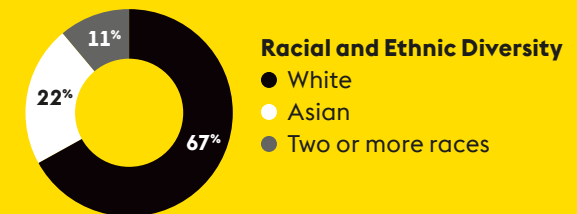
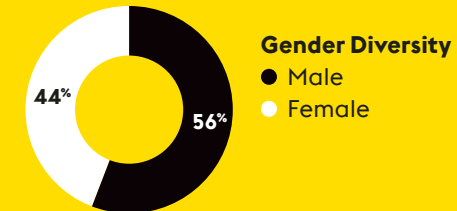
## REGIONAL BREAKDOWN



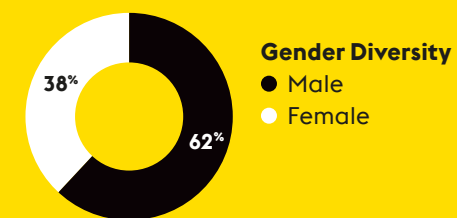
**+2%** in number of racially and ethnically diverse employees in the U.S. (since 2020)<sup>25</sup>

**71%** diverse employees in the U.S.<sup>26</sup>

## EXECUTIVE OFFICERS<sup>23</sup>



## SENIOR MANAGEMENT AND ABOVE<sup>22</sup>



20. All workforce demographic data is as of December 31, 2021. Diversity data is based on voluntary disclosure from our employees.

21. Gartner's benchmark for financial services companies shows that 36% of benchmarked companies report 10–25 hours of employee training. At Western Union, our training focuses on professional growth through skills, DEI, and leadership development, as well as critical compliance areas, such as anti-money laundering, ethics, cybersecurity, and privacy.

22. In 2020, Western Union introduced a progressive approach to job titles and leveling, which entailed collapsing all senior manager and above positions from multiple management levels into two leadership levels: senior management and executive management.

23. As of December 31, 2021, Executive Officers were Raj Agrawal, Jean Claude Farah, Gabriella Fitzgerald, Devin McGranahan, Jacqueline Molnar, Andrew Summerill, Michelle Swanback, Caroline Tsai, and Richard Williams. Diversity data is based on voluntary disclosure from our Executive Officers.

24. Due to rounding, numbers presented may not reflect exact totals.

25. Racially and ethnically diverse includes U.S. EEO-1 defined categories Asian, Black or African American, Hispanic or Latinx, American Indian or Alaskan Native, Native Hawaiian or Pacific Islander, or Two or More Races.

26. In the U.S., diverse representation is defined as women and/or racially or ethnically diverse employees.

27. American Indian and Native Hawaiian or Pacific Islander is less than 1% combined.



# Empowering and Developing Our Workforce

## LEARNING AND DEVELOPMENT

We seek to prioritize behaviors that matter, invest in our people, and build their capabilities to adapt, develop, and innovate.

### TALENT ASSESSMENT

Our Board and leaders assess our talent needs and evaluate the extent to which current employees have critical and emerging skills. We evaluate our organizational talent development and readiness annually through our Wave Talent program. We also work with our existing employees to identify skill sets and develop capabilities to support our business strategy and growth.

### LEARNING MODEL — 70-20-10

Our employee development philosophy centers around learning and empowerment. To this end, we are guided by the 70-20-10 model for learning and development, where employees learn new skills through 70% experience, 20% exposure, and 10% education.

### PERFORMANCE MANAGEMENT

Guide.Perform.Succeed (GPS) is our performance management framework. Through multiple empowerment conversations each year, employees and managers work together to set performance

goals that align with company objectives, while also discussing personal and professional development goals to help employees grow in their careers.

### LEARNING PLATFORMS AND RESOURCES

To build skills and talent, we provide our employees with access to a variety of learning and development resources, including self-paced digital and facilitated formats, special assignments and projects, coaching, and mentoring. Our programs and resources include:

#### Development Programs

- Leadership Room: an executive-level program focused on personal skills development, cross-functional competence, and general management leadership principles
- Learning to Lead: a self-paced learning platform with resources for aspiring managers, new people managers, and experienced leaders
- Leading with Purpose: an e-learning leadership program focused on our WU Way Leader behavioral model
- Leadership Circles: scenario-based workshops to help employees to develop professional and leadership skills
- Mentorship@WU: an online program designed to facilitate mentorship connections within Western Union along with resources and best practices to support a successful mentor-mentee relationship

- Sponsorship Program: piloted in early 2022, aims to identify diverse, underrepresented, and high-performing team members and connect them to sponsors who can help maximize their potential and growth

#### Talents and Strengths Tools

- Team Coaching: sessions to improve team collaboration, building on individual and team strengths and opportunities for success
- Individual Coaching: sessions to generate growth-development plans
- Self-paced platform learning: platform partnerships with partners such as LinkedIn Learning

#### DEI Training and Toolkits

- DEI Leadership Circles: DEI training for leaders that provides tools to help communicate and champion DEI principles
- Understanding Equity Toolkit: toolkit that provides teams with an understanding of the difference between equality and equity and how to communicate on this important topic



# Empowering and Developing Our Workforce

## ENGAGING WITH OUR EMPLOYEES

To gain insights into how employees perceive Western Union, what they value, and what they need, we foster frequent and dynamic engagement between leaders, managers, and employees.

We hold monthly employee surveys through our employee engagement tool, WU Listens, benchmarking our results against global peers. We use the results to continually improve our culture and workplace, and encourage managers to review, discuss, and take action on survey findings with their teams.



### GLOBAL MONTHLY EMPLOYEE SURVEY HIGHLIGHTS

	High	Low	Year End
2021	<b>80</b>	<b>76</b>	<b>76</b>
	↑	↑	↓
2020	<b>79</b>	<b>69</b>	<b>79</b>

Western Union remained above the market benchmark of 74 points throughout 2021.



# Empowering and Developing Our Workforce



## EMPLOYEE RESOURCE GROUPS

Our Employee Resource Groups (ERGs) are executive-sponsored and employee-driven networks that connect locally and globally to foster a diverse and inclusive workplace. ERGs are key to our DEI strategy, and play an important role in attracting diverse talent, developing and retaining existing talent, and supporting an inclusive culture where employees can thrive. Many of our ERGs lead and support various programs and events to build an inclusive workplace (e.g., Pride Month, International Women’s Day, Black History Month, Hispanic Heritage Month, as well as holidays including Martin Luther King Jr. Day and Juneteenth in the U.S.)

### GLOBAL ERGs

**Asian Pacific Islander Advisory Council (AAPI@WU):** raising awareness of the cultural, social, and economic value the Asian Pacific Islander community brings to Western Union and providing professional and leadership development opportunities.

**Black Advisory Council:** driving access, progress, and opportunity within the Black community inside and outside of Western Union, with a focus on education and engagement.

**LGBTQ@WU:** a space for LGBTQ+ employees and their allies to reach their full potential, develop leadership abilities, and contribute to business success.

**Parents and Caregivers ERG:** creating a culture where parents and caregivers can easily care for their families and grow in their professional careers (launched early 2022).

**Somos Unidos:** connecting Latinx and Hispanic employees with career opportunities and development as well as fostering a culture of unity and belonging.

**Women@WU:** creating a culture where leadership at Western Union is gender-inclusive and women at all levels of the Company feel empowered.



*“I’m particularly proud of Western Union’s ERGs, which serve as a catalyst for engaging employees around issues that are meaningful to them at the local, regional, and global levels.”*

**Quinn Slaughter, Group Leader, Diversity, Equity, & Inclusion Program**

### REGIONAL ERGs

In addition to our global ERGs, we have regional ERGs that strive to foster a sense of belonging and provide employees with a safe space to express their authentic selves. These groups include:





# Building Inclusion in Our Communities

WesternUnion\WU Foundation



Photo credit: Sistahbiz

## CATALYZING CHANGE THROUGH PHILANTHROPY

In 2021, the Western Union Foundation supported numerous organizations that are aligned with Western Union's focus on diversity and inclusion, aimed at addressing social injustice and disparities for marginalized communities. Many of these organizations were selected based on input from our ERGs. These partnerships included:

### Micro Rainbow

The U.K. organization Micro Rainbow provides safe housing and other programming to asylum seekers and refugees that identify as LGBTQ+ and therefore are at a higher risk to persecution. The Foundation's funding in 2021 supported LGBTQ+ asylum seekers and refugees with mentorships, job training, and other monthly workshops to help combat barriers to economic and financial inclusion.

### Project Finish Line Scholarships

Western Union's Black Advisory Council and the Foundation partnered to establish Project Finish Line to address barriers that may prevent Black, indigenous, and underserved students from completing their degree programs. Project Finish Line targets students in their junior or senior years of college and is an arm of the Foundation's Western Union Scholars program, which provides scholarships to underserved students who are working to complete their higher education.

### Sistahbiz

Western Union's Black Advisory Council and the Foundation partnered to help fund the Sistahbiz Unstoppable Grant, which provides financial support, technical assistance, and coaching for Black women entrepreneurs in the U.S. In 2021, 30 grantees received funding of \$2,500 each, consulting sessions with a cash flow strategist, and a marketing session with a Sistahbiz coach.

### Labor Mobility Partnerships

Labor Mobility Partnerships' (LaMP) mission is to connect 500 million workers from low-income countries to better job opportunities by 2050. The Foundation supports LaMP through a multi-year pilot program working within the U.S.-Mexico corridor. In 2021 funding went to a scoping and feasibility study as a first step in establishing a better system for responsible recruitment of migrant agricultural workers participating in the H-2A temporary agricultural program in the U.S.

### Sistech

Sistech, previously known as #TF4Women by Techfugees, is focused on empowering displaced women by delivering innovative and holistic programs. Since 2018, it delivers the Fellowship and Pathway, two programs designed to accelerate the professional inclusion of refugee women in the tech and digital jobs of their choice, across Europe.

### National Partnership for New Americans

National Partnership for New Americans (NPNA) works to empower migrant and refugee youth by developing leadership skills critical for integration and economic success. With program activities anchored at the Asian Pacific Development Center in Colorado, the Foundation's funding created a youth immigrant and refugee leadership curriculum and supported the launch of the New American Youth Leadership Council. In 2021, Western Union employees also donated to support Asian American Pacific Islander community building within the NPNA network.



*"There is a lot of data that shows higher education can be a bridge to financial stability and opportunity.*

*With Project Finish Line, our goal is to clear barriers for students to help them achieve their degrees."*

**Kanika Wilkerson, Global Internal Communications and Black Advisory Council Lead**





# Building Inclusion in Our Communities

WesternUnion\WU Foundation

## ENGAGING WITH OUR COMMUNITIES

Giving back to our communities is an important part of Western Union's culture, and Western Union employees help the Western Union Foundation impact lives in communities around the world. In 2021, approximately 75% of Western Union employees donated money or volunteered time to the Foundation or other community nonprofits, driving approximately \$2.5 million in contributions<sup>28</sup> and nearly 11,000 hours in volunteer time.

Western Union and the Western Union Foundation support this work through:

- **Paid time off for volunteering:** All full and part-time Western Union employees with at least six months of continuous service with the Company are eligible for a paid day to volunteer with a nonprofit organization or educational facility.
- **Gift Match:** For U.S. employees, the Foundation matches donations to eligible nonprofits in the U.S., up to \$25,000 per person, per year.<sup>29</sup>
- **Donations for Doers:** In the U.S., the Donations for Doers program recognizes the efforts of employees who dedicate their time and energy to volunteering for nonprofit organizations. If an employee logs more than 50 volunteer hours in a calendar year with an eligible organization, the Foundation donates \$500 to that organization on behalf of the employee.

## SKILLS-BASED VOLUNTEERING

In 2021, employees volunteered with many nonprofits, including with:

**Mentorship Beyond Borders:** In 2021, Western Union launched Mentorship Beyond Borders, a virtual mentorship program that enables Western Union employees to volunteer as mentors to young people across the globe. Mentorship opportunities varied from panel discussions with international student groups, to supporting minority youth applying for higher education, as well as providing career and interview advice to immigrants and refugees. Mentees were selected from the Foundation's nonprofit partners, including Education for Employment, Watson Institute, Whitaker Peace and Development Initiative, Upwardly Global, and others.



*"Being a LSYWC fellow means that I have a robust organization of people whose passion is to mentor, support, and elevate students like myself.*

*I am not your 'typical' law student but want to pursue law school. Above all else, LSYWC brings me a sense of stability and confidence. I believe it comes from knowing they are committed professionals who believe in me."*

**Hannia, a LSYWC Fellow attending the Metropolitan State University of Denver**



*"As a mentor with "Law School Yes We Can," I am able to share my experiences in the legal profession to help my mentee navigate college, the law school application process, and beyond. I am inspired by the enthusiasm, passion, and commitment of my mentee and the organization to overcome the attainment gap of first-generation college students and advance diversity, inclusion, and equity in the legal community."*

**Nancy Reynolds, Managing Associate General Counsel, ESG and Chief Ethics Officer**

**Law School Yes We Can:** To help members of diverse, historically underserved communities access law school, the Foundation and Western Union's Legal Department partnered with Law School Yes We Can (LSYWC) to encourage and support highly qualified and diverse aspiring attorneys complete their studies. In Colorado, the site of Western Union's headquarters, undergraduate students were matched with Western Union mentor teams, including Western Union attorneys, to support the students through their journey. LSYWC has been highly successful, with a 95% college graduation rate and numerous law school admissions.

28. Includes employee donations and gift match, along with a valuation for employee volunteering.

29. All full and part-time employees based in the U.S. are eligible, as are members of the Western Union Corporate Board of Directors.



# Employee Compensation

We want to motivate, retain, and reward our employees for their contributions, and attract future talent to help our business succeed.

We offer compensation packages designed to inspire exceptional performance and results in line with our business strategy, shareholder commitments, and company values.

To guide our annual compensation health assessment, we examine and benchmark market data for countries where we operate and where there is available data. In 2021, benchmark data was available for approximately 90% of our jobs globally. Our assessment indicated that compensation was generally aligned to the external local market median.



## OUR GLOBAL PAY EQUITY

### OUR COMMITMENT

We are committed to pay equity and to transparency with our employees and stakeholders, reflecting our commitment to a more diverse, equitable, and inclusive company. To this end, we're committed to:



#### REPORT

Measuring and reporting our global pay equity annually, keeping us accountable for ongoing progress



#### PROGRESS

Continuing to drive progress on pay equity by addressing any inconsistencies in pay



#### MARKET DATA

Not using historical compensation information to inform salary offers for new hires, instead relying on competitive local market data and internal equity assessments



#### TRANSPARENCY

Reviewing salary ranges at least annually, and posting them for internal employees and managers to review at any time



#### REVIEW

Reviewing pay on an individual basis at least annually for all employees



#### DIALOGUE

Offering employees multiple channels to raise pay equity concerns



# Employee Compensation

## PAY EQUITY

Our commitment to diversity, equity, and inclusion includes providing equitable pay. We have a longstanding commitment to fair and equitable compensation practices, and regularly review our compensation programs and practices to ensure they support pay equity.

## 2025 Goal

### ★ MAINTAIN PAY EQUITY

**Description:** Maintain gender pay equity globally and racial/ethnicity pay equity in the U.S.

**Progress in 2021:** For the second year, we are making public the findings of an overall pay equity assessment in partnership with an independent third party that confirms that we have achieved gender pay equity globally and racial/ethnicity pay equity in the U.S.

After accounting for relative pay factors, such as role, level, tenure, and geography, the results of our review show that as of March 1, 2022:<sup>30</sup>

- Globally, women at Western Union earn more than 99 cents for every \$1 earned by men
- In the U.S., colleagues who identify as racially or ethnically diverse earn more than 99 cents for every \$1 earned by Caucasian/white colleagues<sup>31</sup>

**Looking ahead:** Going forward, we will seek to maintain gender pay equity globally and racial/ethnicity pay equity in the U.S. by regularly reviewing our compensation programs and policies.



30. We completed the first closing of the sale of our Business Solutions segment on March 1, 2022. In connection with the first closing, approximately 240 U.S. employees became employees of the buyer as of March 1, 2022. Accordingly, our pay equity data does not include this employee population.

31. Racially or ethnically diverse includes U.S. EEO-1 defined categories Asian, Black or African American, Hispanic or Latinx, American Indian or Alaskan Native, Native Hawaiian or Pacific Islander, or Two or More Races.



## Supporting Employee Well-being

To support employee well-being — including physical, mental, social, and financial well-being — we've continued offering benefits and employee development resources. Some of our benefits that are available to eligible employees in line with market practices and laws include:



### FAMILIES

- Subsidized back-up and in-home child and eldercare in certain countries
- A global tutoring benefit that provides children (K-university) with 24/7 tutoring support
- Resources for parents caring for children with learning or behavioral challenges
- Adoption assistance program that reimburses up to \$10,000 per adoption for eligible expenses
- Access to a free virtual care app to provide support for pregnancy, postpartum, adoption, surrogacy, and return to work after parental leave



### HEALTH

- Online well-being webinars and access to an award-winning meditation and sleep application
- An Employee Assistance Program providing no-cost emotional and psychological support for all employees globally
- Health insurance
- Vision insurance
- Dental insurance
- Business Travel Insurance
- Mothers' rooms for nursing mothers, wellness rooms for personal health needs, quiet rooms for physical, spiritual, and religious needs
- Fitness centers on-site or special rates at off-site fitness centers



- Parental leave<sup>32</sup> — In the U.S., all new parents are eligible for 10 weeks of paid leave. Pregnancy leave is an additional eight weeks, so parents who give birth have a total of 18 weeks of paid leave at 100% of pay.
- Flexible time off (FTO) for non-exempt U.S. employees
- Military leave up to five years in the U.S.
- Time off to vote in the U.S.
- Paid sick and family leave
- Short-term and long-term disability leave
- COVID-19 leave — up to two weeks of paid leave annually for employees who need time off for vaccinations or to recover from, quarantine, or care for family members affected by COVID-19

32. Parental leave applies to all non-birthing parents, including adoptive parents, while pregnancy leave applies to all birthing parents.





# Supporting Employee Well-being



## FINANCIAL WELL-BEING

- Tuition reimbursement in certain countries
- Transportation subsidies in certain countries
- Retirement savings plans in certain countries
- Student loan contribution plan in U.S.
- Scholarships for the dependent children of employees around the world

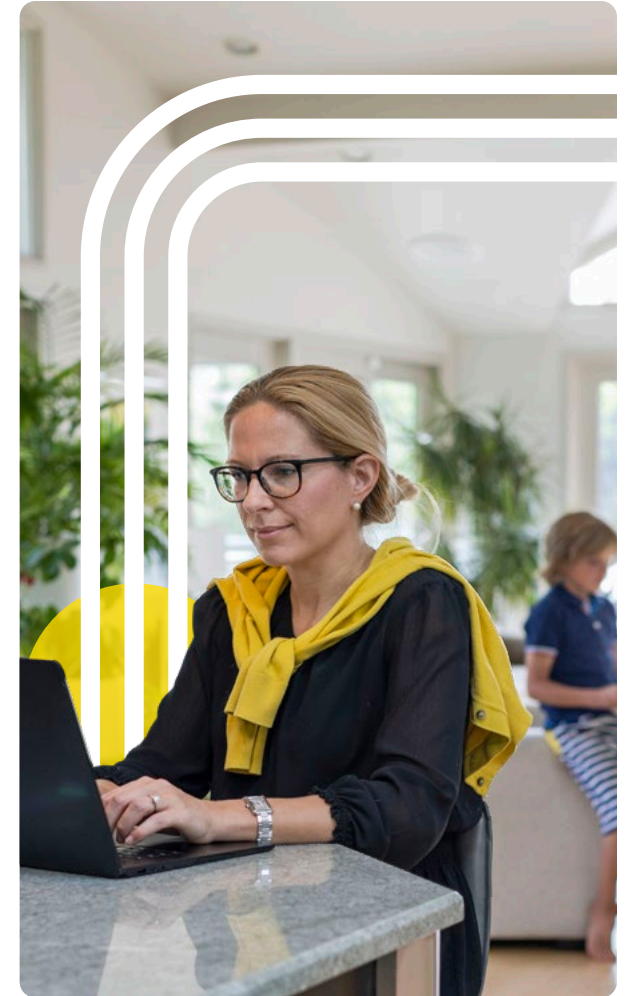


## FLEXIBILITY & REMOTE WORK

In 2021, we maintained flexible and remote working opportunities for the majority of Western Union employees. Most remained working from home due to the continued uncertainty of the pandemic. To support this, we offered specific benefits including:

- Work from home tools and resources including how to work remotely effectively, such as “Leading at a Distance” on our LinkedIn Learning platform
- Temporary reimbursements to a majority of employees for the cost of internet or utility expenses to help offset the cost of working remotely
- Support for caregivers managing personal and work demands with care benefits provided by Tutor.com and Care for Business from Care.com

In the first half of 2022, the Company transitioned to a hybrid work model, balancing working from the office and working remotely.



### SAFE AND HEALTHY WORKPLACE

We are committed to creating a safe and healthy workplace. Our Environmental, Health, and Safety Policy aims to protect the health and safety of our employees, customers, and visitors by conducting our business in a responsible manner.

We have implemented awareness campaigns, programs, and processes to achieve our goal by encouraging employee involvement as stakeholders in their own health and safety. We expect employees to report potential safety hazards and issues and invite them to stay involved in developing and implementing solutions.



*“Working in a hybrid model is about reconnecting with people and reviving the synergy across team members and business units. It’s about a healthy balance between working from home and feeling energized in an office environment.”*

**Diego Rodriguez, Manager, AML Compliance**



We are committed to playing our part in moving money around the world with integrity, so that our customers, our partners, and our communities are supported by a global financial system they can trust.

# Promoting the Integrity of Global Money Movement

## IN THIS SECTION

- Our Approach
- Protecting Customers
- Combating Illicit Activity
- Preventing Corruption
- Going Beyond Compliance
- Cybersecurity, Data Privacy, and Protection



# Our Approach

Our customers depend on cross-border money movement that is reliable and built on a foundation of integrity. As a leader in global money movement, we recognize that we can make significant contributions in this area.

We work with customers, regulators, and partners to mitigate the risks posed by financial crime and maintain the integrity of our financial infrastructure. We are guided by a sense of obligation to protect our consumers and their data and to leverage our leading compliance capabilities, global licensing experience, and inclusive cross-border platform to promote the integrity of global money movement.



*“While adhering to our ethical standards and complying with relevant laws and regulations, we strive to put our customer needs first. Our focus on moving money with integrity is a source of pride and purpose.”*

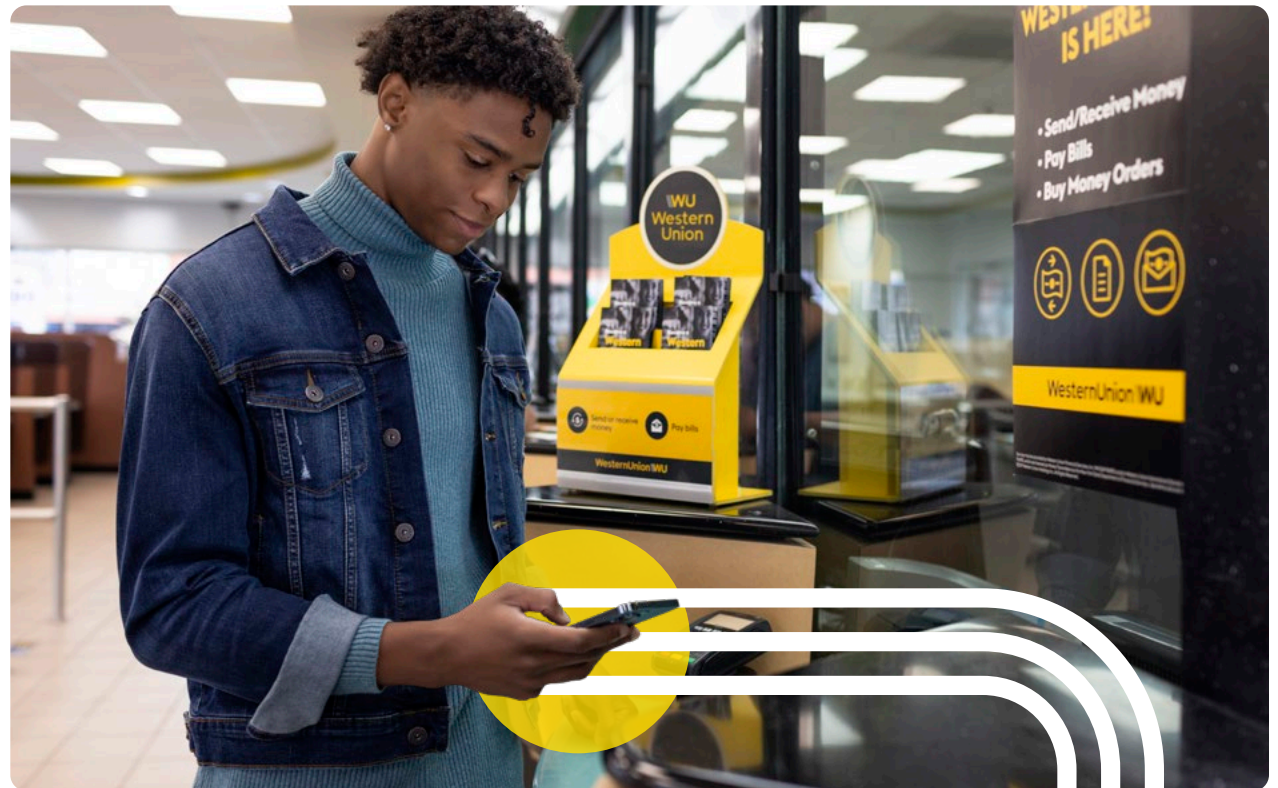
**Olga Gerrasimova, Head of Compliance, Products, KYC & Strategic Partnerships**

# ~\$1.9 billion

We prevented approximately \$1.9 billion in fraudulent transactions in 2021.

# 600+

In 2021, we assisted more than 600 human trafficking investigations, bringing our total to ~2,900 investigations since 2013, when we launched our Anti-Human Trafficking Initiative.





# Protecting Customers

## PROTECTING AGAINST FRAUD

We are committed to protecting our customers and clients against fraud.

Our Global Consumer Anti-Fraud Program is designed to help protect our customers and clients from becoming victims of fraud, while also helping to prevent criminals from using our services to carry out fraudulent schemes. We seek to deter various types of consumer fraud such as purchase scams, romance scams, and advanced fee scams.

Our fraud prevention program is designed to help protect our customers, agents, and partners through a number of robust fraud controls, including a machine learning fraud-risk engine. Additional system controls include a sophisticated filtering program; a courtesy callback program; consumer fraud hotlines; partnerships with law enforcement and consumer advocacy organizations; consumer awareness and education initiatives; and extensive agent training programs.

### Helping Partners Prevent Fraud

We train our agents and business clients on fraud-detection techniques and fraudster tactics and educate them on preventative responses across retail and digital platforms. We maintain a Global Agent Compliance Program manual outlining our agents' anti-fraud responsibilities, and give our

agents kits, newsletters, alerts, and an online Agent Resource Center as resources to help combat fraud. We also provide education to our business clients through webinars, newsletter updates, and access to research white papers.

### Educating Customers About Fraud

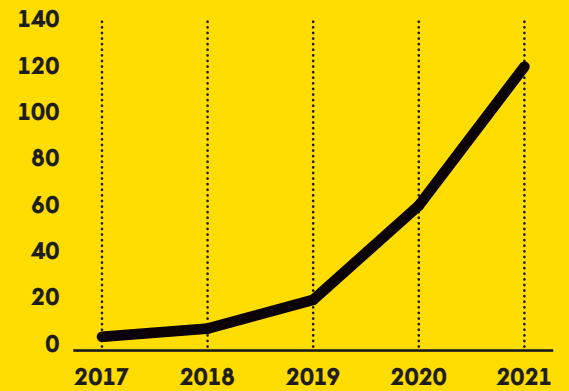
We work to educate the public about consumer fraud typologies and how consumers can protect themselves. We warn consumers about modern fraud schemes through online, social media, and point-of-sale educational materials. For example, throughout 2021, we continued to post educational information and notifications about pandemic-related fraud on our social media channels, including additional scam types such as tax and "money mule" scams.

To amplify educational fraud content, we routinely present at consumer protection events and take part in panels and forums. We also partner and engage online and through social media with relevant industry members, consumer advocacy organizations, and associations.

We maintain an online and telephone fraud hotline for customers to report fraud claims and we investigate every claim we receive. In the case of a fraudulent transaction, when the money has not been collected by the receiver, we stop the money transfer and refund customers in full — principal and transfer fee.

## CONSUMER FRAUD AWARENESS TOUCHES\*

(in millions)



\*Consumer Fraud Awareness Touches are derived from metrics tracked across various platforms, including paid media ads, social media (Facebook, Twitter, YouTube, Community Management), outreach attendees, and wu.com/fraudawareness visits. Each platform may have a unique method for quantifying individuals who have consumed anti-fraud content, based on reach, impressions, views, visits, and/or received physical materials. Given that consumers may engage with our content through multiple channels, each "touch" may not be a unique consumer.





# Protecting Customers

## DELIVERING RESULTS

While third-party data shows the rate of fraudulent activity across the financial industry is increasing, fraud levels at Western Union are trending downward. Consumer fraud perpetrated against Western Union customers has been on a steady decline due to a variety of measures we have taken to protect them. In 2021, our reported consumer fraud globally decreased by 10%, despite a continued increase in COVID-19 related fraud scams reported on an industry level. We believe this trend is a direct result of our focus on enhancing our compliance capabilities and the significant investments we have made in personnel, technology, and other compliance infrastructure.

## SUPPORTING FAIR COMPETITION

We believe strong and fair competition benefits customers. We strive to compete in a way that does not harm competition or compromise our values and policies, and is in line with our [Code of Conduct](#) and the law. Our Legal team provides guidance when we encounter potential or perceived antitrust or competition issues.

Antitrust and fair competition laws and regulations can be complex and vary by country. To support compliance with relevant laws and regulations, we leverage our Antitrust and Fair Competition Policy and other applicable company policies – including our Code of Conduct – along with proactive trainings and engagement with stakeholders.

## 2025 Goal<sup>33</sup>

### ★ REDUCE FRAUD

**Description:** To promote fraud awareness and education by reaching consumers through more than 300 million total consumer fraud touches by 2025.

**Baseline:** In 2020, our anti-fraud messages reached consumers through more than 60 million consumer fraud touches.

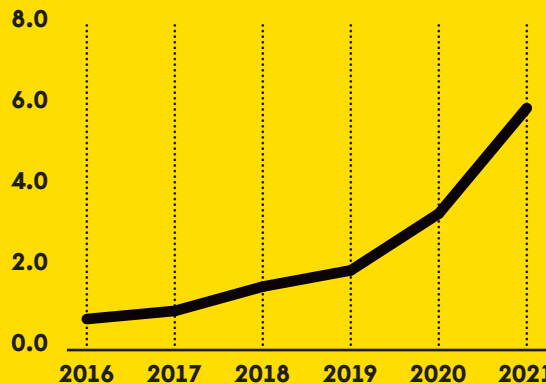
**Progress in 2021:** In 2021, our anti-fraud messages reached consumers through approximately 121 million

consumer fraud touches, a 97% increase over 2020. This increase was driven predominantly by an effort to reach more consumers in their local languages and launch our materials in more countries. Given these new capabilities and expanded reach, we have tracked more than 180 million consumer fraud touches toward our total goal of 300 million by 2025.

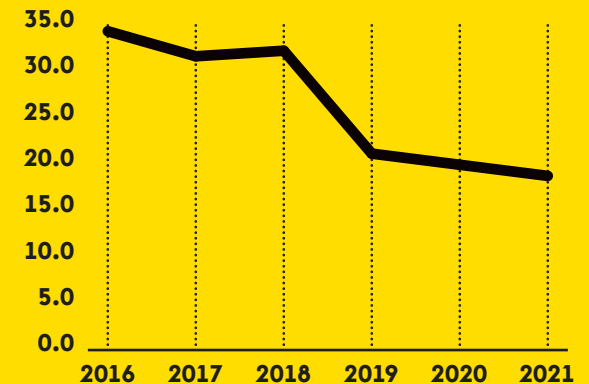
**Looking ahead:** We anticipate launching our anti-fraud awareness and education efforts in additional countries in 2022.

## GOING AGAINST THE TREND TO REDUCE FRAUD LOSS

**Industry Consumer Fraud Losses**  
(dollars, in billions)



**Western Union Global Consumer Fraud Loss**  
(dollars, in millions)



<sup>33</sup>Consumer Sentinel Network Data Books 2017–2021

33. In 2021, we refined our tracking methodology and the definition of this goal to focus on Consumer Fraud Awareness Touches, which are derived from metrics tracked across various platforms, including paid media ads, social media (Facebook, Twitter, YouTube, Community Management), outreach attendees, and wu.com/fraudawareness visits. Each platform may have a unique method for quantifying individuals who have consumed anti-fraud content, based on reach, impressions, views, visits, and/or received physical materials. Given that consumers may engage with our content through multiple channels, each “touch” may not be a unique consumer.



# Combating Illicit Activity

To reinforce the trust on which our business is based, we make combating illicit activity a priority. We diligently work to keep our services out of the hands of those who would use them to do harm.

Through our legal and regulatory compliance efforts, we seek to strengthen the world’s financial system to create a trusted environment in which individuals and businesses can transact with confidence.

**External partners:** We know our efforts to stop illicit activity are amplified when we work together with external partners who share the same goals. Our collaboration includes sharing techniques, strategies, and intelligence to combat threats posed by international criminal organizations, extremist networks, and bad actors, while respecting privacy principles.

Our Financial Intelligence Unit works with external partners, such as law enforcement, other government agencies, and non-governmental, private, and international organizations across the world, to address these risks and foster the integrity of the global financial system.

## 2025 Goal

### **BUILD CAPACITY TO DETECT ILICIT ACTIVITY IN THE FINANCIAL SYSTEM**

**Description:** By 2025, conduct more than 300,000 engagements — such as compliance program reviews and trainings — with partners who offer Western Union services.

**Baseline:** In 2020, we tracked approximately 49,000 engagements with partners who offer Western Union services.

**Progress in 2021:** In 2021, we provided agents and front-line associates (FLAs) with training in more than 120 countries and more than 40 languages, on topics such as preventing human trafficking, consumer protection, and recognizing tax evasion. We also expanded our capabilities for tracking and reporting on these engagements, resulting in a significant uptick in numbers. We completed nearly 270,000 engagements in 2021, which together with the 49,000 engagements completed in 2020, enabled us to meet and surpass our 2025 goal of 300,000.<sup>34</sup>

**Looking ahead:** Each compliance review and training is an opportunity to build capacity within the financial system to detect and prevent illicit activity. These engagements also directly support key business outcomes, such as reducing misuse of our services and fraud rates. We have met this goal ahead of schedule, and are assessing the ways we can continue to make an impact in this area.

## PARTNERING FOR INTEGRITY

Our partnerships are critical to combating financial crime<sup>35</sup>

### Private organizations



### Non-governmental organizations



### Other international and government agencies



34. Western Union’s reporting on training of front-line associates (FLAs) includes FLAs who are Western Union employees.

35. Graphic shows select partners but is not intended to be comprehensive.



# Combating Illicit Activity

## OUR FOCUS AREAS



### Counteracting Terrorist Financing

We screen our transactions against government lists of terrorists and terrorist organizations, monitor for and investigate suspicious transactions, collaborate with law enforcement agencies, and train our employees and business partners to recognize and report behavior that may indicate terrorist financing.



### Disrupting Drug Trafficking

We work with law enforcement agencies to target and disrupt drug trafficking and narco-terrorist organizations, using tactical and strategic methods to help identify, report, and prevent this activity.



### Combating Counterfeit Goods

We work closely with private industry and law enforcement partners to disrupt financial flows related to counterfeit goods. This includes measures to identify and stop transactions involving counterfeit pharmaceuticals and other goods.



### Preventing Modern Slavery and Human Trafficking

We take a multi-faceted approach to preventing our services from being used to facilitate illicit money movement associated with modern slavery and human trafficking. This includes raising awareness about human trafficking for Western Union agents, employees, and industry partners to help improve their ability to detect, investigate, disrupt, and communicate potential human trafficking issues.



### Fighting Human Smuggling

We maintain strong controls to prevent, identify and mitigate threats posed by human smuggling. We routinely collaborate with law enforcement agencies worldwide to help fight human smuggling. Additionally, we monitor open-source reporting of broader geopolitical issues that may have potential human smuggling implications.



### Battling Illegal Wildlife Trade

We are committed to helping to combat illegal wildlife trade (IWT). We are a founding member of the United for Wildlife Financial Taskforce, an international coalition of financial institutions created to fight against IWT and other wildlife crime.



# Combating Illicit Activity

## HELPING TO COMBAT HUMAN TRAFFICKING

Human trafficking and modern slavery continue to be pervasive, and the need to raise public awareness is critical. Our human rights assessment identified potential wrongful use of our network to facilitate human trafficking as a human rights risk area (see pg. 67 for more on human rights). We vigorously condemn activities facilitating human trafficking and devote resources to our Anti-Human Trafficking Initiative to help detect, deter, and report the misuse of our services.

Our multi-faceted approach to preventing human trafficking includes additional training for agents in high-risk areas, leveraging our external partnerships, arming our compliance teams with the tools to monitor and detect suspicious transactions. Criminals are becoming increasingly savvy in moving money in pursuit of illicit ends, and we work diligently to combat their efforts. Our platform integrates a vast array of intricate compliance measures to help protect customers, partners, vulnerable groups, and the global financial system as a whole.

Since 2013, when we launched our Anti-Human Trafficking Initiative, Western Union's Financial Intelligence Unit has assisted in approximately 2,900 human trafficking investigations, resulting in hundreds of arrests and the rescue of hundreds of victims. We work together with law enforcement, nonprofits, and others to help thwart and prosecute those who perpetuate this heinous crime. In 2021, the team assisted in more than 600 investigations, and their dedicated work helped lead to the arrest of one of Europe's most dangerous sex offenders.

For additional information, see our [Modern Slavery and Human Trafficking Statement](#).



*"As bad actors become increasingly savvy in moving money to pursue illicit ends, we are constantly adapting and evolving our technology and collaboration efforts to enable a more sophisticated level of detection and deterrence against human trafficking."*

**Scott Apodaca, Global Head of Financial Intelligence**



Western Union colleagues show their support for #WearBlueDay, an initiative of the Blue Campaign on National Human Trafficking Day in the U.S.





## Preventing Corruption

We know our customers, shareholders, and business partners expect us to do business the right way, avoiding corrupt business practices that undermine public trust, hamper growth, and ultimately raise the cost of doing business.

### PROHIBITED CONDUCT

Our policies strictly prohibit any activity that would violate applicable anti-corruption laws, including government bribery, commercial bribery, and facilitation payments. We strive to comply with both the letter and the spirit of anti-corruption laws and avoid activities that could create the appearance of impropriety. We also require our agents and many other business partners to practice the same zero tolerance toward corruption in any form, whether on our behalf or in connection with our shared business activity.

### TRAINING AND COMMUNICATION

All employees receive anti-corruption training as part of their annual compliance training. We also deliver targeted instructor-led training in multiple languages to employees who serve in management positions, perform key gatekeeper roles, or are involved in functions that may encounter identified corruption risk areas. In addition, we deliver anti-corruption training annually to our Board of Directors along with periodic training to third parties such as Western Union agents or vendors.

Our training reinforces the requirements of our anti-corruption compliance program and aims to empower participants to identify suspicious activity and prevent corruption.

### REPORTING VIOLATIONS

All employees, agents, and business partners performing services on Western Union's behalf are required to report violations or suspected violations of our Global Anti-Corruption Policy. Multiple reporting channels are available, including the Anti-Corruption Office, the Ethics Office, and the Ethics Helpline.





# Going Beyond Compliance: Upholding a Culture of Integrity

We believe compliance with legal and regulatory obligations is an important part of being a responsible company and promoting a culture of integrity that transcends our business requirements.

We are committed to complying with the law and using the right combination of people and technology to protect our customers and partners, keep illicit activity out of our network, and conduct

our business with integrity. These actions protect Western Union, our customers, business partners, and communities.

### OUR APPROACH

At Western Union, compliance is more than a department or team; it is a way of doing business. We design and maintain programs to help us adhere to a wide range of laws and regulatory requirements. We continue to make significant compliance-related investments in people, processes, and technology, including state-of-the-art systems, predictive analytics, machine learning, and artificial intelligence.



### CULTURE OF INTEGRITY

#### Innovating to Identify and Prevent Illicit Activity

Using sophisticated technology to identify and combat illicit activity, e.g., our patented Real Time Risk Assessment engine, which helps us identify prohibited parties and stop potential fraud and other potentially illicit transactions.

#### Implementing a Risk-based Approach

Establishing a framework for our compliance program based on global policies and procedures aligned with international standards, e.g., the Financial Action Task Force (FATF), along with an

annual Compliance Enterprise Risk Assessment for evaluating current and emerging risks and the effectiveness of controls.

#### Training and Education

Undertaking compliance training for our Board (annually), employees, and agents, in person and online, on topics including anti-money laundering, fraud prevention, and other areas.

#### Rigorous Due Diligence and Verification

Complying with applicable economic and trade sanctions, implementing rigorous due

diligence procedures to vet agents and partners, and implementing Know Your Customer (KYC) requirements.

#### Screening and Monitoring Transactions

Monitoring and real-time screening against a range of government sanctions and other watch lists, help us identify prohibited parties and potentially illicit activity, allowing for real-time collection of data to separate false positives from true matches.



# Cybersecurity, Data Privacy, and Protection

Our consumers, agents, employees, and partners trust us to take care of their personal data and maintain a secure environment for their transactions and other data. We are committed to maintaining this trust.

We take our ethical, legal, and regulatory obligations regarding data protection seriously, and continuously review and improve our programs with the goal of doing the right thing with technology and data.

## MITIGATING CYBERSECURITY RISKS

### Anticipating and Responding

We aim to anticipate and respond to existing and emerging threats and new laws, regulations, and technological advances to protect our customers' personal data, comply with our legal and regulatory obligations, and protect our operations and intellectual property. We mitigate potential cybersecurity risk through access control, training and awareness, policies and procedures, and protective technology. Our cybersecurity program leverages a defense-in-depth strategy to proactively identify and remediate threats. We have a formalized incident response program designed to help us quickly detect, respond to, and recover from any incident.

### Regular Reporting

Our Chief Information Security Officer (CISO) oversees our Global Information Security program and provides quarterly updates to the Audit Committee of our Board.

Our cybersecurity team assesses its program against the National Institute of Standards and Technology framework, and the program is subject to regular internal audits.

### Annual Training and Simulations

We provide our employees with mandatory annual cybersecurity and data privacy training along with monthly phishing simulations. We also conduct periodic incident simulations and other tests of our defenses. These simulation exercises involve our executive leadership team to prepare our leaders and teams for various scenarios.





# Cybersecurity, Data Privacy, and Protection

## MANAGING DATA PRIVACY AND PROTECTION

### Building on Our Global Privacy Program

Our Global Privacy program is modeled largely on the requirements of the European Union’s General Data Protection Regulation (GDPR). The program’s policies and controls framework are intended to ensure that the information with which our customers, employees, and partners entrust us is managed responsibly and securely, in line with regulatory requirements and our commitment to doing the right thing with technology and data.

We manage our responsibilities through our Global Privacy and Data Governance team. This team focuses on:

- Doing the right thing with our customers’ and employees’ personal data
- Building trust with stakeholders
- Helping the Company incorporate “privacy by design” by implementing tools and processes to

anticipate and mitigate privacy risks during the development of new initiatives and programs

- Enabling the business to comply with both internal and external privacy mandates

### Going Above and Beyond for Our Customers

We strive to go above and beyond our own immediate data privacy and protection obligations to keep the financial system and our customers safe. We believe privacy is increasingly about customer choice; customers expect companies to protect their data and use that data appropriately.

Our **Global Privacy Statement** provides our customers with user-friendly explanations of how we collect, share, use, and protect their information. It is our policy to only collect personal information that serves legitimate business and legal purposes.

To further support our commitment to our customers and the integrity of the financial system, we provide data privacy training for new hires as part of their onboarding experience, and for all employees on

an annual basis. Moreover, we perform vendor risk assessments to understand vendors’ abilities to support our data privacy and information security practices.

## CYBERSECURITY AND DATA PRIVACY GOVERNANCE

The Board, primarily through the Audit Committee and with assistance from its other committees, oversees our risk management practices, including those related to data privacy and cybersecurity. Risk escalation is performed via two management committees: the Executive Risk Committee, made up of executive leaders from all business functions, and a dedicated subcommittee, the Information Security and Privacy Governance Committee.

The Information Security and Privacy Governance Committee is charged with oversight, advisory, and decision-making responsibilities regarding information security and privacy risk. This Committee enables our security and data privacy teams to work hand-in-hand on protecting consumer and client data.

## DATA MANAGEMENT PRINCIPLES<sup>36</sup>

<b>Collection limitation</b>	<b>Data quality</b>	<b>Purpose specification</b>	<b>Use limitation</b>	<b>Security safeguards</b>	<b>Openness</b>	<b>Individual participation</b>	<b>Accountability</b>

36. Based on the [OECD Fair Information Practices](#)





Given its impacts on the environment, habitats, human populations, and the global economy, climate change is one of the most significant challenges facing the world today.

# Protecting Our Shared Environment

## IN THIS SECTION

- ➔ Our Approach
- ➔ Understanding Our Environmental Impact
- ➔ Assessing Climate Risks and Opportunities
- ➔ Taking Action to Reduce Our Environmental Impact



## Our Approach

As part of our evolving ESG strategy, we look at both our own impact on climate change and the risks and opportunities of climate change for our business. This informs how we respond and where we focus.

Although we have vast global reach, our own physical footprint is relatively small. We occupy 65 offices. Our retail locations are owned and operated primarily by third-party agents. Bearing this footprint in mind, we focus our environmental strategy on those areas and issues where we have direct control and where we believe we can have the maximum positive effect.

In 2021, we took concrete steps to better understand our climate footprint and the risks and opportunities that climate change may pose to our business, by:

- Measuring our Scope 1 and 2 greenhouse gas (GHG) emissions

- Completing a Climate Risks and Opportunities Assessment, in line with the framework set out by the Financial Stability Board's Task Force on Climate-related Financial Disclosures ([TCFD](#))

In addition to gaining a deeper understanding of our business, we have been proactive in taking measures where we know we can reduce GHG emissions, such as making our work spaces more sustainable and responsibly disposing of e-waste.

Our climate-related work is led by our Corporate Real Estate team, Enterprise Risk Management team, and ESG Working Group, with support from local teams around the world.





# Understanding Our Environmental Impact

To take informed action and improve our environmental impact, we measure our GHG emissions and assess our climate-related risks and opportunities.

## GHG EMISSIONS MEASUREMENTS

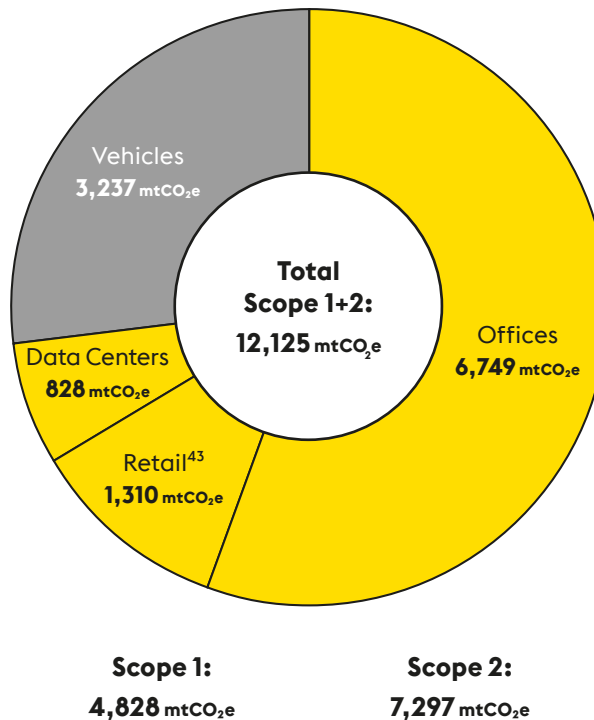
In 2021, we completed our first exercise in measuring our GHG emissions. We also increased our level of transparency around our climate change mitigation and adaptation efforts by disclosing through the CDP climate change questionnaire for the first time.

While in the early stages of developing a more robust environmental sustainability program, we commit to maintaining transparency by sharing our Scope 1 and 2 emissions data. We plan to further refine our environmental strategy and drive increased transparency in our reporting.

In 2021, our Scope 1 and 2 GHG emissions, measured with a market-based approach, were 12,125 metric tons of carbon dioxide equivalent (mtCO<sub>2</sub>e). As we continue to measure our emissions in future years, we will be better able to report on trends in this area.

## 2021 Greenhouse Gas Emissions<sup>37</sup>

### SCOPE 1 & 2<sup>38</sup>



### Facilities Scope 1 & 2<sup>39</sup>

Includes energy (fuel, electricity, heating, and cooling<sup>40</sup>) used by Western Union in our facilities.

Facilities Scope 1 — 1,591 mtCO<sub>2</sub>e

Facilities Scope 2 — 7,297 mtCO<sub>2</sub>e

### Vehicles<sup>41</sup> Scope 1<sup>42</sup>

Includes vehicles owned or controlled by Western Union including fleet vehicles and jet.

37. GHG emissions numbers are market-based and measured in mtCO<sub>2</sub>e. Due to rounding, numbers presented may not reflect exact totals. This is the first year Western Union is disclosing GHG emissions information in our ESG Report. Measuring GHG emissions is complex and the technology is evolving, and our methodology for calculating GHG emissions may change in future years.

38. Scope 1: Direct emissions (for example, from combustion of fuels in owned or controlled boilers, diesel backup generators, and vehicles). Scope 2: Indirect emissions (for example, from the generation of purchased electricity, heat, steam, or cooling).

39. Western Union leases substantially all of our office facilities. Scope 2 is based on data obtained from select offices along with estimates based on square footage for other offices and leased retail locations.

40. Includes refrigerants.

41. Vehicle fuel is comprised of gasoline and jet fuel.

42. For fleet vehicle data, average miles per day per vehicle calculated from data obtained from U.K. vehicle fleet and applied to vehicle count in other countries.

43. Substantially all of Western Union's retail locations are owned and controlled by agents, with the exception of fewer than 400 retail locations leased by the Company, which are accounted for in our Scope 1 and 2 emissions. Emissions from these locations are estimated based on square footage.



# Assessing Climate Risks and Opportunities

In 2021, Western Union’s Enterprise Risk Management team undertook an initial Climate Risks and Opportunities Assessment aligned with recommendations of the TCFD. The objectives were to:

- **Identify** relevant climate-related risks and opportunities
- **Assess** potential impacts on Western Union’s business
- **Inform** next steps for disclosure against the TCFD reporting framework

This assessment has enabled us to examine the potential impacts of physical risks, including severe weather and wildfires, along with transition risks such as emerging regulation and reputational risks. It provided us with foundational understanding of common practices within our industry and the key areas for consideration in prioritizing our climate risk and opportunities roadmap.

## CLIMATE RISK AND OPPORTUNITIES ASSESSMENT

Assisting Western Union to advance climate-related disclosure and risk management.

### Peer Comparison

Benchmarked Western Union against its peers on climate disclosure maturity.

### Risk and Opportunities

Identified risks and opportunities relevant to Western Union’s business.

### Future

Plan to conduct further analysis, prioritize climate risks and opportunities, and incorporate climate change-related risk into our Enterprise Risk Framework.







# Taking Action to Reduce Our Environmental Impact

In 2021, we focused on mitigating our environmental impact by reducing our emissions from our working spaces.

## SUSTAINABLE AND EFFICIENT WORKING SPACES

To drive corporate value and be a responsible corporate citizen, we continue to manage and seek to reduce our environmental footprint. We have several mitigation initiatives in place to reduce GHG emissions from our operations and business travel, including:

### Hybrid Working Capabilities

During 2021, the majority of our employees continued to work flexibly, split between home and office. We plan to continue to evolve this hybrid working model to improve productivity and employee well-being.



44. In 2021, the majority of our employees worked flexibly, split between home and office.

### Energy Efficient Offices

Leadership in Energy and Environmental Design (LEED) is the most widely used green building rating system in the world. Available for virtually all building types, LEED provides a framework for healthy, highly efficient, and cost-saving green buildings. LEED certification is a globally recognized symbol of sustainability achievement and leadership.

In 2021, more than 30% of our employees were assigned to LEED-certified buildings.<sup>44</sup> These include our headquarters in Denver, U.S., as well as two operating centers in Vilnius, Lithuania and Quezon City, Philippines. In 2021, we also achieved LEED-certified Platinum rating for our office in Vienna, Austria.

### Office Space Consolidation

In recent years, we have consolidated into fewer, larger sites with better environmental performance to reduce environmental impacts, increase cost efficiency, and enhance service to our customers.

In 2019, our office footprint covered 88 cities, and we have continued to reduce this number year over year. In 2020, we sold three of our four owned properties, decreasing our owned square footage by 99%. In 2021, we continued to reduce our office space, decreasing the number of leased offices by 13%.

 25%

total headquarters building materials, by value, made of recycled materials

Our move to reduce our footprint extends to our data centers. In 2019, we announced a plan to consolidate and move a significant portion of our infrastructure to the cloud, migrating from our own physical data centers and reducing our carbon emissions by partnering with a third-party cloud provider that has efficiency programs.

### Electronic Waste Reduction

We monitor our usage of energy and water across our offices and aim to reduce and properly dispose of e-waste — outdated or broken electronic equipment — as part of our responsible business practices.

We work with a global electronics recycling and e-waste specialist certified according to the e-Stewards standard for responsible e-waste management. Our equipment is collected, wiped clean of any data, and safely reused, remanufactured, or recycled.



# Governing and Managing for Success

At Western Union, we are deeply committed to strong governance because we see it as critical to our success. Our governance and management practices are founded on principles of accountability, integrity, fairness, reliability, and security.

## IN THIS SECTION

- Our Approach
- Corporate Governance
- Executive Compensation
- Risk Management
- Culture of Ethics
- Human Rights
- Political Transparency
- Responsible Sourcing

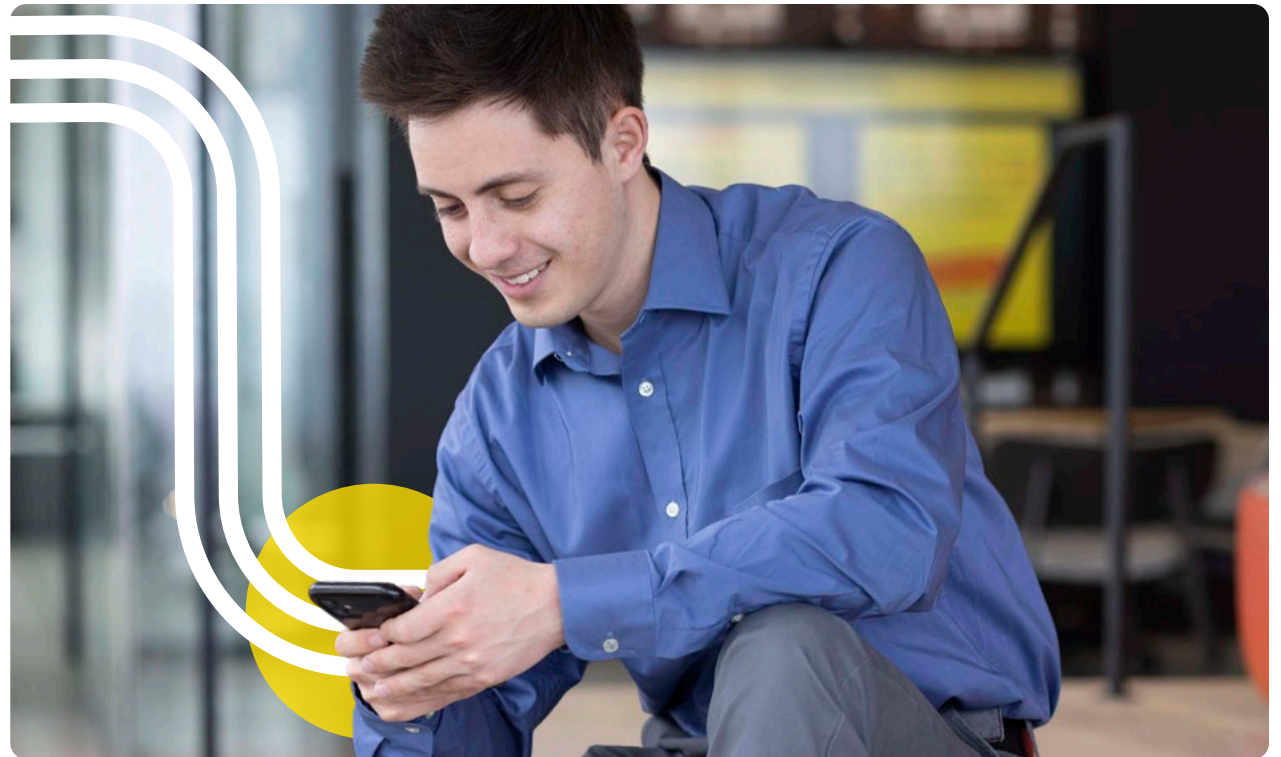


## Our Approach

Our corporate governance is led from the top by our Board of Directors and management team and cascaded throughout the organization.

Our Board, with the assistance of each of its committees, oversees our ESG strategy development and is committed to maintaining high standards of ethics and compliance at Western Union. This commitment is at the core of our culture of integrity, and the Board expects management to ensure that these values inform all aspects of our operations and activities. This expectation is reinforced through our governance structure, which includes communication from the Board to executives, our Code of Conduct, and global policies and guidelines.

We believe that the diversity of experiences, viewpoints, and perspectives of our directors result in a Board with the commitment and energy to advance our Company. For more information about our directors' skills, qualifications, and characteristics, including Board diversity information, please see pages 6–13 of our annual [Proxy Statement](#).



*“Our Board of Directors plays an important role in ensuring that our ESG objectives are aligned with our purpose, as well as the strategic drivers of Western Union’s business.”*

**Heather French, Deputy General Counsel, Legal Corporate Affairs, Litigation, and Public Policy**



# 2021 Board of Directors

## 2021 BOARD OF DIRECTORS AT A GLANCE

At the end of 2021, ten out of eleven of our directors, including the chair, were independent. Our CEO is our only non-independent Board member.

All Board committees are composed of independent directors



**Jeffrey A. Joerres**  
Non-Executive  
Chairman of the Board



**Martin I. Cole**  
Director



**Richard A. Goodman**  
Director



**Betsy D. Holden**  
Director



**Michael A. Miles, Jr.**  
Director



**Timothy P. Murphy**  
Director



**Joyce A. Phillips**  
Director



**Jan Siegmund**  
Director



**Angela A. Sun**  
Director

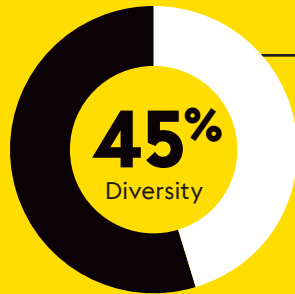


**Solomon D. Trujillo**  
Director



**Devin B. McGranahan**  
President, Chief Executive  
Officer, and Director

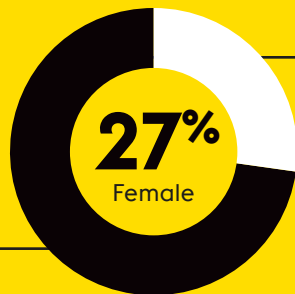
## Diversity Balance



- 3 Female
- 1 Hispanic or Latinx
- 1 Asian\*
- 1 LGBTQ+

\*Asian Female

## Gender Balance



3 Female

8 Male





# Board Oversight of ESG

The Board oversees Western Union's ESG strategy development and relevant ESG matters. To assist the Board with its oversight duties:

- The Corporate Governance, ESG, and Public Policy Committee is responsible for reviewing and advising the Board with respect to ESG matters related to the Company.
- The Audit Committee oversees ESG internal controls and process as well as integration of ESG risks in the Company's enterprise risk management framework.
- The Compensation and Benefits Committee oversees the alignment of the Company's ESG strategy with compensation practices.
- The Compliance Committee evaluates executive performance of the Company's ESG compensation metric related to compliance.



## ESG OVERSIGHT

We take an integrated approach to addressing ESG topics, with oversight from the highest level of our Company, our Board of Directors.





# Executive Compensation

The Board's Compensation and Benefits Committee oversees our executive compensation program.

The Committee believes that executive compensation should balance rewarding actions and behaviors that build a foundation for long-term growth and sustained performance together with the achievement of short-term performance goals. Full details on the criteria used to set executive compensation can be found in our annual [Proxy Statement](#).

We consider ESG topics in setting executive compensation and our clawback policy. A portion of our executives' compensation is linked to the Company meeting ESG metrics, which qualitatively assess progress toward the Company's three ESG pillars — Integrity of Global Money Movement; Economic Prosperity; and Diversity, Equity, and Inclusion — as well as compliance and leadership metrics. Further details regarding our clawback policy can be found in our annual Proxy Statement.

## EXECUTIVE COMPENSATION

### Executive Compensation Philosophy

We reward actions and behaviors that build the long-term strength and performance of the Company, while also rewarding the achievement of short-term goals aligned to our strategy.

### Objectives

- Align executive goals and compensation with stakeholder interests, which include metrics that align with our ESG pillars
- Attract, retain, and motivate outstanding executive talent
- Pay-for-performance — Hold executives accountable and reward them for achieving financial, strategic, and operating goals

### Guiding Principles

- Pay-for-Performance
- Align Compensation with Stockholder Interests
- Stock Ownership Guidelines
- Emphasis on Future Pay Opportunity vs. Current Pay
- Hire, Retain, and Motivate Top Talent
- Principled Programs

For more detail on executive compensation, see our annual [Proxy Statement](#).



# Risk Management

We continuously strive to improve our risk management and oversight.

We see this as critical to supporting our strategic focus and organizational and operational resilience, enabling us to respond to evolving trends and market demands, a complex regulatory environment, and external events. This includes oversight of risks arising from ESG issues that impact our Company.

Under the leadership of the Chief Risk Officer (CRO), the Enterprise Risk Group is responsible for driving our enterprise risk program and governance, vendor risk oversight, and crisis preparedness and response.

Our global Enterprise Risk Management (ERM) Framework is the foundation of our enterprise risk program, outlining our approach and providing the structure for managing risk across our Company. ESG is integrated into and aligned with the Enterprise Risk Management framework.

The ERM Framework and process has the following key aspects:

### RISK ENVIRONMENT

Our risk environment includes our overall approach to risk and risk culture.

### RISK APPETITE

Our risk appetite outlines our overall risk profile, the acceptance of this risk profile, and the tools for monitoring and reporting of risk.

### RISK IDENTIFICATION

We use a range of well-defined processes to identify risks.

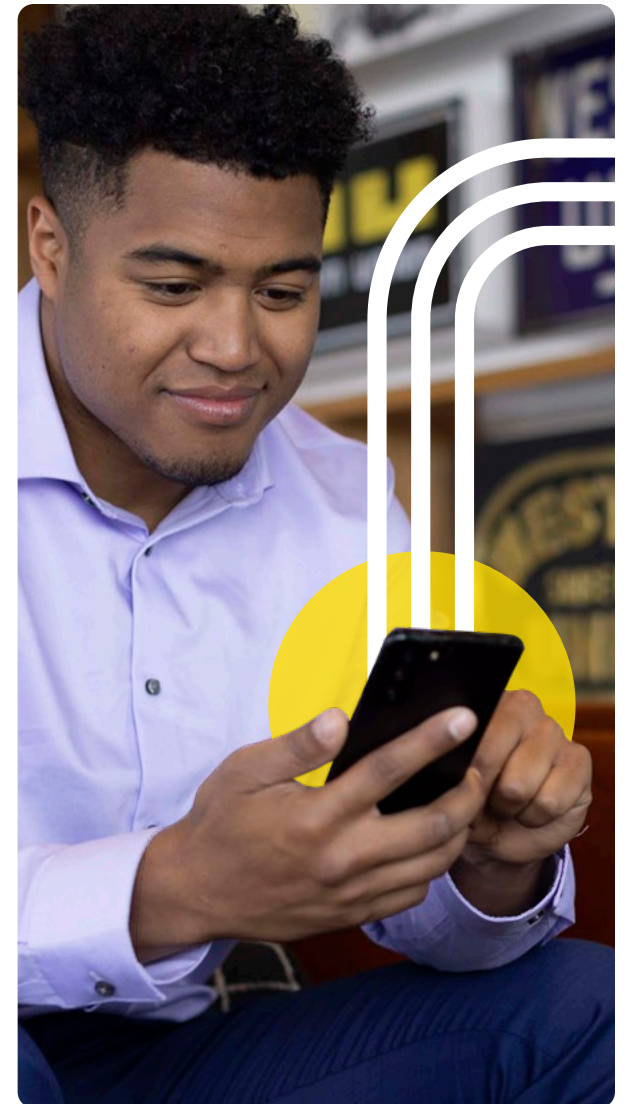
### RISK GOVERNANCE

We have a risk governance structure to facilitate risk identification, escalation, and decision-making at the appropriate level.



*“Globally, the dynamic pace of change over the last few years has underscored the importance of moving from defensive management of risk to strategic resilience.”*

**Jody Myers, Chief Risk Officer**



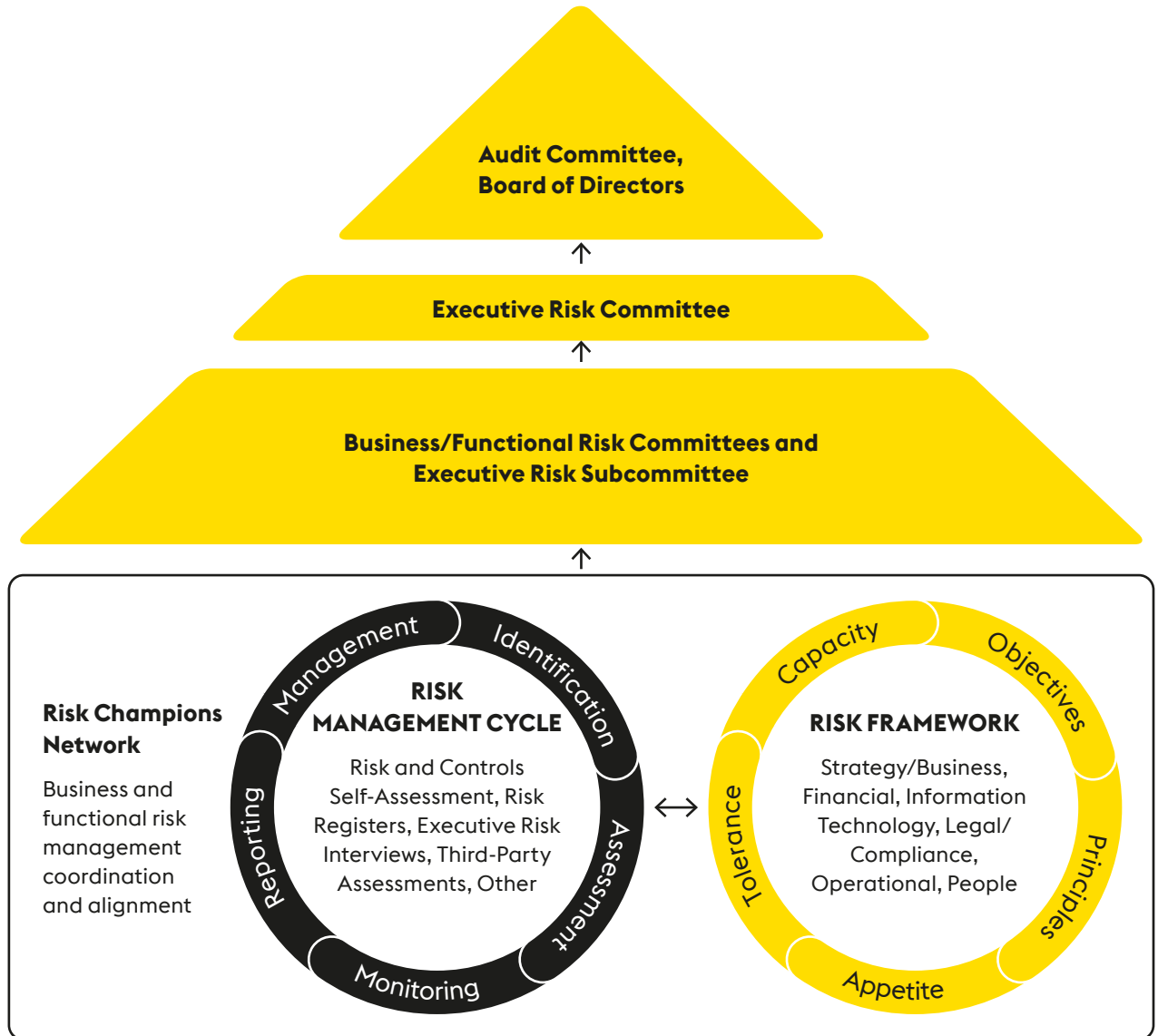


# Risk Management

## RISK MANAGEMENT + GOVERNANCE

### Risk Management Oversight and Execution

Enterprise Risk Management oversees program development and execution including governance, insight, and facilitating decisions.







# Key Risk Management Highlights

Through 2021, we continued to develop our ERM capabilities and performance in line with our business model, industry practice, and the current regulatory environment.

Our management team, led by the Chief Risk Officer, used a range of processes to identify risks associated with our strategy and business, financial activities and reporting, legal and regulatory issues, information technology, and people-related skills and availability. We included ESG risks within our enterprise risk assessments.



*“Aligned with our purpose-driven, customer-centric strategy, risks are identified through*

*multiple processes and perspectives at Western Union. Adding ESG-related risk purviews enriches our ability to ‘connect the dots.’”*

**Mark Terris, Group Leader, Risk Management**

## HIGHLIGHTS

### RISK ASSESSMENT

#### Cybersecurity

Management’s cybersecurity risk assessment involved, among other things, an evaluation of external annual audits (service organization controls (SOCs) 2 report and payment card industry (PCI) compliance).

#### Climate

In 2021, we completed our first climate-related risks and opportunities assessment. (For more details, please refer to the “Climate Risk and Opportunities Assessment” section of this report.)

#### COVID-19

The Enterprise Risk Group continued to lead our ongoing global, cross-functional efforts in response to COVID-19. Going forward, we are applying the lessons learned to continue to ensure organizational and operational resilience in the reimagined workplace.

### RISK PROGRAM AND GOVERNANCE

#### ERM Framework and Risk Appetite

Management approved a risk appetite statement and Key Risk Indicators supporting our ERM Framework. Regular reporting and oversight continued to mature through our risk governance structure.

#### Risk Governance and Culture

We enhanced our risk governance processes through risk identification, escalation, and decision-making. We also produced Risk and Control Self Assessments across the enterprise and continued to evolve our Risk Champions network to advance risk governance and culture across the Company.

#### Vendor Risk Oversight and Outsourcing

We have continued to enhance our vendor risk oversight program and facilitated a cross-functional assessment of our outsourcing program and oversight to support our license management and our businesses’ partnership strategy.

#### Global ERM Requirements

We improved oversight and analysis of ERM requirements globally to support regulatory compliance and corporate governance.



## Culture of Ethics

We are committed to operating with transparency and integrity.

Our commitment to a strong culture of ethics and compliance defines our brand, and contributes to our success. This commitment is supported by our Ethics Program, which is led by the Ethics Office and our Chief Ethics Officer, within our Legal department.

### OUR APPROACH

Our Ethics Program includes:

- [A Code of Conduct](#)
- A Conflicts of Interest Policy and conflicts of interest disclosure process
- An annual [Modern Slavery and Human Trafficking Statement](#)
- [Human Rights Statement](#)
- Education, training, and communication on driving ethical behavior, avoiding conflicts of interest, preventing sexual harassment, and other topics
- A confidential Ethics Helpline, which allows for anonymous whistleblowing and reporting, subject to local law



*“As a business leader at Western Union, I and others value our company’s commitment to a strong culture of ethics and doing our business the right way. Our continued drive to act with integrity is at the core of everything we do and how we engage with each other, our customers, partners, stakeholders, and the communities we serve.”*

**Sobia Rahman, Head of Platform Product**

### CODE OF CONDUCT

Our ethical values are embedded in our global employee Code of Conduct and guide our treatment of customers, employees, agents, business partners, and the communities we serve. This includes our commitment to promoting human rights and condemning modern slavery. The Code of Conduct applies to all employees and is available in nine languages in addition to English.

In 2021, we refreshed our Code of Conduct. Among other updates, we made the Code of Conduct easier to read and reference, included updated training examples, and linked to key global policies and resources to help with raising questions and concerns.

Senior financial officers are subject to an additional Code of Ethics, and the Board of Directors is subject to a Directors’ Code of Conduct.

### ETHICS TRAINING

We provide employees with annual training on the Code of Conduct. In 2021, more than 99% of our employees certified that they had reviewed the code. We also developed a manager-specific guide to our refreshed Code of Conduct that was shared via our Company intranet.

Employees also received online training on insider trading and intellectual property, and new hire employees received focused online training on sexual harassment prevention. In addition, the Ethics Office continued its in-person and virtual sexual harassment prevention training program for new people managers globally in 2021, which featured updated anonymized sexual harassment cases that the Ethics Office had investigated.



## Culture of Ethics

### ETHICS HELPLINE

At Western Union, we promote a “Speak-Up” culture and encourage employees to raise questions and concerns via our issues reporting channels and secure and confidential Ethics Helpline. The independently-run 24/7 helpline allows reporters to raise anonymous concerns online or by phone, in multiple languages, subject to applicable law. Concerns raised via the Helpline are forwarded to the Ethics Office for review and investigation.

Our employee engagement surveys show that employees have confidence they can speak their mind without fear of negative consequences and feel comfortable using the Ethics Helpline to ask questions or report concerns.

### GOVERNANCE OF ETHICS

Our Ethics Committee supports Western Union’s ethics program and provides feedback and input to the Ethics Office. The Ethics Committee is made up of key internal stakeholders, including the Chief Legal Officer, Chief Financial Officer, Chief People Officer, Chief Compliance Officer, Chief Data Officer, Chief Risk Officer, Chief Privacy and Data Governance Officer, and senior business leaders. The Committee is chaired by the Chief Ethics Officer and met throughout 2021. In addition, the Chief Ethics Officer presents quarterly to the Audit Committee of our Board.





# Human Rights

Our global network extends to customers in over 200 countries and territories, including many remote locations and developing economies, enabling us to play a critical role in contributing to economic prosperity.



*“Western Union plays a vital role in serving vulnerable communities around the world, including migrants, and communities in zones afflicted by conflict or natural disaster. We are committed to supporting human rights in these communities and across the globe.”*

**Josh Rosario, Counsel, Ethics**

## OUR APPROACH

We condemn human rights abuses such as human trafficking, human smuggling, or any form of modern slavery. We do not use forced or involuntary labor and prohibit this in any part of our business or supply chains. We expect our suppliers and those involved in procurement processes for the Company to comply with these values.

In 2021, we released a [Human Rights Statement](#) guided by internationally recognized standards, such as the Universal Declaration of Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, and the UN Guiding Principles on Business and Human Rights.

We publish an annual [Modern Slavery and Human Trafficking Statement](#), which describes the steps we have taken to identify, prevent, and address modern slavery in our own operations and in our supply chain. The document details our current activities and future plans, including relevant policies, risk assessments, and collaboration with other actors to raise awareness and share knowledge.

## HUMAN RIGHTS ACROSS OUR VALUE CHAIN

With the support of an external expert, in 2020 we conducted an assessment that helped us to identify and prioritize the human rights impacts that most relate to our business and our business partners, and to develop mitigation and remediation strategies to address these impacts. We examined impacts on our key stakeholders — our employees, our customers, our communities, and our business partners.

In that assessment, we identified some of the key human rights risk areas associated with our business and business partners, including:

- Customer and consumer data privacy and protection
- The wrongful use of our network by illicit actors to facilitate human trafficking

We see these human rights impacts in the geographies where we operate as inherent risks of our role as a money movement and payments service provider, and due to external, contextual factors — such as geopolitical conflict, weak rule of law, and the uneven application of the law. As these impacts may change over time, we plan to continually improve our human rights approach through periodic human rights due diligence and monitoring.

For more information on data privacy and protection, please also see [pages 50–51](#) of this report.

For more information on our global anti-human trafficking initiative, please also [pages 46–47](#) of this report.





## Political Participation and Transparency

We participate in a wide range of public policy issues that may impact the Company and our stakeholders. Our work related to public policy is based on the interests of the Company, without regard for personal political preferences of our executives.

Our transparency around political disclosure has been recognized by the CPA-Zicklin Index of Corporate Political Disclosure and Accountability. The Index measures companies' electoral spending transparency and accountability by looking at performance in three areas: disclosure, company political spending decision-making policies, and board oversight and accountability policies.

Western Union scored 70% on the Index in 2021, and was rated as a "most improved" company owing to a gain of more than 60 percentage points from 2020. This was primarily due to the publication of our semi-annual **Corporate Political Contributions Reports**, which include detail about our political contributions and governance over policy engagement and political participation, among other disclosures.

### TRANSPARENCY

We provide transparency on our policy engagement and political participation through regular Corporate Political Contributions Reports. Current and historical reports are available with [our governance documents](#) on our Investor Relations webpage.

### GOVERNANCE

Our Global Public Policy group is responsible for Western Union's government relations policies and activities. The Public Policy Group reports at least annually to the Board of Directors' Corporate Governance, ESG, and Public Policy Committee on political contribution matters and major lobbying priorities. We also maintain compliance processes designed to ensure that the Company and its employees act in accordance with Western Union's Code of Conduct and with all relevant laws governing political contributions and lobbying activities.





## Responsible Sourcing

We are committed to acting ethically, demonstrating high professional standards, and complying with applicable laws and regulations, and we expect the same from our vendors.

### WORKING WITH VENDORS

To meet our commitments to our customers and other stakeholders, we purchase goods and services from thousands of vendors around the world. Many of these vendors are critical to delivering our core services, including providers of data centers, technology services, and call centers.

Our **Vendor Code of Conduct**, which was introduced in 2021, is incorporated into vendor contracts, and provides guidance for vendors to uphold our commitment to integrity in our business. The guidance in the Code covers areas such as making ethical decisions, speaking up, respecting human rights, avoiding bribery and corruption, competing fairly, managing conflicts of interest, and protecting confidential and proprietary information.

### VENDOR OVERSIGHT

Our Global Sourcing and Procurement Policy outlines competitive bidding guidelines and includes a section on ethical purchasing guidelines. In 2021, we continued to enhance our Vendor Risk Oversight program, which guides how we review potential new vendors for risk as well as the processes and allocation of responsibilities for ongoing monitoring of vendor performance. Depending on the nature of a given vendor's work, the program assesses vendors for multiple risk categories, including information security, privacy, sanctions and anti-corruption, consumer protection, and financial risks.

For details about how we assess, onboard, and monitor vendors for potential human trafficking or modern slavery within their business, please see our **Modern Slavery and Human Trafficking Statement**.

The Vendor Risk Committee is responsible for developing and monitoring our Vendor Risk Oversight program. The program aligns with our strategic priorities and vendor risk management objectives and is continually enhanced. The Committee is made up of senior leaders from across the organization and met throughout 2021.





# ESG Performance

Western Union's 2021 ESG Report has been prepared in accordance with the GRI Standards: Core option. It also includes responses to select relevant metrics from the SASB Standards – i.e., Software & IT Services and Consumer Finance standards – as well as the U.N. Sustainable Development Goals.



*“Western Union uses ESG-related metrics and KPIs not only to hold ourselves accountable for progress, but as part of our commitment to transparency with our stakeholders.”*

**Hannah Cossmann, ESG Communications Specialist**



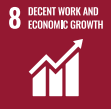
## IN THIS SECTION

- ➔ U.N. Sustainable Development Goals
- ➔ GRI and SASB Standards Index



# United Nations Sustainable Development Goals (U.N. SDGs)




As a global business with a reach to nearly every country in the world, we have an important role to play in addressing global challenges. The U.N. SDGs serve as a guide for achieving a more sustainable future. While we aim to positively contribute to all 17 SDGs, we focus our efforts on the six goals that are closely aligned with our three ESG focus areas, core strengths, and global impact.

U.N. SDGs	U.N. Targets	Western Union Actions
 <p><b>Goal 1:</b> End poverty in all its forms everywhere</p>	<p><b>1.4</b> By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership, and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services, including microfinance</p>	<ul style="list-style-type: none"> <li>Facilitate remittances, which exceed any other form of capital flow into developing countries (excluding exports)<sup>45</sup></li> <li>Offer an inclusive model enabling us to serve those with and without access to digital infrastructure and other financial services</li> <li>Provide support for migrants and refugees, who are important parts of Western Union's customer base, workforce, and communities</li> </ul>
 <p><b>Goal 5:</b> Achieve gender equality and empower all women and girls</p>	<p><b>5.5</b> Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic, and public life</p>	<ul style="list-style-type: none"> <li>Advance initiatives to attract, develop, and retain women leaders, with a goal to reach 40% women in senior management and above roles by 2025</li> <li>Continue Company-wide training on sexual harassment prevention</li> <li>Provide grants and scholarships that benefit women through the Western Union Foundation</li> </ul>
 <p><b>Goal 8:</b> Promote inclusive and sustainable economic growth, employment, and decent work for all</p>	<p><b>8.1</b> Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance, and financial services for all</p> <p><b>8.5</b> By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p><b>8.6</b> By 2020, substantially reduce the proportion of youth not in employment, education, or training</p>	<ul style="list-style-type: none"> <li>Enable access to financial services for unbanked and underbanked</li> <li>Partner with financial institutions, postal services, and other partners around the world to enable access to financial services</li> <li>Maintain gender pay equity globally and racial/ethnicity pay equity in the U.S.</li> <li>Increase racial and ethnic diversity among employees, including through a goal to reach 25% Hispanic/Latinx and Black/African American employees in the U.S. by 2025</li> <li>Support job training for vulnerable youth and underserved populations through the Western Union Foundation</li> </ul>

45. World Bank and KNOMAD, [Migration and Remittances Brief 35](#), November 2021



# United Nations Sustainable Development Goals (U.N. SDGs)

U.N. SDGs	U.N. Targets	Western Union Actions
 <p><b>Goal 10:</b> Reduce inequality within and among countries</p>	<p><b>10.7</b> Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies</p> <p><b>10.B</b> Encourage official development assistance and financial flows, including foreign direct investment, to states where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programs</p> <p><b>10.C</b> By 2030, reduce to less than 3% the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5%</p>	<ul style="list-style-type: none"> <li>Engage on migration issues at a global, regional, and national level</li> <li>Facilitate remittances, which exceed any other form of capital flow into developing countries (excluding exports)<sup>46</sup></li> <li>Enable consumers and businesses to send and receive money and make payments to nearly every country in the world in over 130 currencies, across our global financial network, accessing billions of bank accounts, millions of digital wallets, cards, and more than half a million retail locations; globally, the average cost of sending money through Western Union in 2021 was approximately 4% of the amount sent</li> </ul>
 <p><b>Goal 16:</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels</p>	<p><b>16.2</b> End abuse, exploitation, trafficking, and all forms of violence against and torture of children</p> <p><b>16.4</b> By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets, and combat all forms of organized crime</p> <p><b>16.5</b> Substantially reduce corruption and bribery in all their forms</p>	<ul style="list-style-type: none"> <li>Continue to work to prevent fraud through education and sophisticated controls; prevented \$1.9 billion of fraudulent transactions in 2021</li> <li>Support capacity within the financial system to detect and prevent illicit activity through partner engagements – such as compliance program reviews and trainings – with partners who offer Western Union services</li> <li>Continue efforts to combat illicit financial flows, including human and wildlife trafficking, terrorist financing, and drug trafficking</li> <li>Strictly prohibit and work against corrupt business practices</li> </ul>
 <p><b>Goal 17:</b> Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>	<p><b>17.3</b> Mobilize additional financial resources for developing countries from multiple sources</p> <p><b>17.16</b> Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology, and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries</p>	<ul style="list-style-type: none"> <li>Facilitate remittances, which exceed any other form of capital flow into developing countries (excluding exports)<sup>47</sup></li> <li>Engage in public-private partnerships to combat illicit activity, including human trafficking</li> <li>Enable financial flows in response to natural disasters and other humanitarian crises</li> </ul>

46. Ibid.

47. Ibid.





# GRI and SASB Standards Index

## GRI 102: General Disclosures 2016

### Organizational profile

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>102-1</b> Name of organization	The Western Union Company	
<b>102-2</b> Activities, brands, products and services	About Western Union <i>2021 Form 10-K: Item 1. Business</i>	<u>4-7</u> <u>6-11</u> (2021 10-K)
<b>102-3</b> Location of headquarters	Denver, Colorado, United States	
<b>102-4</b> Location of operations	<i>2021 Form 10-K: Item 1. Business; Item 2. Properties and Facilities</i>	<u>6, 47</u> (2021 10-K)
<b>102-5</b> Ownership and legal form	The Western Union Company is a publicly traded (NYSE: WU) company.	
<b>102-6</b> Markets served	About Western Union <i>2021 Form 10-K: Item 1. Business</i>	<u>4-5</u> <u>6</u> (2021 10-K)
<b>102-7</b> Scale of organization	Total Number of Employees: ~10,500 <i>2021 Form 10-K: Capital Resources and Liquidity; Consolidated Statements of Cash Flows; 16. Borrowings</i>	<u>59-65, 81, 121</u> (2021 10-K)
<b>102-8</b> Information on employees and other workers <b>TC-S1- 330a.1</b> Percentage of employees that are (1) foreign nationals and (2) located offshore	Our Workforce Data <i>2021 Form 10-K: Item 1. Business: Human Capital Management</i> As of December 31, 2021, approximately 84% of our employees were located outside of the U.S. with our employees located in a total of 52 countries.	<u>31</u> <u>6-11</u> (2021 10-K)
<b>102-9</b> Supply chain	About Western Union Responsible Sourcing <i>2021 Form 10-K: Item 1. Business</i>	<u>4-5</u> <u>69</u> <u>6-11</u> (2021 10-K)
<b>102-10</b> Significant changes to the organization and its supply chain	<i>2021 Form 10-K: Notes to Consolidated Financial Statements: 1. Business and Basis of Presentation</i> On August 4, 2021, we entered into an agreement to sell our Business Solutions service to Goldfinch Partners LLC and The Baupost Group LLC for approximately \$910 million in cash. According to the terms of the transaction, Western Union received the full proceeds from the sale in the first closing during Q1 of 2022. In this first closing, Western Union Business Solutions, excluding the business that is operated through Western Union International Bank in the European Union and the United Kingdom, was divested. The second closing is expected to be completed in the second half of 2022 and at this time the remaining Western Union Business Solutions business will transfer.	<u>84-85</u> (2021 10-K)



# GRI and SASB Standards Index

## GRI 102: General Disclosures 2016

### Organizational profile (continued)

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
102-11 Precautionary Principle or approach	Going Beyond Compliance Risk Management <i>2021 Form 10-K: Item 7A. Quantitative and Qualitative Disclosures About Market Risk</i> <i>2022 Proxy Statement, Board Leadership Structure and Role in Risk Oversight</i>	<u>49</u> <u>62-64</u> <u>70-72</u> (2021 10-K) <u>17</u> (2022 Proxy)
102-12 External initiatives	The Western Union Foundation Championing Opportunity Beyond Borders Supporting Migrants and Refugees Attracting Diverse Talent Building Inclusion in Our Communities Combating Illicit Activity Aligning with the U.N. SDGs	<u>6</u> <u>24-25</u> <u>26-27</u> <u>29-30</u> <u>35-36</u> <u>45-47</u> <u>71-72</u>
102-13 Membership of associations	The Western Union Foundation Supporting Migrants and Refugees Attracting Diverse Talent Building Inclusion in Our Communities Combating Illicit Activity	<u>6</u> <u>26-27</u> <u>29-30</u> <u>35-36</u> <u>45-47</u>

### Strategy

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
102-14 Statement from senior decision-maker	Message from the CEO	<u>2-3</u>
102-15 Key impacts, risks, and opportunities	Message from the CEO	<u>2-3</u>
TC-SI- 550a.2 Description of business continuity risks related to disruptions of operations	About Western Union Materiality Stakeholder Engagement Risk Management <i>2021 Form 10-K: Item 1. Business and 1A. Risk Factors</i>	<u>4-5</u> <u>10</u> <u>13-14</u> <u>62-64</u> <u>6, 23-46</u> (2021 10-K)



# GRI and SASB Standards Index

## GRI 102: General Disclosures 2016

### Ethics and Integrity

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>102-16</b> Values, principles, standards and norms of behaviors	Culture of Ethics <a href="#">Western Union Code of Conduct</a>	<a href="#">65–66</a>
<b>102-17</b> Mechanisms for advice and concerns about ethics	<a href="#">2022 Proxy Statement</a> , <a href="#">Code of Ethics</a> Ethics Helpline	<a href="#">25</a> (2022 Proxy) <a href="#">66</a>

### Governance

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>102-18</b> Governance structure	Corporate Governance and ESG Oversight <a href="#">2022 Proxy Statement</a> : <a href="#">Corporate Governance – Committees of the Board of Directors</a>	<a href="#">58–60</a> <a href="#">18–22</a> (2022 Proxy)
<b>102-19</b> Delegating authority	Corporate Governance and ESG Oversight <a href="#">Corporate Governance, ESG, and Public Policy Committee Charter</a>	<a href="#">58–60</a>
<b>102-20</b> Executive-level responsibility for economic, environmental, and social topics	Corporate Governance and ESG Oversight	<a href="#">58–60</a>
<b>102-21</b> Consulting stakeholders on economic, environmental, and social topics	Stakeholder Engagement Culture of Ethics Any stockholder of the Company or other interested party who desires to contact the non-management directors either as a group or individually, or Mr. McGranahan in his capacity as a director, may do so by writing to: The Western Union Company, Board of Directors, 7001 E. Belleview Avenue, Denver, Colorado 80237. Communications that are intended specifically for non-management directors should be addressed to the attention of the Chairperson of the Corporate Governance, ESG, and Public Policy Committee. All communications will be forwarded to the Chairperson of the Corporate Governance, ESG, and Public Policy Committee unless the communication is specifically addressed to another member of the Board, in which case the communication will be forwarded to that director.	<a href="#">13–14</a> <a href="#">65–66</a>



# GRI and SASB Standards Index

## GRI 102: General Disclosures 2016

### Governance (continued)

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>102-22</b> Composition of the highest governance body and its committees	Corporate Governance and ESG Oversight <i>2022 Proxy Statement: Proxy Summary, Board of Directors Information</i> During 2021, the Board met seven times (not including committee meetings). Each of the directors attended at least 75% of the aggregate number of meetings of the Board and Board committees on which they served in 2021.	<b>58-60</b> <i>i-ii, 6-13</i> (2022 Proxy)
<b>102-23</b> Chair of the highest governance body	<i>2022 Proxy Statement: Board of Directors Information, Summary of Corporate Governance Practices</i>	<b>8, 15</b> (2022 Proxy)
<b>102-24</b> Nominating and selecting the highest governance body	<i>2022 Proxy Statement: Election of Directors, Corporate Governance</i>	<b>14-16, 23-25</b> (2022 Proxy)
<b>102-25</b> Conflicts of interest	The Ethics Office maintains a Conflicts of Interest Policy that applies to all employees. The Policy defines what constitutes a conflict of interest, provides examples of situations where conflicts of interest may arise, and outlines the requirements for the disclosure, review, and approval of conflicts of interest. The Ethics Office also provides a process for disclosing conflicts related to various topics such as giving and receiving gifts, secondary employment, board service, significant personal relationships, and financial investments. Disclosure and review of potential or actual conflicts of interest help our employees act in the interest of the Company.	
<b>102-26</b> Role of highest governance body in setting purpose, values, and strategy governance body and its committees	Corporate Governance and ESG Oversight <i>2022 Proxy Statement: Proxy Summary, Board of Directors Information, Corporate Governance</i>	<b>58-60</b> <i>i-v, 6-11, 13, 17</i> (2022 Proxy)
<b>102-27</b> Collective knowledge of highest governance body	In 2021, the Board was briefed on cybersecurity training, anti-money laundering and anti-bribery/corruption training, as well as regular briefings on regulatory matters, privacy and data security, ESG matters, organizational health, and others, solely as it relates to the Company, in the normal course of presentations from management.	
<b>102-28</b> Evaluating the highest governance body's performance	<i>2022 Proxy Statement: Corporate Governance – Corporate Governance, ESG, and Public Policy Committee, Nomination of Directors, Corporate Governance – Codes of Ethics</i>	<b>22-25</b> (2022 Proxy)
<b>102-29</b> Identifying and managing economic, environmental, and social impacts	Materiality Corporate Governance and ESG Oversight Risk Management <i>2022 Proxy Statement: Corporate Governance, ESG, and Public Policy Committee</i>	<b>10</b> <b>58-60</b> <b>62-64</b> <b>22</b> (2022 Proxy)
<b>102-30</b> Effectiveness of risk management processes	Risk Management <i>2022 Proxy Statement: Corporate Governance – Board Leadership Structure and Role in Risk Oversight, Corporate Governance, ESG, and Public Policy Committee</i>	<b>62-64</b> <b>17, 22</b> (2022 Proxy)



# GRI and SASB Standards Index

## GRI 102: General Disclosures 2016

### Governance (continued)

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>102-31</b> Review of economic, environmental, and social topics	Corporate Governance and ESG Oversight <i><u>2022 Proxy Statement</u>: Corporate Governance, ESG, and Public Policy Committee</i>	<b>58–60</b> <i>22</i> (2022 Proxy)
<b>102-32</b> Highest governance body’s role in sustainability reporting	The President and CEO and the members of the Corporate Governance, ESG, and Public Policy Committee of the Board review the Company’s annual ESG Report.	
<b>102-33</b> Communicating critical concerns	Any stockholder of the Company or other interested party who desires to contact the non-management directors either as a group or individually, or Mr. McGranahan in his capacity as a director, may do so by writing to: The Western Union Company, Board of Directors, 7001 E. Belleview Avenue, Denver, Colorado 80237. Communications that are intended specifically for non-management directors should be addressed to the attention of the Chairperson of the Corporate Governance, ESG, and Public Policy Committee. All communications will be forwarded to the Chairperson of the Corporate Governance, ESG, and Public Policy Committee unless the communication is specifically addressed to another member of the Board, in which case the communication will be forwarded to that director.  Our Ethics Helpline is a secure and confidential mechanism for receiving and processing whistleblower reports and other ethics concerns. It allows employees and other reporters to raise concerns anonymously, subject to applicable law. Reports can be made online at wuethicshelpline.com or by phone.	
<b>102-34</b> Nature and total number of critical concerns	Western Union is not disclosing due to confidentiality concerns.	
<b>102-35</b> Remuneration policies	<i><u>2022 Proxy Statement</u>: Compensation of Directors, Compensation Discussion and Analysis, Executive Compensation</i>	<b>32–51, 53–65</b> (2022 Proxy)
<b>102-36</b> Process for determining remuneration	<i><u>2022 Proxy Statement</u>: Compensation Discussion and Analysis</i>	<b>32–52</b> (2022 Proxy)
<b>102-37</b> Stakeholders’ involvement in remuneration	<i><u>2022 Proxy Statement</u>: Compensation Discussion and Analysis</i>	<b>32–52</b> (2022 Proxy)
<b>102-38</b> Annual total compensation ratio	<i><u>2022 Proxy Statement</u>: CEO Pay Ratio</i>	<b>68</b> (2022 Proxy)
<b>102-39</b> Percentage increase in annual total compensation ratio	Compensation ratio in 2020 was 339:1. Compensation ratio in 2021 was 298:1. Percentage decrease in annual total compensation ratio: 12.1%.	





# GRI and SASB Standards Index

## GRI 102: General Disclosures 2016

### Stakeholder Engagement

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>102-40</b> List of stakeholder groups	Stakeholder Engagement	<a href="#">13-14</a>
<b>102-41</b> Collective bargaining agreements	As of December 31, 2021, approximately 84% of our employees were located outside of the U.S., with our employees located in a total of 52 countries. In some regions we have relationships with trade unions and works councils, and our workforce is covered through collective bargaining agreements (CBAs), but it differs from country to country. As a result, we cannot provide a precise response to this question, but can confirm that most Western Union employees are not covered by CBAs and none who are U.S.-based are covered by CBAs. Western Union complies with applicable local laws worldwide regarding employee and third-party involvement, respects the rights of employees to organize, and does not discriminate based on an employee's decision to join or not join a labor organization.	
<b>102-42</b> Identifying and selecting stakeholders	Materiality Stakeholder Engagement The stakeholder groups were identified based on those in which Western Union has its greatest interactions in its operations and activities, and where it can have or influence the greatest impact in addressing environmental, social, and governance-related matters.	<a href="#">10</a> <a href="#">13-14</a>
<b>102-43</b> Approach to stakeholder engagement	Stakeholder Engagement Engaging with Our Employees	<a href="#">13-14</a> <a href="#">33</a>
<b>102-44</b> Key topics and concerns raised	Materiality Stakeholder Engagement Engaging with Our Employees	<a href="#">10</a> <a href="#">13-14</a> <a href="#">33</a>



# GRI and SASB Standards Index

## GRI 102: General Disclosures 2016

### Reporting Practice

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>102-45</b> Entities included in the consolidated financial statements	About This Report <i>2021 Form 10-K: Notes to Consolidated Financial Statements: 1. Business and Basis of Presentation, 2. Summary of Significant Accounting Policies</i>	<u>91</u> <u>84-93</u> (2021 10-K)
<b>102-46</b> Defining report content and topic boundaries	Materiality About This Report Message from the CEO	<u>10</u> <u>91</u> <u>2-3</u>
<b>102-47</b> List of material topics	Materiality	<u>10</u>
<b>102-48</b> Restatements of information	There were no restatements of information in this report.	
<b>102-49</b> Changes in reporting	There were no significant changes from the previous reporting period.	
<b>102-50</b> Reporting period	Calendar year 2021 unless otherwise noted	
<b>102-51</b> Date of most recent report	The most recent report was released in June 2021.	
<b>102-52</b> Reporting cycle	Western Union reports on an annual basis, but may adjust our reporting cycle as appropriate.	
<b>102-53</b> Contact point for questions regarding the report	ESG@westernunion.com	
<b>102-54</b> Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards (Core option).	
<b>102-55</b> GRI content index	GRI Index, SASB Index, and U.N. SDGs	<u>70-90</u>
<b>102-56</b> External assurance	Western Union does not have a policy relating to external assurance for its annual ESG Report, and does not currently seek external assurance.	



# GRI and SASB Standards Index

## GRI 200: Topic-Specific Standards — Economic

### 201 Economic Performance

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<p><b>103-1</b> Explanation of the material topic and its boundary</p> <p><b>103-2</b> The management approach and its components</p> <p><b>103-3</b> Evaluation of the management approach</p>	<p>Materiality</p> <p>The Western Union Foundation</p> <p><i><b>2021 Annual Report:</b> Message from the CEO</i></p> <p><i><b>2022 Proxy Statement:</b> Corporate Governance</i></p> <p><i><b>2021 Form 10-K:</b> Item 1. Our Business, Item 7. Management Discussion and Analysis of Financial Condition and Results of Operations</i></p>	<p><u>10</u></p> <p><u>6</u>, <u>24–27</u>, <u>35–36</u></p> <p><u>1–3</u> (Annual Report)</p> <p><u>15–25</u> (2022 Proxy)</p> <p><u>6–21</u>, <u>49–69</u> (2021 10-K)</p>
<p><b>201-1</b> Direct economic value generated and distributed (EVG&amp;D)</p>	<p><i><b>2021 Form 10-K:</b> Selected Financial Data, Financial Statements and Supplementary Data — Consolidated Statements of Cash Flows</i></p>	<p><u>73</u> (2021 10-K)</p>
<p><b>201-2</b> Financial implications and other risks and opportunities due to climate change</p>	<p>Climate Risks and Opportunities Assessment</p> <p><i><b>2021 Form 10-K:</b> Risks Relating to Our Business and Industry: Risks Relating to our Business Model and Competition, Risk Relating to Cybersecurity and Third-Party Vendors</i></p> <p>The frequency and intensity of weather events related to climate change are increasing, which could increase the likelihood and severity of natural disasters as well as related damage and business interruption. Demand for our services could soften, including due to low consumer confidence, high unemployment, changes in foreign exchange rates, reduced global trade, including from trade disruptions or trade restrictions, or other events, such as civil unrest, war, terrorism, natural disasters, including those related to climate change, or public health emergencies or epidemics.</p>	<p><u>55</u></p> <p><u>24</u>, <u>33</u> (2021 10-K)</p>
<p><b>201-3</b> Defined benefit plan obligations and other retirement plans</p>	<p><i><b>2021 Form 10-K:</b> Notes to Consolidated Financial Statements — 12. Employee Benefit Plans</i></p>	<p><u>110–111</u> (2021 10-K)</p>



# GRI and SASB Standards Index

## GRI 200: Topic-Specific Standards — Economic

### 203 Indirect Economic Impacts

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
103-1 Explanation of the material topic and its boundary	Materiality	<a href="#">10</a>
103-2 The management approach and its components	The Western Union Foundation	<a href="#">6</a> ,
103-3 Evaluation of the management approach	Protecting Customers	<a href="#">24–27</a> ,
	Combating Illicit Activity	<a href="#">35–36</a>
	Going Beyond Compliance	<a href="#">43–44</a>
	Responsible Sourcing	<a href="#">45–47</a>
		<a href="#">49</a>
		<a href="#">69</a>
203-2 Significant indirect economic impacts	Inclusive Innovation	<a href="#">16–23</a>
	Supporting Migrants and Refugees	<a href="#">26–27</a>
	The Western Union Foundation	<a href="#">6</a> , <a href="#">24–27</a> ,
	Protecting Customers	<a href="#">35–36</a>
	Combating Illicit Activity & Preventing Corruption	<a href="#">43–44</a>
		<a href="#">45–48</a>

### 204 Procurement Practices

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
103-1 Explanation of the material topic and its boundary	Culture of Ethics	<a href="#">65–66</a>
103-2 The management approach and its components	Responsible Sourcing	<a href="#">69</a>
103-3 Evaluation of the management approach		
204-1 Proportion of spending on local suppliers	Western Union has a global supplier base aligned with the operations of the Company and its product and service offerings. While Western Union does not set a target for local supplier sourcing, many of our needs are fulfilled on a local or regional level based on Company and customer needs.	



# GRI and SASB Standards Index

## GRI 200: Topic-Specific Standards — Economic

### 205 Anti-Corruption

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary	Supporting Fair Competition	<a href="#">44</a>
<b>103-2</b> The management approach and its components	Preventing Corruption	<a href="#">48</a>
<b>103-3</b> Evaluation of the management approach	Ethics and Culture Responsible Sourcing	<a href="#">65–66</a> <a href="#">69</a>
<b>205-2</b> Communication and training about anti- corruption policies and procedures	Preventing Corruption: Training and Communication	<a href="#">48</a>

### 206 Anti-Competitive Behavior

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary	Supporting Fair Competition	<a href="#">44</a>
<b>103-2</b> The management approach and its components	Culture of Ethics	<a href="#">65–66</a>
<b>103-3</b> Evaluation of the management approach		
<b>206-1</b> Legal actions for anti- competitive behavior, anti-trust, and monopoly practices	<a href="#">2021 Form 10-K: Notes to Consolidated Financial Statements — 6. Commitments and Contingencies</a>	<a href="#">135</a> (2021 10-K)
<b>TC-SI- 520a.1</b> Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations		





# GRI and SASB Standards Index

## GRI 300: Topic-Specific Standards — Environmental

### 302 Energy

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary <b>103-2</b> The management approach and its components <b>103-3</b> Evaluation of the management approach	Environment — Our Approach	<a href="#">53</a>
<b>302-1</b> Energy consumption within the organization <b>TC-SI- 130a.1</b> Total energy consumed, percentage grid electricity, percentage renewable energy	Total energy consumption within the organization: 136,759.0 GJ Standards used: GHG Protocol Corporate Standard; all refrigerants were assumed to be R410a unless otherwise stated; natural gas was assumed to be the U.S. national average for energy content, type, etc. Standard equations and factors based on the Environmental Protection Agency GHG Emission Factors Hub. Percentage grid electricity: 100%	
<b>302-2</b> Energy consumption outside of the organization	GHG Emissions Measurements	
<b>302-3</b> Energy intensity	Energy intensity ratio: 0.0268 GJ per \$1,000 USD of revenue Organization specific denominator: \$5.1B USD Types of energy included in intensity ratio: fuel (including gasoline, diesel, and jet fuel), electricity, heating (natural gas), and cooling (refrigerants) are included, but steam does not apply Ratio uses energy consumption inside the organization	
<b>302-4</b> Reduction of energy consumption	Sustainable and Efficient Working Spaces	<a href="#">56</a>

### 305 Emissions<sup>48</sup>

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary	Our Approach	<a href="#">53</a>
<b>103-2</b> The management approach and its components	GHG Emissions Measurements	<a href="#">55</a>
<b>103-3</b> Evaluation of the management approach	Sustainable and Efficient Working Spaces	<a href="#">56</a>
<b>305-1</b> Direct (Scope 1) GHG emissions	GHG Emissions Measurements Total Scope 1: 2021: 4,828 mtCO <sub>2</sub> e	<a href="#">54</a>

48. This is the first year Western Union is disclosing GHG emissions information in our ESG report. Measuring GHG emissions is complex and the technology is evolving, and our methodology for calculating GHG emissions may change in future years.



# GRI and SASB Standards Index

## GRI 300: Topic-Specific Standards — Environmental

### 305 Emissions (continued)

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>305-2</b> Energy Indirect (Scope 2) GHG emissions	GHG Emissions Measurements 2021 Scope 2: Location-Based Emissions: 7,217 mtCO <sub>2</sub> e Market-Based Emissions: 7,297 mtCO <sub>2</sub> e	<a href="#">54</a>
<b>305-5</b> Reduction of GHG emissions	Sustainable and Efficient Working Spaces	<a href="#">56</a>

### 307 Environmental Compliance

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary	Corporate Governance and ESG Oversight	<a href="#">58–60</a>
<b>103-2</b> The management approach and its components	Risk Management	<a href="#">62–64</a>
<b>103-3</b> Evaluation of the management approach	Culture of Ethics <i><a href="#">2022 Proxy Statement: Corporate Governance, ESG, and Public Policy Committee</a></i>	<a href="#">65–66</a> <a href="#">22</a> (2022 Proxy)
<b>307-1</b> Non-compliance with environmental laws and regulations	Western Union has not paid any significant fines and was not otherwise sanctioned for non-compliance with environmental laws or regulations in the reporting period.	
<b>TC-SI- 130a.3</b> Description of the integration of environmental considerations to strategic planning for data center needs	Sustainable and Efficient Working Spaces	<a href="#">56</a>



# GRI and SASB Standards Index

## GRI 400: Topic-Specific Standards — Social

### 401 Employment

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary	Attracting Diverse Talent	<a href="#">29–30</a>
<b>103-2</b> The management approach and its components	Supporting Employee Well-being	<a href="#">39–40</a>
<b>103-3</b> Evaluation of the management approach	<a href="#">2021 Form 10-K: Notes to Consolidated Financial Statements, 12. Employee Benefit Plans</a>	<a href="#">110</a> (2021 10-K)
<b>401-1</b> New employee hires and employee turnover	<p><b>New Employee Hires — 2021</b>            Total new hires: 1,903            Female: 940 (49%)            Male: 958 (50%)            Chose not to identify: 5 (1%)</p> <p><b>Employee Turnover — 2021</b>            Total turnover: 2,341            Female: 1,119 (48%)            Male: 1,200 (51%)            Chose not to identify: 22 (1%)</p>	
<b>401-2</b> Benefits provided to full-time employees that are not provided to temporary or part-time employees	Supporting Employee Well-being <a href="#">2021 Form 10-K: Notes to Consolidated Financial Statements, 12. Employee Benefit Plans</a>	<a href="#">39–40</a> <a href="#">110</a> (2021 10-K)
<b>401-3</b> Parental leave	Supporting Employee Well-being All of Western Union's approximately 1,700 U.S. employees in 2021 were eligible for parental leave, including full- and part-time employees. Outside the U.S., parental leave policies vary by country.	<a href="#">39–40</a>
<b>TC-SI- 330a.2</b> Employee engagement as a percentage	Engaging with Our Employees	<a href="#">33</a>

### 404 Training and Education

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary	Our Workforce Data	<a href="#">31</a>
<b>103-2</b> The management approach and its components	Empowering and Developing Our Workforce	<a href="#">32–34</a>
<b>103-3</b> Evaluation of the management approach		
<b>404-1</b> Average hours of training per year per employee	<p>Our Workforce Data</p> <p><b>Employee Training — 2021</b>            Total average: 18 hours            Female average: 18 hours            Male average: 17 hours</p>	<a href="#">31</a>



# GRI and SASB Standards Index

## GRI 400: Topic-Specific Standards — Social

### 404 Training and Education (continued)

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>404-2</b> Programs for upgrading employee skills and transition assistance programs	Empowering and Developing Our Workforce In certain countries, Western Union provides tuition reimbursement and supports degree programs and certifications for employees. In addition, to position our people for success and empowerment, we provide our employees with access to a variety of learning, including facilitated and self-paced digital formats. Employees also gain valuable experience through on-the-job learning, special assignments and projects, and coaching and mentoring. We use a variety of assessments to help employees identify and develop areas to both improve current performance as well as areas that prepare them for future opportunities.	<a href="#">32-34</a>
<b>404-3</b> Percentage of employees receiving regular performance and career development reviews	Approximately 85% of our workforce participate in regular performance and development discussions. Employees who did not participate in the formal process in 2021 included front-line associates, interns, and recent hires who were not at the Company prior to the last review cycle of the calendar year.	

### 405 Diversity and Equal Opportunity

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary	Advancing Diversity, Equity, and Inclusion	<a href="#">11</a>
<b>103-2</b> The management approach and its components	Attracting Diverse Talent	<a href="#">29-30</a>
<b>103-3</b> Evaluation of the management approach	Our Workforce Data	<a href="#">31</a>
	Empowering and Developing Our Workforce	<a href="#">32-34</a>
	Corporate Governance and ESG Oversight	<a href="#">58-60</a>
<b>405-1</b> Diversity of governance bodies and employees	Attracting Diverse Talent	<a href="#">29-30</a>
<b>TC-SI- 330a.3</b> Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Our Workforce Data	<a href="#">31</a>
	2021 Board of Directors	<a href="#">59</a>
	<b>2022 Proxy Statement: Board of Directors Information</b>	<a href="#">6-13</a> (2022 Proxy)
<b>405-2</b> Ratio of basic salary and remuneration of women to men	Employee Compensation: Pay Equity	<a href="#">37</a>



# GRI and SASB Standards Index

## GRI 400: Topic-Specific Standards — Social

### 412 Human Rights Assessment

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary	Combating Illicit Activity	<a href="#">45–47</a>
<b>103-2</b> The management approach and its components	Going Beyond Compliance	<a href="#">49</a>
<b>103-3</b> Evaluation of the management approach	Corporate Governance and ESG Oversight Human Rights <i><a href="#">Modern Slavery and Human Trafficking Statement</a></i>	<a href="#">58–60</a> <a href="#">67</a>
<b>GRI 412-1</b> Operations That Have Been Subject to Human Rights Reviews or Impact Assessments	Human Rights <i><a href="#">Human Rights Statement</a></i>	<a href="#">67</a>
<b>412-2</b> Employee training on human rights policies or procedures	Combating Illicit Activity Helping to Combat Human Trafficking Preventing Corruption— Training and Communication Going Beyond Compliance— Training and Education Ethics Training	<a href="#">45–47</a> <a href="#">47</a> <a href="#">48</a> <a href="#">49</a> <a href="#">65</a>

### 414 Supplier Social Assessment

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary	Human Rights	<a href="#">67</a>
<b>103-2</b> The management approach and its components	Responsible Sourcing	<a href="#">69</a>
<b>103-3</b> Evaluation of the management approach	<i><a href="#">Modern Slavery and Human Trafficking Statement</a></i>	
<b>414-1</b> New suppliers that were screened using social criteria	Responsible Sourcing <i><a href="#">Modern Slavery and Human Trafficking Statement</a></i>	<a href="#">69</a>





# GRI and SASB Standards Index

## GRI 400: Topic-Specific Standards — Social

### 415 Public Policy

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary	Stakeholder Engagement	<a href="#">13–14</a>
<b>103-2</b> The management approach and its components	Corporate Governance and ESG Oversight	<a href="#">58–60</a>
<b>103-3</b> Evaluation of the management approach	<a href="#">2022 Proxy Statement</a> : Corporate Governance — Committees of the Board of Directors	<a href="#">18</a> (2022 Proxy)
<b>415-1</b> Political contributions	Political Participation and Transparency <a href="#">Corporate Political Contribution Report — Current</a>	<a href="#">68</a>

### 418 Consumer Privacy

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary	Cybersecurity, Data Privacy, and Protection	<a href="#">50–51</a>
<b>103-2</b> The management approach and its components	Protecting Customers	<a href="#">43–44</a>
<b>103-3</b> Evaluation of the management approach	<a href="#">Consumer Global Privacy Statement</a> Western Union will only collect Personal Information that is necessary to accomplish the intended purpose of the collection. Where required by law or otherwise required by the Privacy Office, Western Union will use a privacy notice with appropriate disclosures (“Privacy Statement”) or other description of its privacy practices to notify Data Subjects of the purpose of the data collection at the time Personal Information is collected. Personal Information may not be collected simply on the basis that it could be useful at some point in the future for an unspecified purpose.	
<b>TC-SI- 220a.1</b> Description of policies and practices relating to behavioral advertising and user privacy	Cybersecurity, Data Privacy, and Protection Protecting Customers	<a href="#">50–51</a> <a href="#">43–44</a>
<b>TC-SI- 230a.2; FN-CF- 230a.3</b> Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	<a href="#">Consumer Global Privacy Statement</a> : How Western Union Collects Your Personal Data; How Western Union Uses the Personal Information It Collects	
<b>418-1</b> Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity, Data Privacy, and Protection	<a href="#">50–51</a>
<b>TC-SI- 230a.1; FN-CF- 230a.1</b> Number of data breaches, percentage involving personally identifiable information (PII) and number of users affected		



# GRI and SASB Standards Index

## GRI 400: Topic-Specific Standards – Social

### 418 Consumer Privacy (continued)

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>FN-CF- 220a.2</b> Total amount of monetary losses as a result of legal proceedings associated with customer privacy	Information about legal matters involving the Company can be found in our <a href="#">2021 Form 10-K: Commitments and Contingencies</a>	<a href="#">99–100</a> (2021 10-K)
<b>TC-SI- 220a.3</b> Total amount of monetary losses as a result of legal proceedings associated with user privacy	Information about legal matters involving the Company can be found in our <a href="#">2021 Form 10-K: Commitments and Contingencies</a>	<a href="#">99–100</a> (2021 10-K)

### 419 Socioeconomic Compliance

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary	Preventing Corruption	<a href="#">48</a>
<b>103-2</b> The management approach and its components	Going Beyond Compliance	<a href="#">49</a>
<b>103-3</b> Evaluation of the management approach		
<b>419-1</b> Non-compliance with laws and regulations in the social and economic area	Information about legal matters involving the Company can be found in our <a href="#">2021 Form 10-K: Commitments and Contingencies</a>	<a href="#">99–100</a> (2021 10-K)
<b>TC-SI- 220a.3</b> Total amount of monetary losses as a result of legal proceedings associated with user privacy		
<b>TC-SI-520a.1</b> Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Information about legal matters involving the Company can be found in our <a href="#">2021 Form 10-K: Commitments and Contingencies</a>	<a href="#">99–100</a> (2021 10-K)
<b>FN-CF-220a.2</b> Total amount of monetary losses as a result of legal proceedings associated with customer privacy	Information about legal matters involving the Company can be found in our <a href="#">2021 Form 10-K: Commitments and Contingencies</a>	<a href="#">99–100</a> (2021 10-K)
<b>FN-CF-270a.5</b> Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products	Information about legal matters involving the Company can be found in our <a href="#">2021 Form 10-K: Commitments and Contingencies</a>	<a href="#">99–100</a> (2021 10-K)



# GRI and SASB Standards Index

## GRI 400: Topic-Specific Standards — Social

### WU1 Cybersecurity

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary	Cybersecurity, Data Privacy, and Protection	<a href="#">50–51</a>
<b>103-2</b> The management approach and its components	Protecting Customers	<a href="#">43–44</a>
<b>103-3</b> Evaluation of the management approach	<a href="#"><i>Consumer Global Privacy Statement</i></a>	
<b>TC-SI- 230a.2</b> Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards		
<b>FN-CF- 230a.3; TC-SI- 230a.2</b> Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards		

### WU2 Service and Technology Innovation

DISCLOSURE & GRI/SASB CODE	REPORT SECTIONS AND LINKS	PAGE
<b>103-1</b> Explanation of the material topic and its boundary	Inclusive Innovation	<a href="#">16–23</a>
<b>103-2</b> The management approach and its components		
<b>103-3</b> Evaluation of the management approach		

# About This Report

The ESG Report has been prepared in accordance with the GRI Standards (Core option) and includes responses to select relevant metrics from the SASB Standards. We also highlight how Western Union's ESG efforts support the United Nations Sustainable Development Goals (U.N. SDGs).

The scope of performance data in this report is company-wide for the fiscal year ending December 31, 2021, and all financial information is presented in U.S. dollars unless otherwise noted.

We have conducted a rigorous internal review of the report content, including subject matter reviews and validation. This report has not been externally assured.

We would like to hear what you think about our ESG Report and related efforts. Please send any queries or comments to [esg@westernunion.com](mailto:esg@westernunion.com).

## FORWARD-LOOKING STATEMENT

This report contains certain statements that are forward-looking within the meaning of the Private Securities Litigation Reform Act of 1995 that involve risks and uncertainties. These statements are not historical facts or guarantees of future outcomes, but rather are based on current expectations, estimates, assumptions, and projections, and include statements regarding our goals, commitments, programs, and other plans and objectives. Words such as "expect," "intend," "target," "goal," "anticipate," "believe," "aim," "plan," "seek," "strive," "endeavor," and other similar expressions or future or conditional verbs such as "may," "will," "should," "would," "could," and "might" are intended to identify such forward-looking statements based on changes in circumstances, assumptions not being realized, or other risks, uncertainties, and factors. Such risks, uncertainties, and factors include, but are not limited to, those discussed in the Risk Factors section throughout our Annual Report on Form 10-K for the year ending December 31, 2021 and subsequent Quarterly Reports on Form 10-Q and Current Reports filed on Form 8-K with the U.S. Securities and Exchange Commission. In addition, we cannot assure you that outcomes or results, including the achievement of any stated goal, commitment, program, or other plan or objective, will have the forecasted, desired, or expected consequences and effects. Our forward-looking statements are only as of the date they are made, and we undertake no obligation to update any forward-looking statement.

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