ESG Report 2023

Updated April 17, 2025

ALLIEDUNIVERSAL®
There for you.

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This report was revised on April 17, 2025, to reflect the Company's Culture & Belonging strategy. This revision provides clarity and reinforces the Company's commitment to ensuring every employee feels valued, connected, and essential to our team.

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Introducing Allied Universal

We are Allied Universal® - the world's leading security and facility services company.

Operating in more than 100 countries, we play an important role in society, creating value by generating employment for hundreds of thousands of people and by helping communities operate in safer, more secure environments, where they can thrive and prosper.

We provide proactive security services and cutting-edge smart technology to deliver evolving, tailored solutions that allow our customers to focus on their core business. We are the third largest private employer in North America and one of the largest in the world.

Serving over 100,000 customers worldwide, we are dedicated to delivering the highest quality services, contributing to building safe and sustainable communities, generating social value and being a trusted business partner.

- Delivering industry leading security solutions to our customers
- Providing rewarding work and career opportunities for hundreds of thousands of employees
- Making positive social and economic contributions to our communities
- Building a company that creates significant and sustainable value for our key stakeholders

In this, our third Environment, Social, Governance (ESG) Report, we feature the important work carried out to serve and safeguard customers and communities, demonstrating that Allied Universal is There for you.®

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Our Guiding Statements

We are committed to doing business the right way. Our values set us apart in the industry and are carefully and comprehensively embedded in our systems, policies and processes.

Purpose

There for you®, serving and safeguarding customers, communities and people around the world.

Vision

Be the world's most trusted services provider.

Mission

Allied Universal®, through its unparalleled customer relationships, provides proactive solutions, cutting-edge smart technology, and tailored services that allow customers to focus on their core business.

Values

We are AGILE, RELIABLE and INNOVATIVE. Our CARING culture puts people and SAFETY first. We deliver through TEAMWORK and always act with INTEGRITY.

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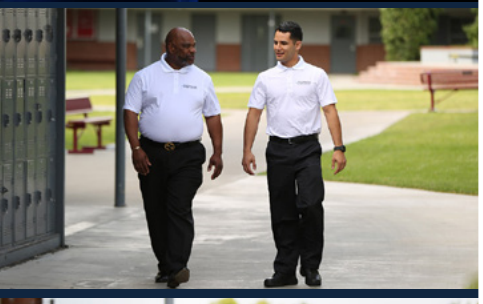

ALLIED UNIVERSAL®

In North America, we operate chiefly under the Allied Universal brand. We operate chiefly under the G4S brand throughout the rest of the world.

83%

Comprehensive Security Services

- Security professionals
- Visitor management
- Vehicle patrols
- Canine security services
- Intelligence services
- Executive protection

7%

Technology Services

- Security technology integration
- Retail technology solutions
- Electronic tracking and alarm monitoring
- Access control and video monitoring

10%

Other Services

- Corporate risk services
- Consulting and investigation
- Cash processing and transportation
- Facilities management
- Care and rehabilitation (approx 2% of total revenue)

Our Ownership

Allied Universal is privately held, owned by funds controlled by Warburg Pincus LLC and a fund managed by a wholly owned subsidiary of Caisse de Dépôt et Placement du Québec, which together represent approximately 73% of the ownership of the company, and by other institutional investors including affiliates of Partners Group and the J. Safra Group, and by members of management.

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Steve Jones
Global Chairman and CEO's Statement

Our exceptional team is dedicated to providing outstanding security services to our communities and our customers. In a world that presents ever-evolving security challenges, our global workforce is indispensable and Allied Universal plays a critical role. Whether it's at corporate campuses, major events, or government facilities and critical infrastructure, Allied Universal partners with its clients to implement integrated security solutions at their properties. Allied Universal strives to be the most trusted services partner in the world.

As a leading global employer, we recognize our responsibility to our employees, customers, and the communities we serve.

We continue to develop our ESG-related policies, and I am happy with the progress we have made, particularly in relation to our Employer of Choice strategy and Ethics and Compliance capabilities.

Career opportunities at Allied Universal are plentiful, and we nurture talent to give our people the best opportunities to develop skills. We care about our employees, and this is central to our Employer of Choice strategy.

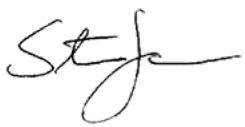
Allied Universal committed to the UN Global Compact two years ago, and its principles continue to be reflected in our ethics codes, human rights and other ESG related policies.

At Allied Universal, our caring culture puts people and safety first. We focus on human and organizational performance and seek to develop every team member to recognize and mitigate risk.

Underpinning our strategies are core health and safety standards against which businesses are assessed regularly. Compliance is monitored and periodically audited, with reviews of performance conducted at a senior level.

In 2024, we are embarking on several projects to enhance the operational and organizational efficiency of our company, to secure the future and continue our positive impact on society for years to come.

I am excited for what the future holds, and thankful for the opportunity we have to make a difference to our stakeholders, achieving our purpose of being There for you®, serving our customers, communities, and people worldwide.



Steve Jones
Global Chairman and CEO, Allied Universal

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Our 2023 ESG Highlights

Trained more than 25,000 managers globally on I-Care Leadership skills
(see page 22)

3.8% annual reduction in carbon intensity
(see page 16)

5.8% reduction in carbon emissions since 2022
(see page 16)

Newsweek

Recognized by Newsweek magazine for commitment to our women
(see page 28)

Promoted employee Pulse Surveys to **measure sentiment in eight key countries**
(see page 33)

SPEAK OUT!

Launched an integrated global **Speak Out** whistleblowing service, utilizing the EthicsPoint platform
(see page 44)

environmental | social | governance

CDP
DISCLOSURE INSIGHT ACTION

Maintained a CDP climate change score of **'C'**
(see page 49)

2,600 migrant worker employees participated in face-to-face assurance interviews
(see page 37)

Launched the 'You Said… We Did' employee communication program
(see page 24)

Over **6.7 million online training** programs completed
(see page 26)

Extended supplier ethics due-diligence program to cover almost **75% of international procurement spend**
(see page 39)

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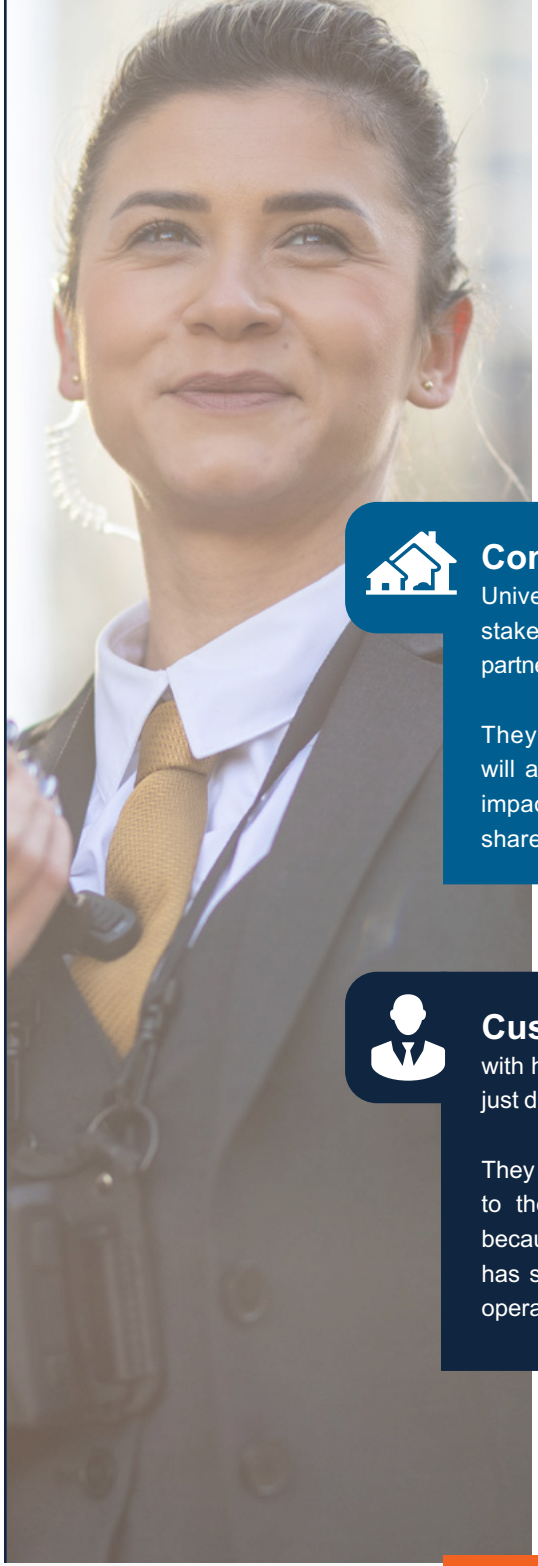
Working With Stakeholders



We believe that high standards are the foundation for being an ethical employer, and our own high standards provide a market differentiator in many of the countries in which we operate. We believe that organizations with the highest ethical standards have the most positive impact on the lives of those around them and, ultimately, will be the most successful and sustainable.

Communities

Communities …can be confident that Allied Universal will behave ethically in all dealings with stakeholders, such as employees, customers, partners, and governments.

They can be sure that Allied Universal will always strive to have a positive social impact within the community and bring shared value to the members.

We make a valuable contribution to the communities in which we live and work.

This is achieved through securing infrastructure, paying of taxes and employing hundreds of thousands of people.

Where particular concerns are made, we seek to engage with relevant bodies, and stakeholders can be sure that their concerns will be taken seriously and dealt with appropriately at the right level of the organization, or if necessary, by independent experts.

Customers

Customers … can be sure they are working with a moral company with high ethical standards that makes a positive impact on society, not just due to the services it offers, but also because of the way it behaves.

They can be confident that Allied Universal always strives to operate to the highest standards and will not compromise reputations because of unethical conduct. They will know that Allied Universal has systems and processes in place to ensure that employees operate to the highest ethical standards, wherever they work.

We build and maintain positive relationships with our customers, applying a rigorous approach to customer satisfaction monitoring and relationship management.

In 2024 we embarked on a program to systematically engage all customers on a regular cadence to ensure phenomenal service and satisfaction and established a tool to track all client engagements.

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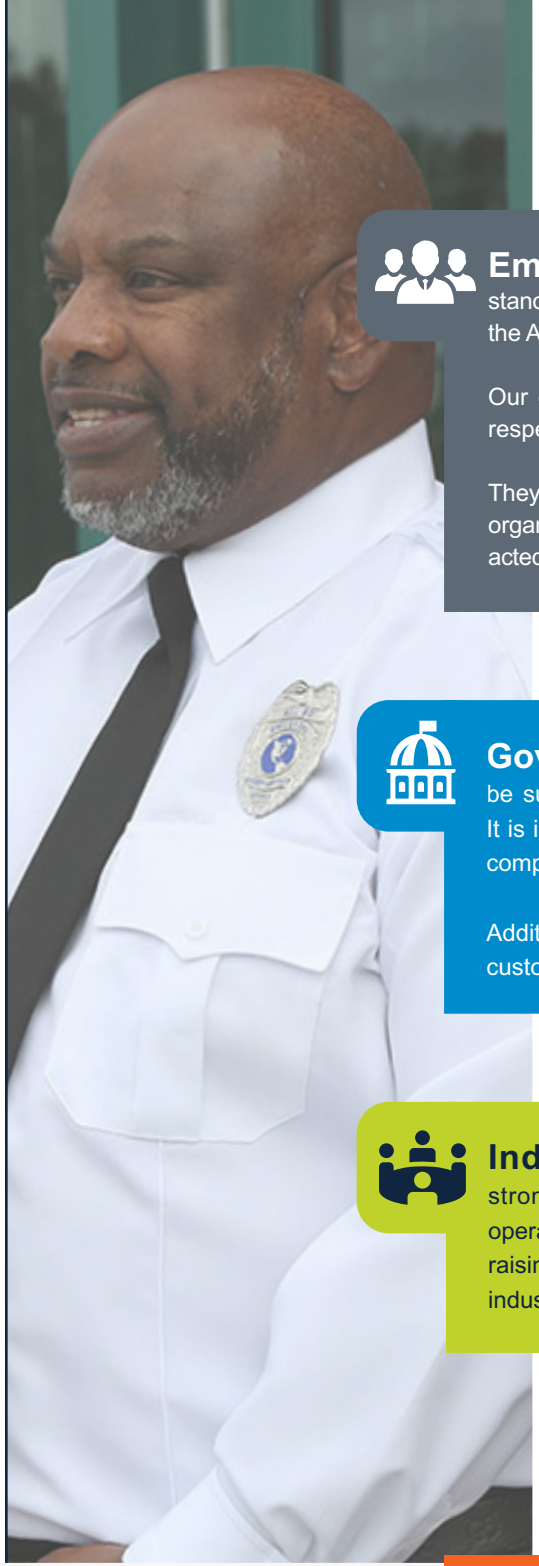
Working With Stakeholders



Employees …can be confident they are working for a company with high standards. Organization expectations related to behaving ethically and representing the Allied Universal brand in an appropriate way are always clearly communicated.

Our employees have an important role to play in helping maintain a healthy, respectful, and productive working environment.

They feel comfortable reporting concerns about unethical behavior within the organization and can be confident that their concerns will be investigated and acted upon in confidence.

We develop relationships with our employees through a variety of representative forums and feedback methodologies, including works councils, interviews and surveys.

Government and Multilateral Organizations… can be sure we will support regulation that is designed to improve standards. It is important to ensure that legislative developments do not create unfair competitive environments or unnecessary burdens on business activities.

Additionally, governments are some of Allied Universal's most valued customers and we strive to maintain positive customer relationships.

We participate in relevant consultations on industry specific issues and broader legislative initiatives.

Industry bodies …establish strong benchmarks wherever we operate and play a pivotal role in raising standards in the wider industry and society.

Many managers and employees play an active role in industry bodies and associations across the world, such as the International Security Ligue, the National Association of Security Companies (US) (NASCO), ASIS International and the United Nations Global Compact.

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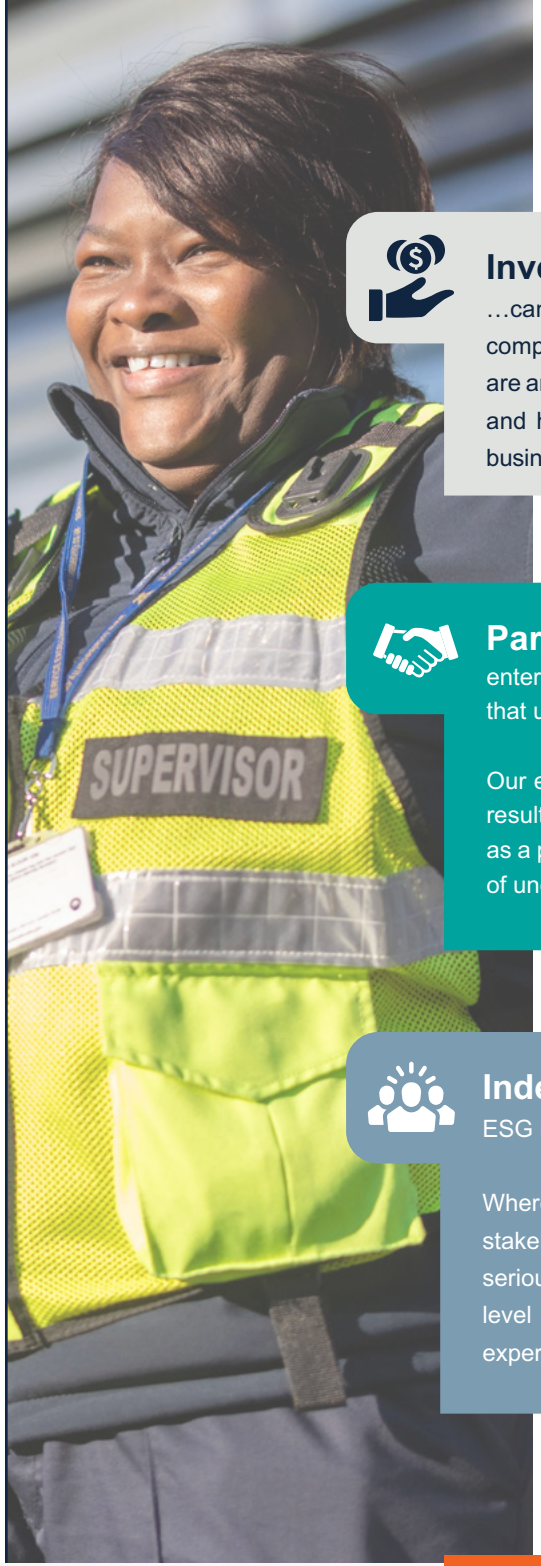
Working With Stakeholders



Investors and ESG Analysts

…can be confident they have invested in a company that has high ethical standards that are an important differentiator for the company and help build a sustainable reputation and business performance.

We have strong relationships with our investors. We participate in regular investor meetings and respond to requests for ESG information.

In 2023 we engaged with ESG analysts, seeking their views and insights into the development of our ESG Materiality Assessment.

Partners and Suppliers

…can be confident that any business venture entered into with Allied Universal will be carried out on the basis of strong ethics and that unethical behavior will not be tolerated.

Our employees will not compromise the reputation of a supplier or partner as the result of unethical conduct, and they will be clear about our expectations of them as a partner or supplier to Allied Universal and our zero-tolerance policy in terms of unethical transactions or behavior.

Our ethical and sustainability standards have been integrated into key business processes, including our supplier codes of conduct and due-diligence processes.

Independent Experts

…engaged on key ESG issues requiring independent expertise.

Where criticisms or complaints are made, stakeholders can be sure they will be taken seriously and dealt with appropriately at the right level of the organization or by independent experts, if necessary.

We work with independent experts on specific topics to help ensure that policies and practices are aligned with emerging best practice.

During 2023, Allied Universal engaged with and sought the expertise of recognized specialists on a number of specific ESG issues.

- EU Corporate Sustainability Reporting Directive
- Net-zero strategy
- Supply chain assessment
- ESG materiality

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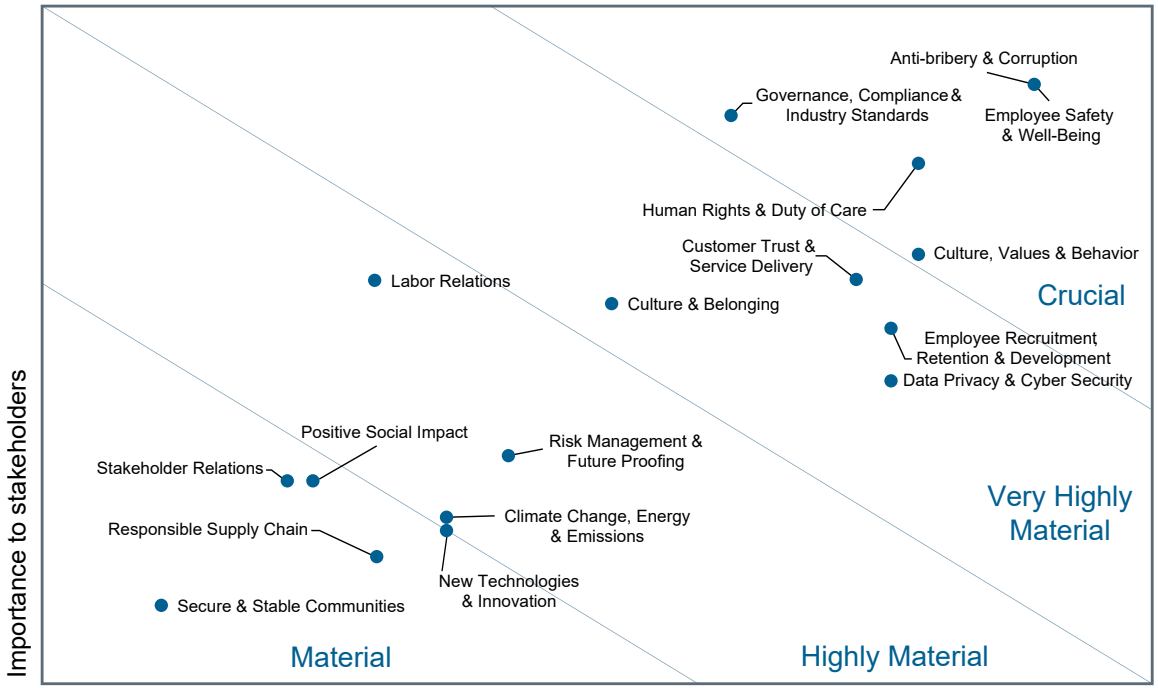
Our Priority Areas (ESG Materiality)

To ensure that our sustainability strategy remains focused in the areas that are most relevant to the business and its stakeholders, we regularly undertake a wide-ranging materiality review of ESG issues.

From a baseline of 17 core ESG issues, all of which are important to our success as a responsible business, our 2023 assessment confirms five crucial priority areas:

1. Employee safety and well-being
2. Anti-bribery and corruption
3. Human rights and duty of care
4. Governance, compliance and industry standards
5. Culture, values and behavior



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Working in partnership with independent experts, we reviewed and identified issues, both existing and emerging, which may potentially impact our business, our stakeholders and the security industry.

Together with our partners, we conducted a series of interviews and surveys with Allied Universal executives and a range of external stakeholders, including ESG analysts, industry associations, customers, investors and NGOs. We sought views on which elements present the greatest risk or opportunity to the organization's performance, strategy, reputation, as well as societal impacts.

The findings reinforced the importance of ethics, compliance culture, values and behaviors in preventing poor performance across core ESG matters.

During our consultation, stakeholders recognized that our business model creates a significant positive impact on society.

See page 22 for more information on our positive societal impacts

- Secure and stable communities
- Employee safety and well-being
- Culture, values and behaviors
- Recruitment, retention, development of people
- New technology and innovation

We understand that issues placed lower in the matrix are still material and core to our business. For example, while climate change, energy and emissions have a lower direct impact on our business, we understand these are an important and ongoing concerns for our organization, customers, employees and society.
Our next materiality review is scheduled for 2025.

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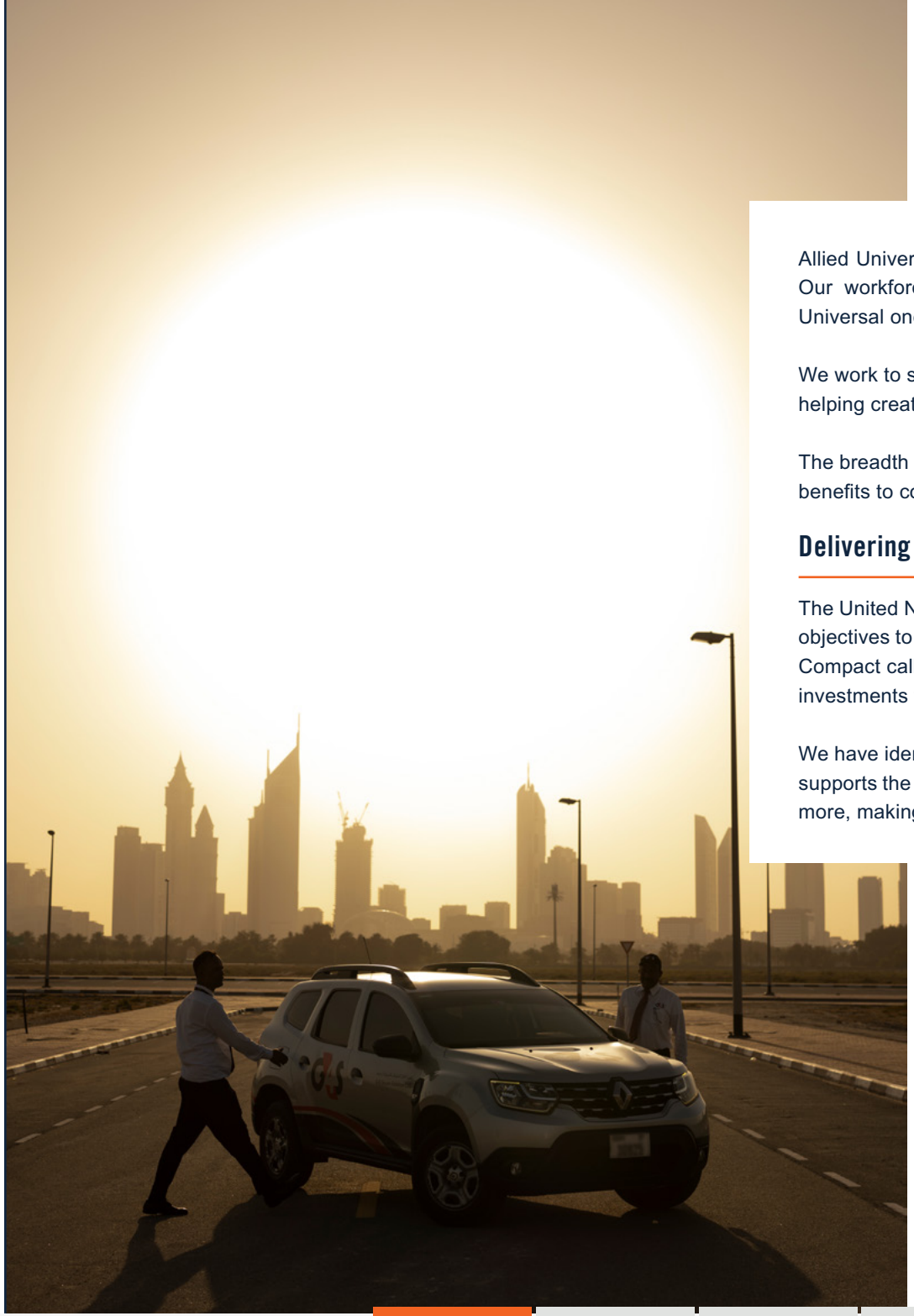
Our Societal Impact



Allied Universal is a global business with operations in more than 100 countries. Our workforce is comprised of approximately 770,000 people, making Allied Universal one of the world's largest private employers.

We work to safeguard the welfare and prosperity of millions of people worldwide - helping create safer and better environments in which people live and work.

The breadth of our services and geographic coverage provides significant societal benefits to communities almost everywhere.

Delivering the United Nations Sustainable Development Goals:

The United Nations Sustainable Development Goals (SDGs) are a series of global objectives to improve sustainability and quality of life on the planet. The UN Global Compact calls upon businesses to advance sustainable development through the investments they make, solutions they develop and practices they adopt.

We have identified a range of social and economic impacts where Allied Universal supports the realization of core SDGs, and indirectly supports the delivery of many more, making a positive difference to society and communities around the globe.

SUSTAINABLE DEVELOPMENT GOALS

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Core SDGs

SDG	SDG Goal	Our Impact	How Allied Universal supports realization of SDG
8 DECENT WORK AND ECONOMIC GROWTH	Promote sustained and collaborative economic growth, full and productive employment and decent work for all.	Our aim is to be an employer of choice. Our human resources strategy is facilitated by establishing industry-leading employment practices.	• Creating technology focused and high-skilled roles. • Creating direct and indirect employment opportunities for millions of people. • Safety programs that reduce workplace injuries and fatalities over time, particularly in markets where the safety culture and infrastructure are less established. • Commitment to international labor standards. • Providing career opportunities through our “promote from within” culture.
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Promote peaceful and societies for sustainable development, provide access to justice for all and build effective, accountable and collaborative institutions at all levels.	We play an important role in society by creating safe and positive environments in which millions of people live and work.	• Reducing violence, crime and conflict related harm by providing proactive security services. • Enabling the rehabilitation of offenders in our care. • Anti-bribery and corruption awareness and procedures, helping to reduce illegal finance flows. • Supporting innovation and delivery within public institutions. • Commitment to anti-discrimination within our organization and operational procedures.

Supporting the Realization of SDGs

5 GENDER EQUALITY

- Promoting culture and belonging through our policies and behaviors.
- Commitment to eliminating bullying, harassment and discrimination in the workplace.
- Increasing gender balance throughout the organization, with particular focus on leadership roles.
- Empowering female team members through information, communication, technology equipment and training.
- Access to Speak Out programs to raise concerns about mistreatment.

4 QUALITY EDUCATION

- Providing operational and developmental training to employees around the globe, enabling the acquisition of skills and knowledge for the workplace and beyond.

13 CLIMATE ACTION

- Actively measuring and reporting greenhouse gas emissions across the global business.
- Commitment to achieving carbon net-zero by 2050.

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Our Approach

Our business model has a relatively low carbon intensity and on a global scale our environmental impact is small. Despite this, the threat to the natural environment and social infrastructure from climate change is an important and ongoing concern for our organization, customers, employees and communities.

We have committed to achieving net-zero carbon emissions by 2050, in line with international law. We are currently working to determine a timetable to measure our global scope 3 greenhouse gas emissions and set science-based targets outside of our UK and Ireland region.

> In 2022, G4S's UK and Ireland region committed to the Science Based Targets Initiative (SBTi) to reduce its emissions in line with climate science and subsequently published the details of its net-zero strategy and science-based targets for UK and Ireland. G4S has submitted its UK and Ireland targets to the SBTi for validation.

We continue to target an annual global reduction of 3.5% in carbon intensity (t/CO2e per $m revenue).

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Greenhouse Gas (GHG) Emissions

We follow the GHG Protocol to measure our greenhouse gas emissions - focusing on the operational emissions (scopes 1 and 2) for businesses over which Allied Universal has financial control.

In addition, we measure a range of scope 3 emissions across our business:

- Global: Employee business air travel
- UK and Ireland: Material scope 3 emissions categories

During 2024, we will begin measurement of our supply chain scope 3 emissions for our Europe region.

The companies that reported data in the 2023 GHG measurement represent 97% of Allied Universal's global business across a 12-month period. This level of measurement allows reliable calculation of the total GHG emissions for 100% of the organization.

Greenhouse Gas (GHG) Emissions			
	2023	2022	2021
Carbon intensity (t/CO2e per $m revenue) - market based	16.0	16.6	18.6
Total GHG emissions (t/CO2e) - market based	293,551	311,762	285,061
t/CO2e (Based on 97% measurement) - market based			
Scope 1	205,624	218,151	192,932
Scope 2	47,661	56,194	60,263
Scope 3 (air travel)	12,228	9,058	4,028

For more KPIs see page 46

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Decarbonizing Our Business

We continue to source and implement new technologies that help reduce carbon emissions.

Operating around the globe, our fleet comprises more than 19,000 vehicles of many different sizes and specifications, from small patrol vehicles to armored cash transports. Our vehicle fleet is responsible for almost 80% of our operational scope 1 and 2 GHG emissions, and therefore is a primary focus of our decarbonization efforts.

- Through our global partnership with Shell, we continue to explore low carbon solutions for our vehicles, including analyzing opportunities for electrification and charging strategies.
- In key markets, where infrastructure permits, we are investigating the use of electric vehicles in corporate car fleets and specific operational contexts.

We continue to invest in low emission vehicles, particularly in the UK and Ireland region and countries in northwest Europe, including Belgium, Denmark, Ireland and the Netherlands.

- Around 16.5% of our European fleet is made up of low-emission vehicles, of which 8% are electric vehicles; and in the UK and Ireland, our addressable fleet incorporates 57% low-emission vehicles, including 11% electric vehicles.
- During 2023, we reviewed company car fuel card administration in the United States. The review highlighted a number of actions, including enhancing our procedures, which led to a 14% reduction in fuel consumption (approximately 300,000 gallons).
- A program to install telematics systems into the majority of vehicles in Canada and the United States has been completed. Covering more than 5,000 vehicles, the system will prompt improved driver behavior, reducing road safety incidents and fuel consumption.

Allied Universal occupies a wide range of buildings globally, almost entirely leased and covering nearly 10 million square feet.

Our managed facilities include corporate offices, technology centers, cash processing facilities, employee accommodation and vehicle depots.

Around 20% of our operational emissions are generated by energy and fuel usage at our managed buildings, and we are continuing to explore opportunities to reduce energy consumption and adopt renewable energy sources.

Since mid-2020, all businesses in the UK, which represents around 15% of our global electricity consumption, have procured electricity from certified renewable sources, saving c.10,500 t/CO2e.

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Net-Zero Progress in UK and Ireland

G4S UK and Ireland has committed to achieving net-zero emission by 2050, in line with the international Paris Agreement goals and the UK government target.

In addition, G4S has set science-based targets to achieve near-term emission reductions across its value chain for UK and Ireland operations, which are aligned with the SBTI's methodologies.

2020 Baseline

By 2030, G4S UK and Ireland will reduce absolute scope 1 and 2 emissions by at least 42% and scope 3* from purchased goods and services and capital goods by 25%.
By 2050 or sooner, G4S UK and Ireland will meet all net-zero global targets.

** Purchased goods and services and capital good represent c.80% of baseline scope 3 emissions*

Our Progress

Supplier carbon strategy	Management and measurement of scope 3	Fleet charging strategy	Zero emission >3.5t fleet by 1q 2040	Zero emission car fleet by 2030	Decarbonize heating in buildings	Green electricity procurement
On track	**On track**	**On track**	**On track**	**On track**	**Underway**	**Complete**

	2020 Baseline	2023	2030 Target
Operational emissions: Scopes 1 and 2	30,500 t/CO2e	21,800	17,500 t/CO2e
Supply Chain Emissions: Scope 3 (Categories 1 and 2)	108,500 t/CO2e	68,200	81,400 t/CO2e

Total scope 3 emissions for UK and Ireland:
2023: 96,400 t/CO2e
(2020: 140,800 t/CO2e)

Note:
- *Categories 1 and 2 emissions formed approximately 75% of UK and Ireland scope 3 emissions during 2023.*
- *Decreases in categories 1 and 2 emissions are impacted by reduction in supply chain spend during the period, reclassification of category spend, and efforts to embed sustainability in the supply chain.*

- We have continued to identify opportunities to decarbonize our fleet. To date, almost 60% of the addressable UK and Ireland fleet now consists of low emission vehicles, including over 200 battery electric vehicles.
- Edinburgh Cash Centre: Gas supply was replaced with heat pumps in 2023. The results are being assessed with a view to implementing across all UK cash centers by 2030.
- UK HQ: International Head Office move achieved SKA Gold rating for its sustainable building fit out in 2023.
- Improvements made to data management of supply chain GHG emissions.
- A series of supplier collaboration workshops were held with major suppliers during 2023, leading to the development of four workstreams focusing on improving waste segregation, logistics optimization, low-carbon catering, and reuse/useless programs.

See g4s.com/esg for more information

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Supporting Our Customers' Objectives

We are supporting our customers' ambitions for a low carbon supply chain by embedding carbon reductions into our business processes and reducing our GHG footprint.

In addition to utilizing renewable energy sources, we are embracing new technologies such as artificial intelligence analytics or drone surveillance and integrating business intelligence applications into our service design to reduce vehicle use. Using effective security risk and site assessments we can optimize the balance between technology and labor, reducing the carbon footprint. Giving our security officers technology means that they can capture and provide actionable insights and data in real-time, providing opportunities to take action to reduce emissions on a site by site basis. In addition, we participate in leading climate reporting initiatives, such as the CDP Climate Change and Supply Chain Surveys, providing information to our customers.

We are proud of our strong heritage of engaging with our clients to ensure their business continuity and the safety and security of their personnel and infrastructure in the event of extreme weather and other challenging geopolitical circumstances.

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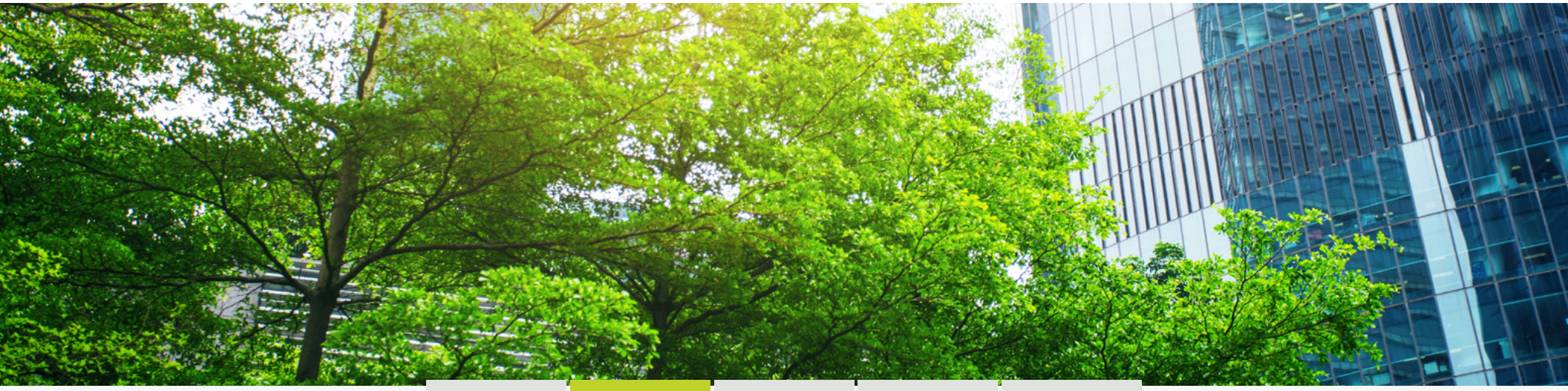
Task Force on Climate Related Financial Disclosures

Pillar	TCFD Recommendation	Progress and Next Steps
Governance	Describe the board's oversight of climate-related risks and opportunities.	The board oversees the company's governance framework and receives updates on ESG matters from executive directors and specifically from the global chief compliance officer.
	Describe management's role in assessing and managing climate-related risks and opportunities.	Management monitors global emerging risks through its risk and governance frameworks. Regular assessment of principal and emerging risks is undertaken, including those relating to ESG matters.
Strategy	Describe the climate related risks and opportunities the organization has identified over the short, medium, long term.	The key risks include: • Challenges and opportunities presented by the increasing requirements of stakeholders in relation to climate matters. • Non-compliance with current and emerging regulatory landscape, potentially leading to fines and reputational damage. • Potential impact of extreme weather events on people, infrastructure and our ability to serve customers. Business continuity plans are prepared to address these in high-risk areas. • Challenges presented by rising fuel costs and the opportunities presented by availability of alternative energy sources.
	Describe the impact of climate related risks and opportunities on the organizations business, strategy and financial planning.	
	Describe the resilience of the organization's strategy, taking into consideration different climate related scenarios including a 2c or lower scenario.	



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Pillar	TCFD Recommendation	Progress and Next Steps
Risk Management	Describe the organization's processes for managing climate-related risks.	We continue to monitor and assess principal and emerging risks, including those related to the impact of extreme weather, through our risk and governance framework. Where a business continuity risk is identified, plans to address it are developed to ensure the impacts are mitigated. Further areas of potential climate-related risk will be reviewed as part of our wider review of risk and governance processes and climate change management.
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	
Metrics and Targets	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	See page 46
	Disclose scope 1, scope 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions and the related risks.	
	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	

Progress Against Goals For 2022

- ✓ Achieve 3.5% reduction in carbon intensity (t/CO2e per $m revenue)
- → Extend net-zero strategy to our global footprint

2023 Goals

Achieve 3.5% reduction in carbon intensity (t/Co2e per $m revenue)

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Becoming an Employer of Choice

As an organization, we utilize our “There for you” culture to foster a work environment that attracts, develops, and retains top talent. Over the past few years, we have embarked on a journey to become an Employer of Choice, guided by the core principles of I-Care Leadership and exceptional employee experience.

By focusing on becoming an Employer of Choice, we build a genuine culture of trust, support, and care for our employees at all levels. This results in increased engagement, innovation and discretionary effort that is key in the success of our organization.

I-Care Leadership starts at the top of the organization, and we are committed to ensuring our leaders create an exceptional employee experience through fostering trust, acting with empathy and supporting their teams. We define exceptional employee experience as a nurturing environment that develops employees at every level, promotes from within, focuses on employee total rewards, and provides a workplace that is respectful and dignified. Our goal is to ensure people feel heard, valued, supported and have the resources to unlock their full potential. We utilize our Global Employee Engagement Survey to gain direct feedback from our employees, targeting every employee worldwide, to understand their perspective on ways to improve the employee experience. The next survey will be available in 56 languages to enable as many employees as possible to respond.

To ensure that we take actionable steps to drive improvements in our Employer of Choice focus areas, we formed four sub-committees specifically focused on developing and implementing ongoing solutions.

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Communication and Career Advancement

- Accessibility to advancement opportunities
- Promote-from-Within
- Effective communication to all levels of the organization
- Regularly review range of internal promotions and talent pools
- Developed ongoing safety training programs
- Encourage open communication about safety concerns through Speak Out reporting

Leadership

- Leadership training for all people managers
- Focus on leadership responsiveness and attentiveness
- Holding leaders accountable to organizational standards
- Embed dignity and respect in talent acquisition and management development processes
- Integrate safety into core values and performance reviews

Employee Total Rewards

- Employee appreciation for loyalty and contributions
- Recognition for going above and beyond
- Comprehensive benefits and rewards going beyond salary
- Focus on health and wellness programs to encourage and promote the benefits of a healthy lifestyle

Employee Experience

- Ensure all employees are aware of our values and commitment to teamwork
- Provide a streamlined onboarding experience for new employees and hiring managers
- Embed culture and belonging through all functions, systems and processes

As a result, we have seen significant improvement in employee sentiment regarding feeling valued, cared for by leadership, and having career advancement opportunities.

In each of our Employer of Choice subcommittees, we have seen tangible results in actions taken to improve the employee experience.

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Communication and Career Advancement

- Developed a new employee newsletter template to encourage more engaging communications and further embedding our values, promoting career opportunities, and informing about health and safety matters.
- Commencing a trial employee communications app for frontline employees in targeted businesses. If successful the app will be rolled out across the international business.
- Within North America, we launched a personalized "Grow Your Career" tool to provide career growth opportunities and resources. In 2023, over 26,000 employees were promoted globally.
- Demonstrated a 34% increase in internal promotions year-over-year in North America.

Leadership

- Trained more than 25,000 managers globally on I-Care Leadership to ensure that leaders are creating an exceptional employee experience.
- Enhanced Next Level Leadership and launched Leaders Leading Leaders development programs.

Employee Total Rewards

- In North America we enhanced our Employee Discount Programs, which are designed to provide employees with significant savings on thousands of brands and services. We had an additional 150,000 employees participate in 2023.

Employee Experience

- Worldwide recognition initiatives utilized to embed our values, such as such as Safety at Work Day, and International Women's Day.
- A new employee onboarding process is being rolled out across the international business, to ensure new employees have everything needed to have a supportive and engaging start in the organization.
- In North America we developed and launched the new Phenomenal Start Onboarding Program including our newly created Phenomenal Start Onboarding portal for all administrative employees. Since launching the program, we have on boarded over 800 admin employees, with 93% saying they were satisfied with their onboarding experience and 95% feeling they are part of the team based on the 21-Day New Hire Survey.

To keep our team members updated on the programs and initiatives implemented as a result of employee feedback, we established a quarterly bulletin, distributed to all employees entitled, "You Said…We Did!" In these newsletters, we outline how the team's feedback has a direct impact on the employee engagement programs we launched and or are currently working on.

Our commitment to becoming an Employer of Choice is an ongoing journey. We are confident that by prioritizing employee voice, leadership development and career growth opportunities, we will continue to attract, develop and retain the best talent.

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Talent Acquisition

In 2023, we began to see candidate behavior reflect a new normal post-pandemic. While many labor markets remained historically challenging due to high quit-rates, rapid wage-inflation, and labor participation rates below pre-pandemic levels; we saw some predictability return, which in-turn enabled a more focused, strategic approach to talent acquisition.

In North America, our integrated technology solutions allowed enhanced efforts related to candidate sourcing and marketing, along with greater visibility into candidate pipelines. This resulted in a shorter time from apply to hire and substantially increased hire conversion for candidates who were extended a conditional job offer. Using technology to reduce the amount of time our hiring managers and recruiting team members spend on purely transactional work has also led to improved candidate experience; a key element in our journey to be an Employer of Choice.

The world-class hiring processes and systems we employ (collectively referred to as AUHireSmart) also allow our company to better execute and measure efforts to hire and retain personnel that better represents the communities in which we live and work. We are also able to provide a more consistent, high quality, hiring experience across all positions; from our front-line security professional to employees in executive roles.

With a constant focus on process improvement, candidate experience and client satisfaction, we have seen increased numbers of qualified candidates applying to open positions, improved employee retention, and significant advances in our ability to provide appropriate staffing levels for customers.

In North America, over the next 24 months, we aim to become one of the most technologically advanced companies when it comes to our hiring process. By using proprietary systems to further automate the transactional elements of our hiring process, we will be able to direct our human capital resources toward creating the most outstanding candidate experience possible.

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Learning and Development

As an employer of choice, once a new employee has joined the organization, they are encouraged to develop their skills and grow their career. We believe that the only limitation on progression should be ability and not lack of opportunity and our businesses work hard to support learning and a “promote from within” culture where everyone can succeed.

KPI 2023: 21 hours (average) mandatory training per full-time employee

KPI 2023: 42 hours (average) non-mandatory training per full-time employee

We continue to invest in learning technology with more than 5,000 learning resources. These include an extensive range of e-books, audio books, virtual live classrooms, interactive games and e-learning courses, many of which are available in multiple languages for employees to access at a time to suit their schedule and learning preferences. The courses support orientation and onboarding programs for new employees and the development of professional and operational skills for frontline staff.

We continued the use of the “Perform,” and “Success Factors,” performance management modules within our learning platforms. These technologies have given us the ability to manage performance management and objective setting processes online. Moving forward, this new approach will provide better links between the learning needs identified and the digital learning resources available. It will also reduce time spent inputting information from performance management conversations and allow more time to support the performance management needs of an employee.

KPI 2023: 6.7 million online training programs completed

The Next Level Leadership Program is our global leadership program, designed to prepare future leaders to fill key strategic roles in the company, building our talent pipeline for the future.

In 2023, we graduated colleagues from nearly all regions. With past delegates from around the world, this program provides important opportunities for leaders to share ideas and collaborate in building scalable solutions for our customers’ latest security challenges.

The Next Level Leadership Program uses virtual reality simulations to test participants’ expertise, building their security knowledge and competence to apply back in their business and country of operation. As well as covering a number of practical tools and methods to aid effective decision making, the program provides a unique opportunity to instill our values and reinforce our I-Care culture. We want to create effective and high performing teams, always put safety first

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and help progress toward our goal of becoming an Employer of Choice. In 2023, the Next Level Leadership Program was delivered to 80 leaders to support succession planning.

In December 2023, we launched our new global executive development program called “Leaders Leading Leaders.” This program aims to prepare senior high-potential, high-performing leaders with the knowledge, skills and abilities needed for the future. The program is a key component of Allied Universal’s overall strategy to grow as a business while retaining and developing top talent.

We have partnered with Duke University, a global learning and development organization, to undertake this six-to-nine-month program, incorporating intensive virtual classroom and on-the-job implementation.

The program is based on a carefully designed Allied Universal and G4S International specific syllabus, and is structured around three key themes:

- Strategic Clarity
- Interpersonal Effectiveness
- Operational Agility

Each theme includes one virtual lesson, one virtual immersive experience, a period of implementation and the creation of a playbook.

We also continue to develop employees through apprenticeships that bring new skills, increased flexibility, and a wider range of candidates into our talent pipeline at different levels across the organization.

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Culture and Belonging

Allied Universal is committed to fostering a culture where every individual contributes their unique talents to our shared goals, ensuring we deliver excellence daily. Everyone aligned with our values is welcome on our TEAM (Together, Everyone Achieves More).

- **Together** – We build a caring culture where every team member feels valued and supported through mutual respect and collaboration.
- **Everyone** – A workplace where all employees are welcomed and respected.
- **Achieves** – A culture that values everyone's perspectives and encourages employees to contribute, innovate, and make an impact.
- **More** – Expanding opportunities for career growth through professional development and our "promote from within" culture.

Around the world, our people do vital work helping safeguard communities. We are active members of these communities, creating a positive impact through local partnerships, workforce development programs, and charitable initiatives.

Allied Universal North America has been named to the Newsweek list of America's Greatest Workplaces for Women. Receiving a ranking of four stars, the publication evaluated the company's compensation, work life balance and proactive management on culture and belonging to compile its second annual ranking.

Our culture and belonging councils and committees continue to thrive and gain momentum encouraged by the executives who chair them. Council members are business and functional leaders who are taking responsibility for driving culture and belonging within their areas of responsibility and more widely across businesses and regions.

Raising awareness and building a common understanding of our culture and belonging strategy is ongoing in a global organization where laws, customs, and local practices means businesses are all at different stages in this initiative. In 2023, our efforts to raise awareness focused on providing more consistent information about our culture and belonging plans by providing updated intranet and SharePoint pages.

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Building a Welcoming Talent Pipeline - Africa

Five years ago, our leadership across 24 countries in Africa looked very different. Based on a model of expatriate appointments, about 20% of our leaders were not hired locally. Instead, they came from other regions like Europe or countries like South Africa or the UK. Typically, they were nearing retirement and took on roles for a period of between 3-5 years in line with local regulations and their own personal plans.

This expatriate model was used to provide leaders who had the relevant security expertise not always available in-country. While this security expertise was an advantage, it was offset by a lack of local knowledge and connections with employees, customers, and suppliers. Planning horizons and the chance to build long-term sustainable solutions with the transfer of skill and knowledge were also limited by the short contract tenure. This is an expensive employment model that does not lend itself to supporting the long-term economic development of the host country.

Over a period of five years, this expatriate model has been significantly reduced and phased out in our businesses across Africa, with recruitment coming from local talent pools instead.

Now, just 4% of our business leaders in the Africa region are expatriates.

Achieving this change has required planning, investment in development, and some deliberate policy changes which needed to be carefully communicated to customers to ensure their support for a different approach.

The number of leadership development programs increased as more local managers and potential leaders were identified. Investment in making sure the program exposed them to the security challenges facing leaders across Africa, building their confidence and competence, was one of the first steps.

This ensured a ready pool of potential candidates for new leadership roles as and when expatriate leaders moved on, either due to contract expiration or retirement. It required forward planning by leadership and consultation to ensure the timing coincided and any new local leaders had the right support in order to be successful.

In line with our aim to promote from within, six of our country leaders have been promoted into executive roles during this period.

Not only is this change in approach helping to build longer-term relationships with stakeholders at every level, it is also enabling businesses to attract more local talent as career and development opportunities increase and there is visible progression to the most senior levels. More widely, we are building skills, career opportunities, and security expertise locally for the country.

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Gender Pay Gap Report - UK

Overall, five of the businesses within scope of the UK regulations show a smaller gender pay gap compared to 2022. Having more women at senior levels in several businesses has contributed to this gap narrowing.

Efforts have focused on recruiting, developing and retaining more women at all levels as part of our broader commitment to our culture and belonging strategy.

Work has continued to review resourcing processes with an emphasis on how we are attracting candidates as well as the organizations engaged to help. The marketing of vacancies was refreshed to ensure what we say and display in recruitment advertisements is reflective of the range of communities we serve.

Council members in the UK and Ireland are working with local government to build greater awareness of the importance of culture and belonging. They are also supporting a UK-wide employee survey and other initiatives aimed at understanding and increasing employee engagement.

Supplier Partnerships - US and UK

Another goal for 2023 was for the UK and US to deliver a year-over-year increase in spend with a wide range of suppliers, like those categorized as small businesses or veteran-owned.

In North America, we saw a 37% increase in spend with specific supplier partnerships in 2023 and the proportion of spend with UK-based specific supplier partnerships increased by 22%. We will maintain the same goal for 2024 and expand the scope of supply of key spend areas to capable and qualified suppliers.

KPI 2023: 37% increase in specific supplier partnerships to US
KPI 2023: 22% increase in specific supplier partnerships to UK

Our external partnerships with Minority Supplier Development UK (MSDUK) and Kaleida International continued in 2023 allowing us to benchmark our approaches and identify areas for improving effectiveness in implementing our supplier partnership strategy. This includes development of a Supplier Partnership policy for the UK, publishing our own supplier partnership form to attract suppliers to G4S, as well as attendance at the annual MSDUK conference, monthly networking meetings and raising internal awareness across department heads and the Culture and Belonging Council.

Leadership commitment is a key to success and executives from our procurement team participated in a number of forums where there were opportunities to extend networks. In 2024 we will further expand our supplier partnerships. To enable this, the procurement team is actively working with MSDUK to identify categories and suppliers who could work with G4S. The goal is to educate the relevant supplier community regarding the basic requirements, so they are supported, mentored and prepared when new requests are issued.

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Employee Engagement

One of the aims listed in the Culture & Belonging Policy relates to taking action based on feedback from employees. This includes the results from our biennial global employee survey and any Pulse Surveys conducted in between.

With several culture related questions, the survey provides helpful insight on the extent to which employees believe the company is welcoming to everyone.

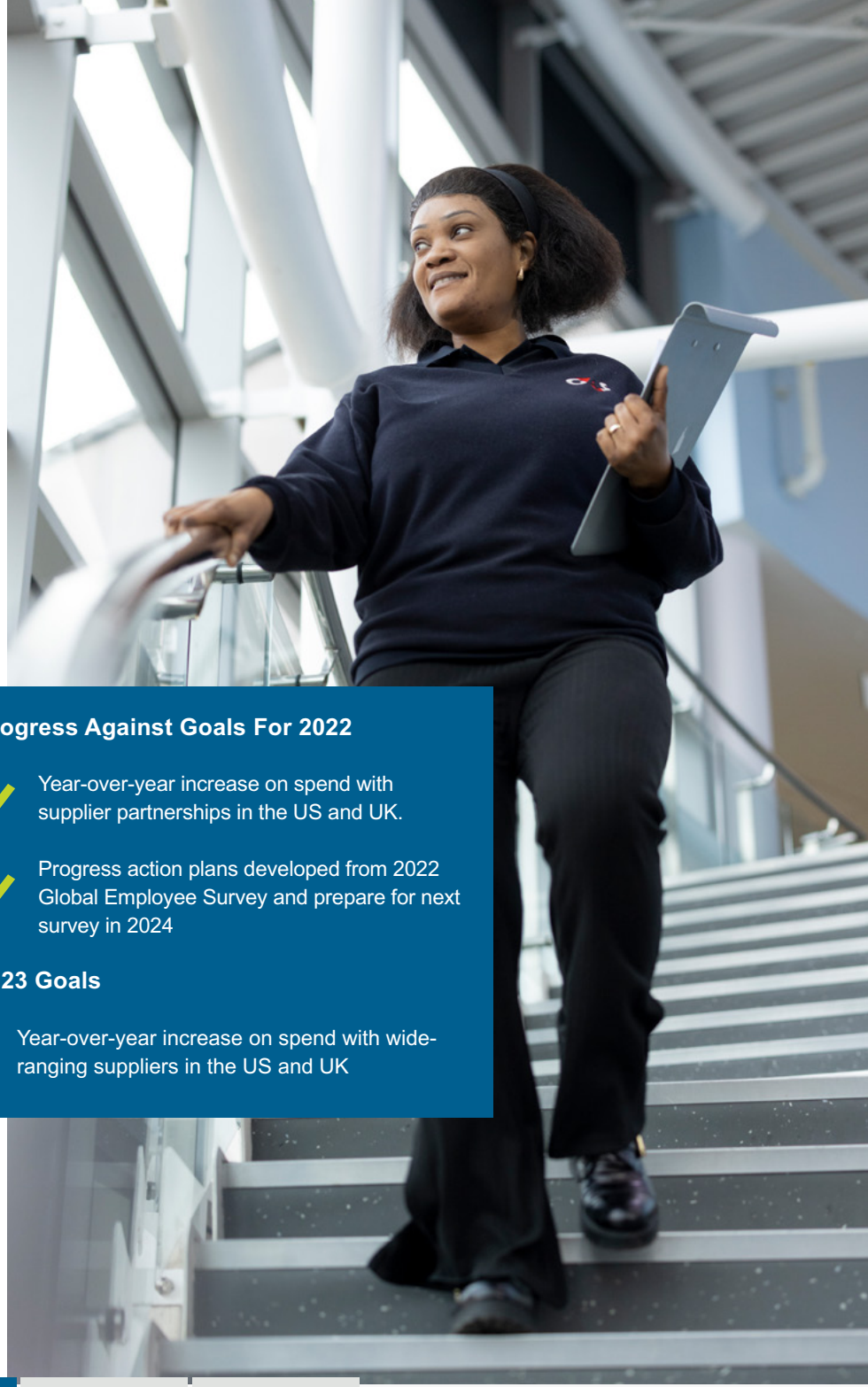
In the last survey in 2022, the overall favorable response score for the statement “The company respects and values people from different backgrounds” increased to 87% from 86% in 2019.

More broadly, the engagement survey results were extremely positive and heartening especially given the pandemic and the business changes since the last global survey in 2019.

The survey reached out to well over half a million of our colleagues with more than 418,000 responding to share their thoughts and feelings about the company and what we need to do to become an Employer of Choice. Many improvement initiatives continued to be implemented throughout 2023 with regular progress updates being shared. We are in the process of preparing our next global survey in 2024/25 and look forward to seeing the results.

In August 2023, we implemented a series of Pulse Surveys to address challenges identified during the 2022 global employee engagement survey. The Pulse Survey targeted 19,000 employees across eight countries in Africa and Middle East Region, Europe, Asia Pacific, and Latin America. Focusing on employee sentiment toward management, growth opportunities and workplace recommendation, the Pulse Survey achieved a response rate of 76% and an overall favorable score of 75%.

Building more effective employee communication and consultation mechanisms is key to becoming an Employer of Choice. We have established employee forums like the European Works Council and relationships with recognized trade unions both locally and at a global level. Many of our employees are covered by collective bargaining agreements. We invest in these relationships which support our efforts to drive up employment standards on key issues like working conditions and safety. Not only is Freedom of Association a core human right, it brings benefit via feedback and insights that healthily challenge our operations, too.



Progress Against Goals For 2022

- ✓ Year-over-year increase on spend with supplier partnerships in the US and UK.
- ✓ Progress action plans developed from 2022 Global Employee Survey and prepare for next survey in 2024

2023 Goals

- Year-over-year increase on spend with wide-ranging suppliers in the US and UK

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Safety and Well-being

At Allied Universal, our caring culture puts people and safety first. We focus on human and organizational performance and seek to develop every team member to recognize and mitigate risk.

We believe that by setting the highest standards for safety across our industry, we strive to keep our colleagues safe and build their loyalty and commitment to our organization. As we develop our teams, we deliver a higher level of service to our clients and the public, and in turn, our empowered workforce helps create a safer and more secure environment for everyone.

The health and safety strategies of Allied Universal set the framework and vision for how each business can progress from a level of compliance with health and safety regulations to a level of differentiation – where we lead the industry.

We recognize the differentiation level across the group will only be achieved where a culture of health and safety prevails and where thinking and acting safely is the norm for everyone.

Underpinning our strategies are core health and safety standards against which businesses are assessed regularly. Compliance is monitored and periodically audited, with reviews of performance conducted at a senior level.

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Reporting Serious Incidents

Within 24 hours a preliminary set of actions is completed. Apart from the emergency response, this includes gathering relevant information, contacting relevant authorities and addressing the needs of the injured parties.

An investigation team is formed and a root cause investigation is carried out, usually within 14 days.

Within 30 days, the investigation report is submitted to the Corporate Safety and Risk function or the International Director of Health and Safety.

The investigation and root cause analysis is reviewed by the Corporate Safety and Risk function or the International Director of Health and Safety.

Lessons learned are shared within the regions and corrective actions are implemented.

The regional health and safety representative will formally track the implementation of recommended actions from the investigation.

Against a backdrop of increasing social and economic unrest, the nature of our work and the environments in which we operate mean security and safety may present a strategic risk to our business. Mitigating these risks so our people return home safely every day remains a paramount concern.

In 2023, our high consequence injury rate was 0.24 per 200,000 hours worked, demonstrating the impact of our continued efforts.

KPI 2023: 0.24 high consequence injury rate (per 200,000 hours worked)
KPI 2023: 0.02 work-related fatality rate (per 1,000,000 hours worked)

Sadly, during 2023, 25 of our colleagues lost their lives on the job. Eleven of these resulted from violent crime by third parties and one was involved in a terrorist attack in Serbia. To help mitigate the risk of these violent incidents, we work closely with law enforcement, other in-country authorities, our customers and industry partners. Of the remaining 13 fatalities, six were due to road traffic incidents and seven were attributed to other workplace related issues.

These losses are tragic for families, friends, colleagues and our organization. They serve as a constant reminder of the importance of our commitment to safety.

We are also deeply saddened that there was one non-natural death in a G4S care and rehabilitation facility in 2023 (Australia and UK). All deaths in these facilities are investigated by the relevant authorities to determine the cause of death.

United States

Over the last five years, Allied Universal's US operations has seen a continual reduction of 50% in Total Recordable Injury Rate (TRIR 2019: 1.88, TRIR 2023:0.96). This focus and commitment to safety translates to a significant positive impact on operations and ongoing elevation of service provided to clients.

To support continuous operational improvement, Allied Universal created and launched a proprietary application known as Mercury which allows for two-way communication with front line employees. Safety communications are periodically released through Mercury keeping safety front of mind and enabling the business to validate understanding. Since the roll out of Mercury in Q4 2022, we have over 13.5 million verified safety interactions with front line employees covering topics such as human factors, use of force, vehicle safety, and preventing slip, trips and falls.

By equipping employees with knowledge and tools to proactively countermeasure risk, we continuously cultivate a culture of safety. Facilitating ongoing safety communication and generating actionable feedback, Mercury has empowered employees to remain vigilant and reinforcing our commitment to creating a safer, more secure world.

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Firearms Safety

Approximately 30,000 officers are required to regularly carry firearms in the course of their official duties for Allied Universal.

To manage the deployment of these firearms, we have a framework of comprehensive policies, covering a range of issues relating to firearms safety, including their control, procurement, storage and transportation.

Regular refresher training, appropriate screening of employees and ongoing maintenance and repair of firearms help ensure appropriate handling and safety. Compliance audits and reviews by the local business and Internal Audit helps ensure implementation of these policies.

Safety

	2023	2022	2021
High consequence injury rate (per 200,000 hours worked)	0.24	0.40	0.45
Work-related employee fatality rate (per 1,000,000 hours worked)	0.02	0.02	0.02
Work-related employee fatalities	25	29	22

For more KPIs see page 48

Human Rights and Our Duty of Care

Our ethos is based upon fairness and respect for human rights. We are committed to the development of an ethical and sustainable business model and utilize our influence and geographical reach to help raise industry standards, provide decent employment opportunities and create secure and stable communities around the world.

There are two elements to our human rights approach:
In many ways, our business contributes positively to the realization of human rights through the specialized services we offer, protecting people and enabling them to enjoy their rights.

We have a duty to ensure that we are not at risk of violating human rights through the services we provide, the customers we work with, the suppliers we use, or through the unfair or inappropriate treatment of our own employees and others in our care.

Allied Universal is committed to fulfilling its obligations on human rights across all its companies around the world by applying the United Nations Guiding Principles on Business and Human rights (2011).

Key procedures and initiatives:

- Led by our global human rights policy, human rights matters are embedded in key business policies and processes, such as our ethics code, human trafficking policy, labor management standards and G4S supplier code of conduct.
- We operate human rights controls, due-diligence frameworks and control self-assessments for higher risk businesses which are integrated into risk and compliance systems.
- Following the launch of our global human rights policy, the supporting guidance for managers and our due-diligence framework have been refreshed and will be re-launched in 2024.
- We undertake a regular human rights heat-map review that identifies the countries in which human rights risks are high. This process informs several business processes, such as our audit program and risk assessment.
- Thematic audits of specific human rights matters are conducted by the internal audit function. Three were undertaken in 2023 covering migrant worker employment and welfare. Relevant topics such as workplace safety and labor management are incorporated into the wider audit program. A series of human rights control audits in higher risk markets will be undertaken as part of the audit program in 2024.
- We undertake human rights due-diligence reviews of major international business opportunities as part of the executive review process.
- Human rights awareness programs are available for senior management and key functional officers, such as human resources and procurement staff. More widely, human rights matters are embedded into relevant operational procedures and training programs, such as those for use of force and employee safety.
- We encourage employees and other stakeholders to use our whistleblowing services if they have any concerns about human rights compliance within our organization.

Download the Global Human Rights Policy:
Allied Universal (North America): aus.com/humanrightspolicy
G4S (International): g4s.com/globalhumanrightspolicy

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Protecting Our Migrant Workers - Middle East

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

Our policies and procedures reinforce the expected behaviors of all stakeholders regarding migrant workers. These include the Ethics Code, G4S Migrant Worker Policy, and Speak Out ethics hotline. Benchmarked against external organizations, where appropriate, these policies and procedures add rigor to our internal audits and have provided further opportunities to establish improved standards, assess compliance and drive change.

Our Migrant Worker Policy framework is based upon good practice principles and applies additional measures covering the use of recruitment agencies, accommodation standards and clear employment terms and conditions to help protect employees working away from their home country and the legal protections provided by that country.

We are committed to ensuring the human rights of migrant workers are respected, in the same manner as all employees. Employment must be freely chosen with no use of force, compulsory, bonded, indentured or child labor. We aim to offer decent work under terms that protect the health and safety of employees and ensure that they are treated fairly and with dignity.

We continue to apply the Employer Pay Principle, as set out in the Principles of the Leadership Group for Responsible Recruitment (LGRR) within our directly managed businesses where migrant workers are employed.

We encourage and support the external management of G4S Qatar* to address local challenges and complete implementation of the Employer Pays Principle ahead of the LGRR objective date of 2026.

Our migrant worker coordinator (MWC) team, includes welfare officers, and other related roles and supports migrant worker employees in-country.

During 2023, we recommenced face-to-face interviews between migrant worker employees and our MWC. The interviews include checks to verify compliance with our Migrant Worker Policy and to confirm that the employee's experience during their recruitment and employment is consistent with our standards.

The checks cover a range of issues, including:

a. The use of recruitment agencies and any associated costs being borne by employees in the recruitment process.
b. Consistency of conditions set out in initial offers with actual terms on arrival in the destination country.
c. Freedom of movement and any issues that may restrict this, such as the withholding of passports or application of unreasonable notice periods.

Footnote
** The G4S branded business in Qatar is not owned by the group. It is owned by the Al-Attiya Group of Trading Companies (AGTC), which operates under a contract that entitles AGTC to use the G4S brand in Qatar.*

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Independent of the in-country management, MWC reports directly to regional Human Resources management and Internal Audit to ensure that migrant workers' voices are heard. The MWC has personal experience with the recruitment process and knows the vulnerabilities and anxieties migrant workers often have, so they seek to create an environment in which employees feel safe to share information.

Where the MWC has established that our standards have not been met, appropriate remediation measures will be made.

During 2023:

- Internal Audit undertook three thematic audits related to migrant worker welfare standards.
- More than 2,600 face-to-face interviews were held between migrant worker employees and our MWC, representing 17% of the migrant workers employed by G4S.
- Supporting face-to-face assurance interviews, we are rolling out a new interactive technology solution, which will be located in all migrant worker accommodation facilities. Accessed via QR Code, employees in Bahrain, Saudi Arabia and the UAE can acquire information 24/7, complete survey responses, ask questions to regional management, and register any concerns or issues.

Additionally, like every employee, our migrant worker community has access to Speak Out, Allied Universal's global ethics hotline.

Chaired by the International Chief HR Officer, the Modern Slavery Committee continues to oversee the implementation of our Migrant Worker Policy and standards, and other relevant case reviews.

Download the G4S Human Trafficking and Slavery Statement: g4s.com/modernslavery

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Respecting Human Rights in our Supply Chain - International

In our international business, G4S has partnered with leading sustainability analytics providers, EcoVadis and Integrity Next, to ensure that our suppliers meet the ethical standards set out in G4S's Supplier Code of Conduct, most recently refreshed early in 2023.

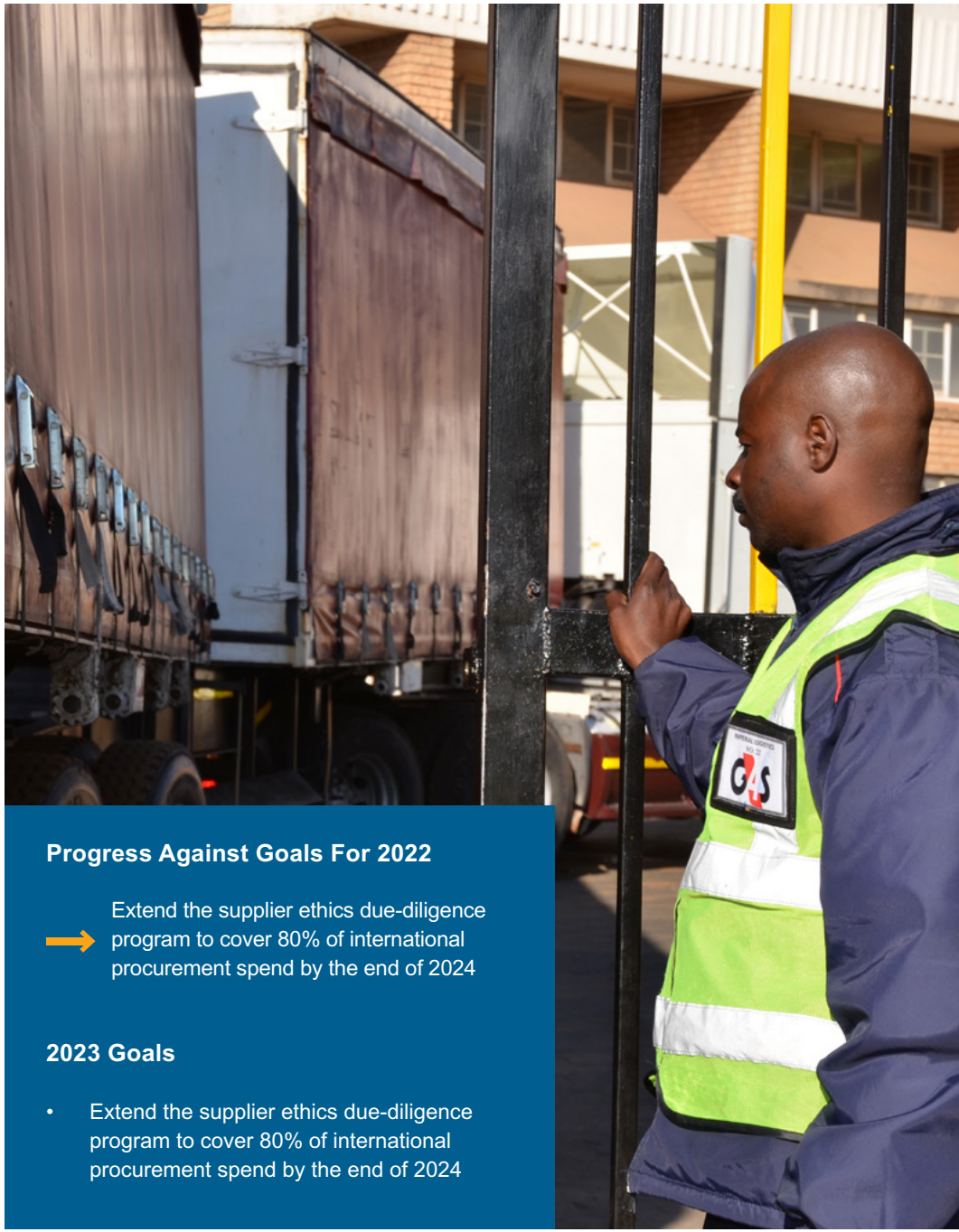
The EcoVadis program has been applied to suppliers in high-risk categories and requires in-scope suppliers to complete an assessment tailored to their industry, size and location. The assessment covers 21 criteria including labor and human rights, ethics, the environment and sustainable procurement. The supplier's responses are analyzed by EcoVadis, which provides the supplier and G4S with a detailed report setting out the supplier's sustainability performance. Where performance does not meet the required levels, a corrective action plan must be submitted to G4S to address issues raised.

The program covers 21 key markets, representing almost 75% of international procurement spend. Within these markets, around 7.5% of suppliers (c.600) have been categorized as potentially high-risk, including manufacturers of electronics and uniforms and providers of cleaning services and temporary labor. Approximately 400 EcoVadis assessments have been completed, representing over 65% of in-scope suppliers.

As we extend into less developed markets, it is encouraging that more than half continue to achieve a satisfactory rating. We are working with all organizations that have not achieved a satisfactory rating or that have declined to take part in the program to address shortcomings and encourage participation. A number of organizations have failed to fully engage and have been excluded from our supplier database as a result.

Along with our EcoVadis partnership, we utilize the third-party system Integrity Next in our supply chain management for the UK region. Integrity Next is an online supplier monitoring platform that assesses a broad range of ethical and sustainability matters, providing a real-time overview of the suppliers' sustainability performance. Additional assessments have been conducted by more than 3,000 suppliers across Europe. The system has been applied in six countries, representing around 45% of international procurement spend outside of North America. We continue to expand the program globally.

Download the G4S Supplier Code of Conduct:
g4s.com/suppliercode



Progress Against Goals For 2022

→ Extend the supplier ethics due-diligence program to cover 80% of international procurement spend by the end of 2024

2023 Goals

- Extend the supplier ethics due-diligence program to cover 80% of international procurement spend by the end of 2024

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Governance

Structure

Responsible management is crucial to our success. We recognize that sound governance practices are key to supporting our long-term performance, and we are keen to make sure that ESG factors are an integral part of our business practices - from our growth strategy to our day-to-day operations.

The board oversees the company's governance framework, including ESG matters.

We are committed to embedding the right organizational culture: showing that we are reliable, innovative and agile; focusing on zero harm and creating a culture of safety; and always acting with integrity. The board maintains several committees to support the discharge of its responsibilities, including an Audit Committee and a Governance/ Compensation Committee.

The board delegates responsibility for day-to-day management of the company to the Global Chairman and CEO Steve Jones and his leadership team. They drive the organizational strategy and lead the global teams in accordance with agreed targets.

Ashley Almanza, Executive Chairman of Allied Universal International, leads the international leadership team in the day-to-day management of the business outside of North America.

The team oversees the governance framework in place across the international business, implements the strategy, monitors management's performance against agreed targets and ensures appropriate controls are in place and operate effectively. Executive decisions, development and implementation of strategy and the day-to-day running of the international business are delegated to the International Executive Committee.

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The International Executive Committee is supported by the International Investment Committee and the International Ethics Committee, together with the regional committees for audit, risk and ethics.

We have a strong governance framework in place to support our ESG ambitions.

As a large organization, we are mindful of our societal impacts and take environmental and social issues seriously. We have a wide geographic footprint, significant scale, and a values-driven workforce. Culture and belonging is a key area of focus and we are working to promote it at all levels within the organization. Fostering an environment where every team member feels valued and respected invites everyone to contribute their unique skills and experience, and brings fresh perspectives and understanding and makes us a better performing team.

The Internal Audit function and externally hosted concerns and investigation processes play a key role in identifying issues that need attention.

In addition, the board receives regular updates on ESG matters from the executive team and specifically from the global chief compliance officer.

Global governance of the organization is a top priority as we continue to expand and grow our operations.

We continue to assess our corporate governance and control structures to ensure we have the right structures in place to build strong agile foundations that will support our company as it evolves and circumstances change. In doing so, we are mindful of the principles of good governance around board effectiveness, risk management and oversight, the need to maintain a sustainable business model, and the importance of building strong relationships with key stakeholders.

Our expectations are to further bolster the structures in place for the international business, while harmonizing them with the North America governance environment.

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The Core of Our Success: Ethics & Compliance

Ethical conduct is not just an aspiration; it is the foundation upon which we build success. We are committed to doing business the right way – legally, ethically and with unwavering integrity. Fostering a strong ethics and compliance culture is the primary mission of our dedicated Ethics & Compliance (E&C) department.

In May 2023, the E&C department launched a refreshed global ethics and compliance program thus reaffirming our commitment to an ethics and integrity focused organization. The program is risk based, incorporates key global regulatory frameworks and is composed of six elements, which play a unique and important role in identifying, prioritizing, and mitigating risks related to ethics and compliance. The program elements are:

- Ethical culture and leadership engagement
- Management support, resources and oversight
- Standards, policies and procedures
- Communication, education and training
- Monitoring, evaluation and risk management
- Internal reporting, investigation and remediation

With the refreshed global program, the E&C department plays a key role in helping Allied Universal fully integrate ethics and compliance into daily management and strategic planning and provides an independent view of ethics and compliance risk management across the organization. This independent view is maintained primarily through evaluation, risk-based monitoring and oversight.

Key strengths of the Allied Universal's global ethics and compliance program:

- **A Clear Message:** "Always Act with Integrity" sets the standard for all employees.
- **Leadership by Example:** Both senior leadership and managers play a crucial role in promoting ethical behavior. We expect leaders to "role model" ethical conduct through uncompromising integrity.
- **E&C:** Your ethics partner: The E&C department provides assurance, oversight and governance to ensure the businesses and functions can operate ethically with integrity and in accordance with the Code and applicable laws.
- **Multi-faceted Approach:** The program addresses various aspects, including policies, procedures, training, communications, investigations, risk management and advice and expertise.
- **Building Trust:** Ultimately, the program aims to foster a culture of ethics and compliance across the organization, strengthening trust with stakeholders.

Following the launch of the refreshed global ethics and compliance program in 2023, the E&C department focused on further building awareness and embedding the program across the organization. Leveraging a strategic approach, the department fostered leadership engagement through a series of program enhancements, support and guidance to the businesses effective management of concerns and investigations and targeted communications.

Also in 2023, we refreshed and re-issued several key policies, including our global competition and antitrust policy and anti-bribery and corruption policy, to our businesses with our annual ethics refresher training.

We continued to develop better and more streamlined training methods to more efficiently educate about and raise awareness for key enterprise risks. This training included, "Ethics Moments" which are a series of code based ethical dilemmas designed for senior managers to create discussion at the start of meetings or with their teams on important code based topics. These were created in 2023 and implementation began in early 2024.

The most significant development of our program in 2023 was the consolidation of our North America and international Speak Out ethics hotlines (discussed in more detail below).

We also commenced several larger enterprise-wide projects that will be completed in early 2024 including a refresh of our customer due diligence processes and procedures and the integration and launch of our integrated Global Code of Ethics.

Download the Ethics Codes:
Allied Universal (North America): aus.com/ethicspolicy
G4S (International): g4s.com/ethicspolicy

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Anti-Bribery and Corruption Policy: Zero Tolerance

As a global company operating in the most challenging environments, we do not tolerate any form of bribery, corruption or kickbacks. In 2023, we refreshed and re-released our global anti-bribery and anti-corruption policy. Our policy is simple:

- The company does not accept or offer bribes.
- The company does not accept or offer kickbacks.
- The company does not tolerate corruption in any form.

With the refreshed policy, we released several supporting strategic communications and other messaging.

This policy demonstrates our commitment to conducting business with honesty and integrity.

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Whistleblowing

Consistent with Allied Universal's commitment to ethics and integrity, we encourage employees with knowledge of actual or suspected wrongdoing to raise a concern through one of our speak up channels. "Speak Out" is our global helpline and a key element of the program, where concerns can be raised in confidence. All concerns are taken seriously and handled with confidentiality.

In Q2 of 2023, E&C implemented the EthicsPoint case management system in the international business creating a consolidated central repository for the global Speak Out program.

The roll-out of EthicsPoint for our international business involved the transfer, training, communications and launch of a new Speak Out platform with more than 70 phone lines in over 70 countries in 40+ languages with nine hours of instructor-led training over approximately 20 case managers and 300 investigators across our international business.

Speak Out is readily accessible to employees and third parties from day one through onboarding materials, employee handbooks, the ethics code, posters, newsletters, our website and various other communication channels.

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The Speak Out system offers a central platform to confidentially report potential violations of Allied Universal's ethics code. This includes serious issues like threats of violence, harassment, discrimination, health and safety hazards, and breaches of company policies or law. Speak Out is available 24/7 in multiple languages, and allows anonymous reporting where permitted by law. Whether you are an employee, subcontractor or third party, Speak Out empowers you to voice your concerns and contribute to a safe and ethical work environment.

During 2023 and with the launch of the EthicsPoint case management system across the international business, there has been significant development in oversight and reporting of key management information from the concerns and investigations program. This includes producing key performance related metrics focused on investigation aging days, trends in concern issue type, substantiation rates, quarterly and annual trends of new concerns received. This oversight has led to significant progress in the efficiency and timeliness of handling concerns across the international organization.

As part of the launch of the EthicsPoint case management system, an awareness campaign was conducted across the organization. It involved the training and mobilizing of approximately 150 Speak Out coordinators across all five geographical regions to promote Speak Out within their businesses. A number of guidance materials and communications were produced to support the resources already available.

Moreover, retaliation is strictly prohibited and any retaliation against those who speak out is treated as a serious disciplinary offense, which may result in action up to and including dismissal (in accordance with local laws).

We take every report seriously. All concerns are carefully reviewed and assessed to determine the best course of action. For serious matters, we conduct thorough investigations overseen by senior, independent personnel. We conduct root cause analysis for the most serious concerns and ensure that corrective action is taken when necessary.

The majority of matters raised via Speak Out are HR related and are managed by local HR teams. During 2023 a total of 16,346 concerns were raised, a year-over-year increase from 11,828. Of the concerns raised in 2023, 7.5% were classified as the most serious Category 1 concerns.

Following the conclusion of an investigation, for all substantiated Category 1 concerns, the findings and recommendations are reviewed and overseen by the global chief compliance officer, global chief human resources officer, international ethics committee, regional ethics committees and director of ethics and compliance - international. Sanctions may include disciplinary actions against individuals, reporting matters to the local authorities and/or changes to procedures and refreshed training programs.

Download the Whistleblowing Policy:

Allied Universal (North America):
aus.com/whistleblowingpolicy

G4S (International):
g4s.com/whistleblowingpolicy

Speak Out

	2023	2022	2021
Number of cases raised via Speak Out	16,346	11,793	10,107

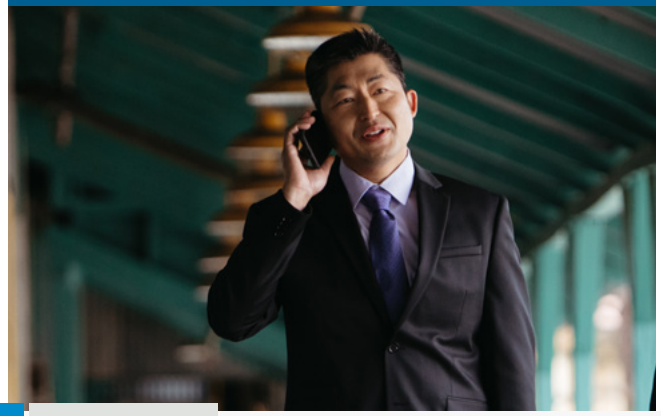
For more KPIs see page 48

Progress Against Goals For 2022

- ✓ Increase employee awareness and trust in Speak Out, achieving year-over-year increase in reported cases and global employee survey results
- ✓ Integration of the global Speak Out program into one case management platform
- ✓ Refreshed investigator training for the new international Speak Out platform

2023 Goals

- Continue to raise awareness and trust in the Speak Out program, achieving year-over-year increases in reported cases and global employee survey results.
- Further develop case management system reporting functionality to drive better insights in reporting.
- Refresh the process for the management of concerns including a refreshed policy and procedure.



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KEY PERFORMANCE INDICATORS

Environment

Greenhouse Gas (GHG) Emissions			
	2023	2022	2021
Carbon intensity (t/CO2e per $m revenue) - market based	16.0	16.6	18.6
Total GHG emissions (t/CO2e) - market based	293,551	311,762	285,061
Total GHG emissions (t/CO2e) - location based	293,417	313,456	287,470
t/CO2e (Based on 97% measurement) - market based			
	2023	2022	2021
Scope 1	205,624	218,151	192,932
Scope 2	47,661	56,194	60,263
Scope 3 (air travel)	12,228	9,058	4,028
t/CO2e (Based on 97% measurement) - location based			
	2023	2022	2021
Scope 1	205,624	218,151	192,932
Scope 2	49,312	57,914	62,707
Scope 3 (air travel)	12,228	9,058	4,028
Energy Consumption (Kwh)			
	2023	2022	2021
Total KWh	133,890,881	148,929,474	162,749,338
Renewable energy (%)	15	14	9

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KEY PERFORMANCE INDICATORS

Social

People	2023	2022	2021
Total number of employees	715,000	690,000	698,000
Total workforce (including subcontractors)	770,000 (approx)	750,000 (approx)	800,000 (approx)
Promotions (internal)	26,000	26,000	_
Employee coverage by collective agreement	18% (US) 32.5% (International)	19% (US) 31.5% (International)	17% (US) 33% (International)
Employee voluntary turnover	28%	34%	34%
Training: Online programs completed	6.7m	6.5m	4.7m (North America)
Training: Employees completing ethics/values programs (targeted group)	89%	88%	_
Training: International employees completing anti-bribery programs (targeted group)	84%	81% (Note: 685 courses delivered in North America)	_
Training: Average hours mandatory training per FTE	21	21	_
Training: Average hours non-mandatory training per FTE	42	42	_
Employee engagement survey - response rate	_	59%	_
Employee engagement survey - overall favorable score	_	85%	_

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Safety			
	2023	**2022**	**2021**
High consequence injury rate (per 200,000 hours worked)	0.24	0.40	0.45
Work-related employee fatality rate (per 1,000,000 hours worked)	0.02	0.02	0.02
Work-related employee fatalities	25	29	22
- Attack	12	17	10
- Non-attack	6	6	7
- Road traffic incident	7	6	5
Non-natural deaths in a G4S care and rehabilitation facility (UK and Australia)	1	–	1

Human Rights			
	2023	**2022**	**2021**
Human rights audits	3 thematic audits	4 control audits 5 thematic audits	–
Migrant worker assurance program:% of migrant worker employees completing and assurance interview	17%	–	23%
Supplier ethical due-diligence: % of in-scope suppliers that completed an Ecovadis assessment	75%	71%	68%
Supplier Partnerships: Increase in spend with small and veteran-owned suppliers	37% (USA) 22% (UK)	–	–

KEY PERFORMANCE INDICATORS

Governance

Speak Out			
	2023	**2022**	**2021**
Number of cases raised via Speak Out	16,346	11,793	10,107
Employees feel able to speak out on unethical behavior	–	85%	–

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ESG REPORTING FRAMEWORKS

We engage with a number of widely recognized sustainability reporting frameworks. Allied Universal's ESG leaders seek proactive feedback from stakeholders, regularly holding meetings with ESG analysts and have frequent dialogue with independent ratings agencies such as Sustainalytics.

CDP

In 2023, Allied Universal completed its second submission to CDP, formally known as the Carbon Disclosure Project. We were pleased to achieve a climate change score of "C" and a supplier engagement rating of "C-", illustrating our awareness of climate change issues and supplier engagement.

EcoVadis

Allied Universal and G4S have completed assessments for review by EcoVadis. EcoVadis is an independent organization that provides evidence-based social responsibility ratings covering labor and human rights, business ethics, supply chain, and environmental matters. EcoVadis has shared their scores and feedback with our organization which is helping to inform our future approach on a variety of ESG matters.

International Code of Conduct for Private Security Providers

G4S is a founder signatory to the International Code of Conduct for Private Security Providers (2010). Based on international human rights standards, the code sets out the principles for security operations in complex environments - areas experiencing or recovering from disaster or unrest or where governments and the laws are weak. It covers recruitment, vetting and training of staff, use of force by security officers, the handling of firearms, health and safety, and the handling of reported complaints.

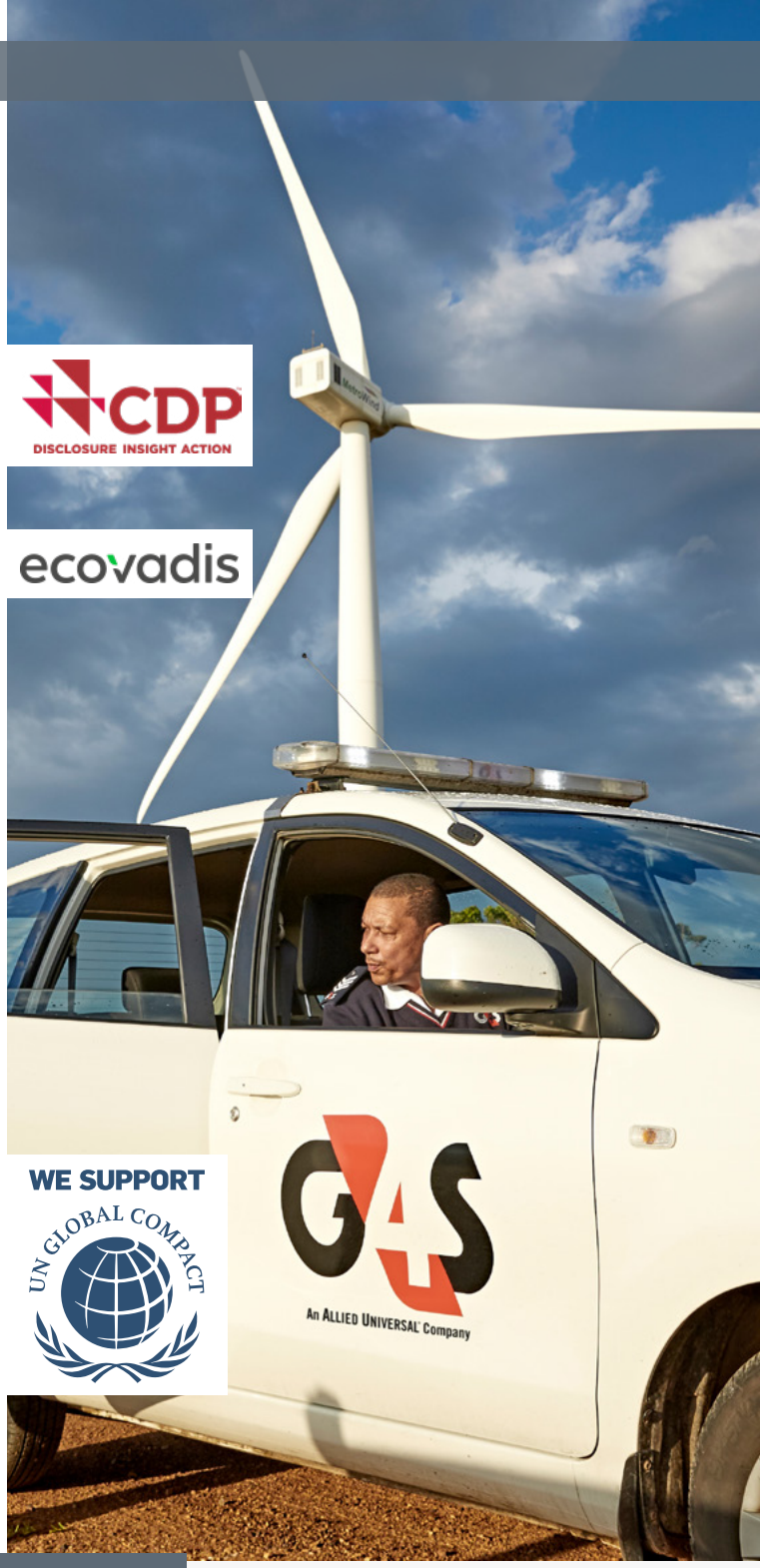
Key Allied Universal companies, including US-based MSA Security, and our complex environments business, G4S Risk Management, are certified members of the International Code of Conduct Association (ICOCA), having achieved the necessary certifications.

UN Global Compact: Communication On Progress

Allied Universal supports the 10 universal principles of the UN Global Compact and is integrating them into our strategies and policies.

G4S is a longstanding signatory to the UN Global Compact and remains active within the UK network of the Compact, participating in the governing Advisory Group and other working groups.

Following changes to the Compact's communication on progress (COP) reporting process, Allied Universal will complete the new COP in mid-2024.



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ESG Report 2023

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