

GENDER PAY GAP REPORT 2025



This is our 8th gender pay gap report, setting out the pay and bonus gaps between men and women in the 10 business entities within the scope of the regulations. Our gender pay and gender bonus gap continue to be influenced by movements in our headcount, and, subsequently, pay-relevant population across several businesses. Within that context, many of our businesses show a positive trajectory towards narrowing our gender pay gap, whilst for others, we will continue to direct our focus on taking the appropriate steps to narrow the gender pay gap even more.

We have made, and will keep making, targeted efforts to recruit a gender-balanced headcount across different levels within the organisation. Our recruitment strategy is closely interlinked with our broader approach to diversity, equity, and inclusion. Underpinned by our comprehensive Culture and Belonging Strategy, which we implemented in 2025, this supports our gender pay gap objectives and includes a dedicated Code for recruitment, designed to ensure that our workforce reflects the diverse communities in which we provide services.

During 2025, we also launched our new global careers site, for which we worked hard to update imagery and case studies to highlight the variety of career paths for women in security, showcasing both the variety of job opportunities and development available. This has included specific targeted campaigns in a number of businesses, as well as a focus on diverse talent pools, bias mitigation, inclusive selection, and candidate support. In addition, we have increased our drive to create development opportunities for women across frontline and leadership levels, with 40% of all apprenticeships being undertaken by women, 65% of which are in management courses. We continue to ensure there is a balanced gender pipeline for senior strategic roles through participation in our Next Level Leadership program.

Ongoing efforts focused on the importance of retention of women. Businesses worked hard to maintain accreditation as a Menopause Friendly employer, and our informal women's network evolved within Secure Solutions, our largest security business. These activities, combined with the celebration of events such as Global Inclusion Week, International Women's Day, and Women in Security awards, are helping us to raise awareness internally and promote women's interest externally. In this effort, we are also supported by our reward programs, which are gender-agnostic in terms of eligibility, participation, and achievement.

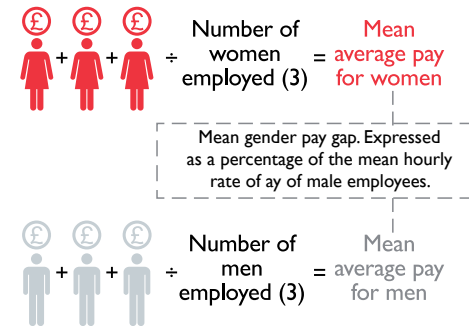
One of the qualitative measures of inclusion comes from our employee engagement survey, so it is encouraging to see that engagement levels for women in the UK businesses increased from 79% in 2022 to 84% in our latest survey in 2025. Written responses to the survey provide further insight on concerns and opportunities for creating a more inclusive culture.

The focus on building a more balanced gender pipeline, particularly of women in operational management roles, played a key role in succession planning and development reviews. Driving a more diverse and inclusive organisation is crucial for both the ongoing success and longer-term sustainability of our organisation. As such, we continue to strive to attract more diverse candidates to join our businesses and to create an inclusive environment where every individual has an equal opportunity to flourish. I confirm that the data provided has been collated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Catherine Hooper
Chief Human Resources Officer, Allied Universal® – International
G4S, An Allied Universal® Company

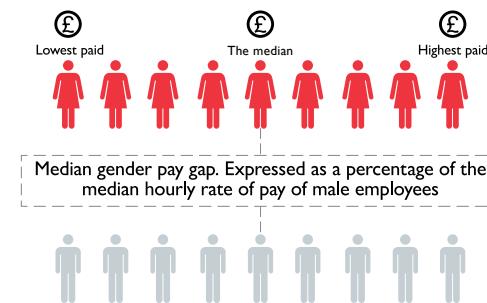
Calculating the mean difference

The mean percentage pay gap is calculated by adding up the total hourly pay for all women, and dividing it by the number of women employed. This figure is subtracted from the same calculation for all the men to identify the gap.



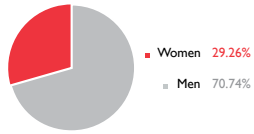
Calculating the median difference

The median is the middle value when all of the hourly rates of pay for women and men are separately ranked.



G4S Aviation Services (UK)

Limited | Total employees 270



Mean and median pay bonus

	MEAN	MEDIAN
Gender Pay Gap	-1.53%	0.00%
Gender Bonus Gap	-204.79%	-50.00%

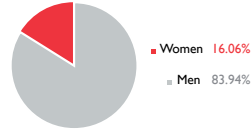
Proportion receiving a bonus

4.48% of women received a bonus
1.79% of men received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	23.73%	76.27%
Upper middle quartile	25.42%	74.58%
Lower middle quartile	28.81%	71.19%
Lower quartile	36.21%	63.79%

G4S Secure Solutions (UK)

Limited | Total employees 14679



Mean and median pay bonus

	MEAN	MEDIAN
Gender Pay Gap	-0.90%	0.00%
Gender Bonus Gap	56.92%	-25.00%

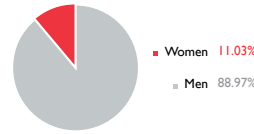
Proportion receiving a bonus

4.68% of women received a bonus
3.37% of men received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	16.30%	83.70%
Upper middle quartile	13.87%	86.13%
Lower middle quartile	19.99%	80.01%
Lower quartile	8.72%	91.28%

G4S Security Services (UK)

Limited | Total employees 290



Mean and median pay bonus

	MEAN	MEDIAN
Gender Pay Gap	-4.22%	-0.92%
Gender Bonus Gap	0.00%	0.00%

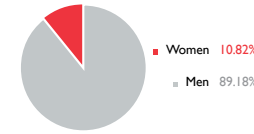
Proportion receiving a bonus

0.00% of women received a bonus
0.00% of men received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	12.50%	87.50%
Upper middle quartile	9.09%	90.91%
Lower middle quartile	12.73%	87.27%
Lower quartile	3.64%	96.36%

Allied Universal® Europe Ltd.

Limited | Total employees 416



Mean and median pay bonus

	MEAN	MEDIAN
Gender Pay Gap	3.73%	-2.74%
Gender Bonus Gap	-50.76%	-124.47%

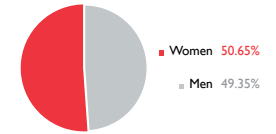
Proportion receiving a bonus

30.00% of women received a bonus
26.97% of men received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	9.68%	90.32%
Upper middle quartile	16.30%	83.70%
Lower middle quartile	7.53%	92.47%
Lower quartile	9.78%	90.22%

G4S Care & Justice Services (UK)

Limited | Total employees 2861



Mean and median pay bonus

	MEAN	MEDIAN
Gender Pay Gap	3.99%	2.78%
Gender Bonus Gap	14.56%	28.57%

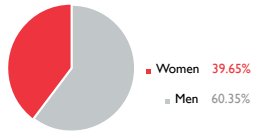
Proportion receiving a bonus

17.96% of women received a bonus
19.54% of men received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	45.30%	54.70%
Upper middle quartile	45.21%	54.79%
Lower middle quartile	44.89%	55.11%
Lower quartile	61.98%	38.02%

G4S Facilities Management (UK)

Limited | Total employees 3649



Mean and median pay bonus

	MEAN	MEDIAN
Gender Pay Gap	13.78%	4.19%
Gender Bonus Gap	42.13%	51.25%

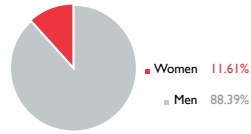
Proportion receiving a bonus

48.84% of women received a bonus
50.99% of men received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	40.11%	59.89%
Upper middle quartile	63.25%	36.75%
Lower middle quartile	67.09%	32.91%
Lower quartile	63.68%	36.32%

G4S Cash Solutions (UK)

Limited | Total employees 1654



Mean and median pay bonus

	MEAN	MEDIAN
Gender Pay Gap	-7.95%	-1.59%
Gender Bonus Gap	-145.07%	-111.60%

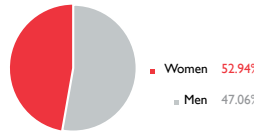
Proportion receiving a bonus

10.81% of women received a bonus
6.64% of men received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	15.10%	84.90%
Upper middle quartile	9.90%	90.10%
Lower middle quartile	5.20%	94.80%
Lower quartile	15.59%	84.41%

G4S Regional Management (UK & I)

Limited | Total employees 221



Mean and median pay bonus

	MEAN	MEDIAN
Gender Pay Gap	7.03%	4.33%
Gender Bonus Gap	41.16%	94.08%

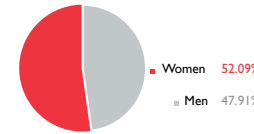
Proportion receiving a bonus

34.95% of women received a bonus
28.45% of men received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	41.82%	58.18%
Upper middle quartile	49.09%	50.91%
Lower middle quartile	49.09%	50.91%
Lower quartile	48.15%	51.85%

G4S Cash Centres (UK)

Limited | Total employees 574



Mean and median pay bonus

	MEAN	MEDIAN
Gender Pay Gap	11.36%	5.40%
Gender Bonus Gap	14.39%	0.00%

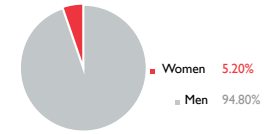
Proportion receiving a bonus

1.37% of women received a bonus
2.64% of men received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	27.34%	72.66%
Upper middle quartile	52.52%	47.48%
Lower middle quartile	58.99%	41.01%
Lower quartile	70.50%	29.50%

T.S.S. (Total Security Services)

Limited | Total employees 7362



Mean and median pay bonus

	MEAN	MEDIAN
Gender Pay Gap	-0.06%	1.52%
Gender Bonus Gap	-497.90%	-3729.00%

Proportion receiving a bonus

1.69% of women received a bonus
1.99% of men received a bonus

PAY DISTRIBUTION	WOMEN	MEN
Upper quartile	5.59%	94.41%
Upper middle quartile	3.29%	96.71%
Lower middle quartile	5.38%	94.62%
Lower quartile	6.37%	93.63%