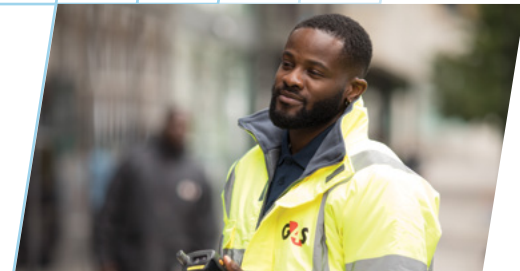


# 2024 ESG Report

Environmental | Social | Governance





# Table of Contents

Introduction	03	<ul style="list-style-type: none"><li>&gt; Global Chairman and CEO's Statement</li><li>&gt; 2024 ESG Highlights</li><li>&gt; Working With Stakeholders</li><li>&gt; Priority Areas (ESG Materiality)</li><li>&gt; Societal Impact</li></ul>
Environment	15	<ul style="list-style-type: none"><li>&gt; Our Approach<ul style="list-style-type: none"><li>• Greenhouse Gas Emissions</li><li>• Decarbonizing Our Business</li><li>• Net-Zero Progress In UK and Ireland</li><li>• Supporting Customer's Objectives</li><li>• Task Force on Climate Related Financial Disclosures</li></ul></li><li>&gt; Progress Against 2024 Goals</li><li>&gt; Goals For 2025</li></ul>
Social	23	<ul style="list-style-type: none"><li>&gt; Becoming An Employer of Choice<ul style="list-style-type: none"><li>• Talent Acquisition</li><li>• Learning and Development</li><li>• Culture and Belonging</li><li>• Gender Pay Gap UK</li><li>• Employee Engagement</li></ul></li><li>&gt; Safety and Well-Being - North America</li><li>&gt; Human Rights and Duty of Care</li><li>&gt; Care and Rehabilitation (UK and Australia)</li><li>&gt; Respecting Human Rights in Our Supply Chain</li><li>&gt; Progress Against 2024 Goals</li><li>&gt; Goals For 2025</li></ul>
Governance	38	<ul style="list-style-type: none"><li>&gt; Governance Structure</li><li>&gt; Ethics and Compliance</li><li>&gt; Anti-Bribery and Corruption</li><li>&gt; Whistleblowing</li><li>&gt; Progress Against 2024 Goals</li><li>&gt; Goals For 2025</li></ul>
Appendices	44	<ul style="list-style-type: none"><li>&gt; Key Performance Indicators<ul style="list-style-type: none"><li>• Environment</li><li>• Social</li><li>• Governance</li></ul></li><li>&gt; ESG Reporting Frameworks</li></ul>

# Introduction



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

Our global workforce of more than 760,000\* people, provides integrated security services that combine security personnel, technology, and a variety of professional services. Our team reflects the company's core purpose of serving and helping to safeguard customers, communities, and people around the world.

Operating in 103 countries and territories, we play an important role in society, creating social value by generating employment for hundreds of thousands of people and by helping communities operate in safer, more secure environments where they can thrive. This directly contributes to the realization of the United Nations' Sustainable Development Goal 16.

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

We do this by:

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

This report provides an overview of our company's commitment to Environmental, Social, and Governance (ESG) principles. It outlines our performance, strategies, and initiatives across key areas, demonstrating our focus on responsible and sustainable business practices.

\* including subcontractors

# 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<sup>®</sup>, serving and helping to safeguard customers, communities, and people around the world.

## Vision

Be the world's most trusted services provider.

## Mission

Allied Universal<sup>®</sup>, through its unparalleled customer relationships, provides proactive solutions, cutting-edge smart technology, and tailored services that help 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**.





# About Allied Universal

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



84%

## Comprehensive Security Services

- > Security Professionals
- > Visitor Management
- > Vehicle Patrols
- > Canine Security Services
- > Intelligence Services
- > Executive and Enhanced Protection

7%

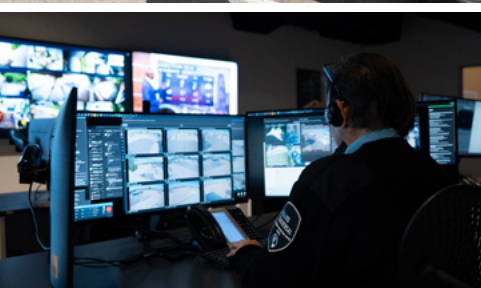
## Technology Services

- > Security Technology Integration
- > Retail Technology Solutions
- > Electronic Tracking and Alarm Monitoring
- > Access Control and Video Surveillance

9%

## 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. Approximately 73% of the company is owned by funds controlled by Warburg Pincus and a fund managed by a wholly owned subsidiary of Caisse de Depot et Placement du Quebec. The remaining percentage is owned by other institutional investors including affiliates of Partners Group and the J. Safra Group, and by members of management.

“

Our dedicated global team is the cornerstone of our commitment to the communities and customers we serve. In a world facing increasingly complex security challenges, their expertise is invaluable. Allied Universal plays a crucial role in helping to create a more secure environment.

As a leading global employer, we recognize our profound responsibility to our employees, our customers, and the communities in which we operate. We are actively advancing our ESG-related policies and are proud of the significant progress made in becoming an Employer of Choice and strengthening our ethics and compliance foundation.

Our employees are our top priority. Allied Universal provides extensive career pathways, and we are dedicated to fostering talent and equipping our team members with resources for professional growth.

Our operational strategies are built on stringent health and safety standards, against which all business units are regularly evaluated. We regularly monitor compliance and conduct regular audits, with senior leadership reviewing performance to ensure the highest standards are consistently met.

For over three years, Allied Universal has been committed to the UN Global Compact, and its principles continue to guide our ethics code, human rights policies, and other ESG initiatives.

In 2025, we are continuing to implement several strategic initiatives aimed at optimizing operations and enhancing organizational efficiency. These advancements will not only secure our future growth but also help ensure our continued positive contribution to society.

I am deeply enthusiastic about the future and grateful for the opportunity to make a significant difference for our stakeholders. Together, we are fulfilling our purpose of being There for you<sup>®</sup>, serving and helping to protect customers, communities, and people across the globe.

”



Steve Jones  
Global Chairman and CEO, Allied Universal



Steve Jones  
Global Chairman and  
CEO's Statement

# Our 2024 ESG Highlights

Achieved a **4.7%** reduction in carbon intensity (t/CO<sub>2</sub>e per \$M revenue)  
(see page 16)



Recognized by **Newsweek** as one of **America's Most Admired Workplaces**  
(see page 28)

Over **6.9 million online** training programs completed  
(see page 26)

Promoted more than **28,000** employees to new roles internally  
(see page 24)

Promoted employee pulse surveys to **measure sentiment in multiple key countries**  
(see page 30)

Increased reported cases by **9.4%** by raising awareness and trust in Speak Out  
(see page 43)

## Environmental

Made **strong progress** to achieving decarbonization goals in the UK and Ireland Region  
(see page 18)



Won **multiple awards** recognizing our leadership development programs  
(see page 26)

Conducted face-to-face assurance interviews with nearly **3,000** migrant worker employees  
(see page 34)

Expanded the supplier ethics due-diligence program to cover **80%** of international procurement spend  
(see page 37)



Improved **EcoVadis** scores for both Allied Universal HoldCo LLC and G4S Ltd, earning **Committed Badges**  
(see page 47)

## Social

## Governance



## Working With Stakeholders

Stakeholder engagement is a cornerstone of Allied Universal's operations. Our integral role within society, the expansive global reach of our business, and the sheer scale of our workforce necessitates a proactive and comprehensive approach to stakeholder engagement.

This approach acknowledges that our stakeholders are mixed and their interests varied, requiring us to maintain open channels of communication and actively seek input from all those who are impacted by or have an interest in our activities.



### Society

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

This is achieved through helping to secure infrastructure, paying 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 addressed appropriately at the right level of the organization, or if necessary, by independent experts.



### Customers

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 help ensure phenomenal service and satisfaction. We also established a tool to track all client engagements.





## Employees

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



## Industry Bodies

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



## Investors, Lenders, and ESG Analysts

We have strong relationships with our investors and lenders. Throughout 2024 we have participated in numerous meetings with them and responded to requests for ESG information



## Partners and Suppliers

Our ethical and sustainability standards have been integrated into key business processes, including with key suppliers.



## Government and Multilateral Organizations

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



## Independent Experts

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

During 2024, 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 GHG scope 3 assessment
- > Supply Chain Assessment
- > ESG Materiality

# Our Priority Areas (ESG Materiality)

To help ensure that our sustainability strategy remains focused in the areas that are most relevant to our 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 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





To understand the most pressing ESG issues facing our business and industry, we conducted a comprehensive materiality assessment in 2023. Working with independent experts, we engaged with a wide range of stakeholders, including Allied Universal executives, ESG analysts, industry associations, customers, investors, and NGOs, through interviews and surveys. This process helped us identify key risks and opportunities and highlighted the paramount importance of ethics, a strong compliance culture, and aligned values and behaviors for effective ESG management.

### Social Value

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

- > Secure and stable communities
- > Employee safety and well-being
- > Culture, values, and behaviors
- > Recruitment, retention, and development of people
- > New technologies and innovations

### EU Corporate Sustainability Reporting Directive (CSRD)

The CSRD is a comprehensive article of legislation with the aim of increasing transparency and accountability. It requires in-scope companies to publicly report detailed information on their sustainability-related impacts, risks, and opportunities.

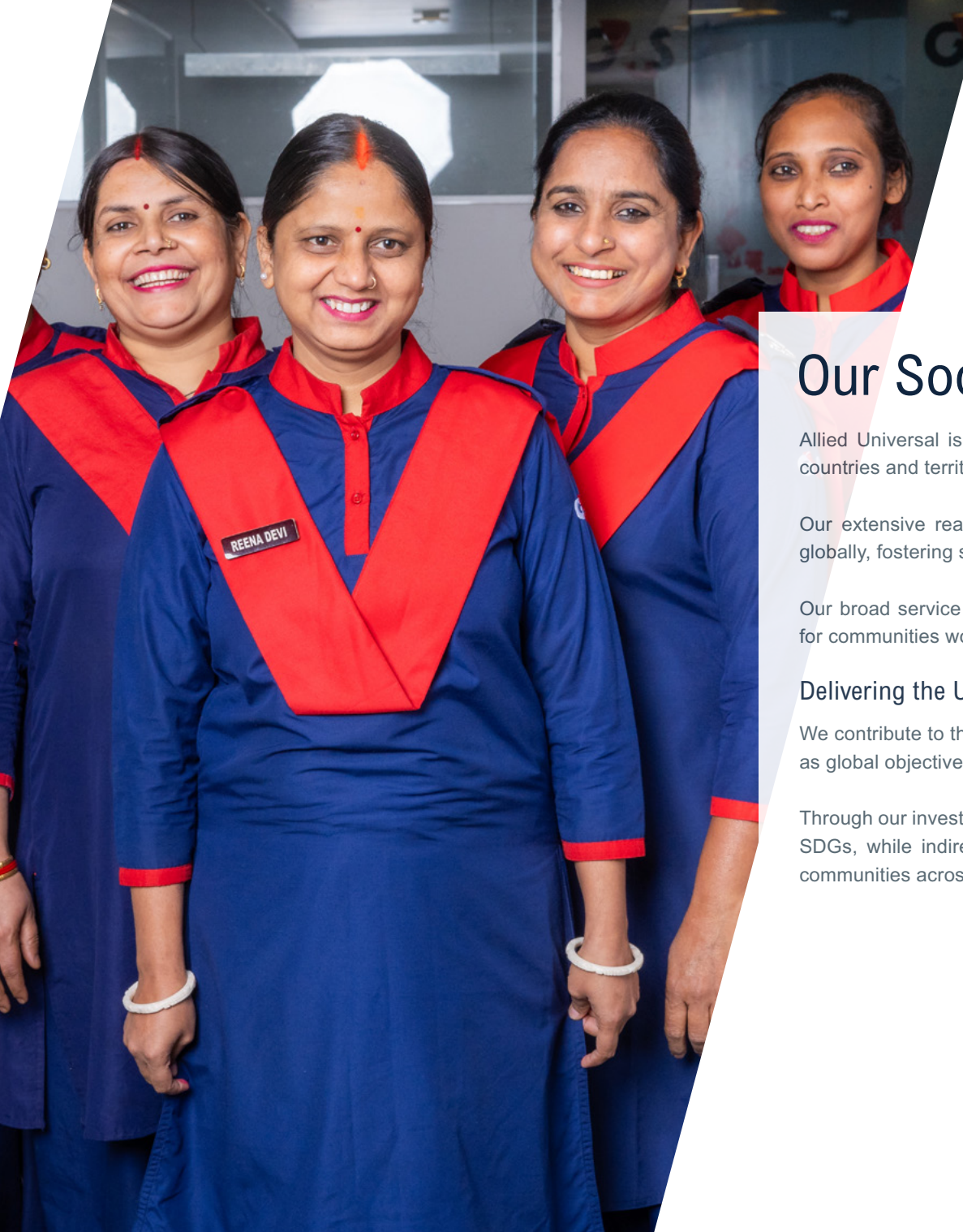
In anticipation that the consolidated G4S business would be subject to the EU's CSR Directive from 2025, we have begun implementing a number of key programs across the business; including gap analyses, improvements to data collection processes, and extending our scope 3 greenhouse gas assessment.

Key among these is a Double Materiality Assessment (DMA) to identify the European sustainability reporting standards (ESRS) against which the business must disclose. Since the fourth quarter of 2024, we have been collaborating with the international audit firm Grant Thornton to carry out the DMA in line with the regulatory provisions.

In March 2025, the European Commission delayed the CSR Directive's reporting timetable and commissioned a review into the details of the ESRS. We are continuing to progress a number of core programs while we await the outcome of these proposals.







## Our Societal Impact

Allied Universal is one of the world's largest private employers, operating in more than 100 countries and territories.

Our extensive reach allows us to significantly impact the welfare and prosperity of millions globally, fostering safer and improved environments for people to live and work.

Our broad service offering and geographical coverage generates substantial societal benefits for communities worldwide.

### Delivering the United Nations Sustainable Development Goals:

We contribute to the UN Sustainable Development Goals (SDGs), recognizing their importance as global objectives for enhancing sustainability and quality of life.

Through our investments, solutions, and practices, we actively support the realization of specific SDGs, while indirectly contributing to many others, making a tangible positive difference in communities across the globe.



## Core UN Sustainable Development Goals

### SDG

### SDG Goal

### Our Impact

### How Allied Universal supports realization of SDG

#### 8 DECENT WORK AND ECONOMIC GROWTH



Promote sustained and inclusive economic growth, full and productive employment, and decent work for all.

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.
- > Implementing safety programs that reduce workplace injuries and fatalities over time, particularly in territories where the safety culture and infrastructure are less established.
- > Commitment to international labor standards.
- > Providing career opportunities through our "Promote-from-within" culture, where we promoted more than 28,000 employees in 2024

#### 16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Play an important role in society by helping to create 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.

## Indirect UN Sustainable Development Goals

#### 5 GENDER EQUALITY



- > Embracing a culture and belonging approach through our policies and behaviors
- > Commitment to eliminating bullying, harassment, and discrimination in the workplace
- > Empowering female team members through information, communication, technology equipment, and training
- > Access to Speak Out programs to raise concern about mistreatment

#### 4 QUALITY EDUCATION



- > Providing operational and developmental training to employees globally, 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, including scope 3 emissions from 2025
- > Commitment to achieving carbon net-zero by 2050



## Our Approach

Our direct operations have a relatively low carbon intensity, which contributes to our proportionally small environmental impact on a global scale.

### KPI 2024: Carbon Intensity

- > 0.42 t/CO<sub>2</sub>e per employee average
- > 14.5 t/CO<sub>2</sub>e per \$M revenue

Despite this, the threat to the natural environment and social infrastructure from climate change is an important and ongoing issue for our organization, customers, employees, and communities.

Allied Universal has committed to achieving net-zero carbon emissions by 2050.

In 2024, we commenced a program to assess and analyze our global scope 3 GHG emissions. Partnership with TRC, a global consultancy specializing in engineering and information processing, we are conducting comprehensive and complex assessment to identify material scope 3 emissions categories, define accurate data collection processes, make necessary assumptions, and complete our first global scope 3 emissions inventory for 2025.

Once this program completes its first scope 3 analysis, we will utilize this data, alongside our scope 1 and 2 inventories, to prepare a timetable for the development of science-based targets, including validation and the necessary sustainability strategies to achieve decarbonization. This plan will be informed by emerging legislative requirements and the experience of our UK and Ireland Region in implementing its science-based targets.

We continue to target an annual reduction of 3.5% in carbon intensity (t/CO<sub>2</sub>e per \$M revenue).





# Greenhouse Gas (GHG) Emissions

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

In addition, during 2024, we measured a range of scope 3 emissions across our business:

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

Recognizing the complexity of the organization's indirect emissions, and the emerging legislated reporting requirements in both the United States and Europe, we began a global scope 3 GHG emissions assessment in 2024. Collaborating with TRC, this in-depth analysis will pinpoint key emissions categories, refine data collection and assumption methodologies, and ultimately help produce our first comprehensive global scope 3 emissions inventory in 2026, reporting on 2025.

The companies that reported data in the 2024 GHG measurement represent 96% of Allied Universal's global business across a 12-month period. This level of measurement, covering each of our main business types, allows reliable calculation of the total GHG emissions for 100% of the organization.



Greenhouse Gas (GHG) Emissions			
	2024	2023	2022
Carbon intensity: t/CO2e per \$M revenue	14.5	15.2	16.2
Carbon intensity: t/CO2e per employee	0.42	0.39	0.42
Total GHG emissions	301,760	277,027	301,514
Scope 1*	191,683	191,002	202,937
Scope 2*	49,498	45,422	53,631
Scope 3 (Air Travel)*	10,204	9,876	9,056

\* based on 96% measurement

Note: Prior years have been recalculated due to changes in acquisitions, divestments, and improvements to data accuracy.

For more KPIs [see page 44](#)



## Decarbonizing Our Business

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

Operating around the globe in many complex and logistically challenging environments, our fleet comprises around 18,500 vehicles of many different sizes and specifications, from small and medium sized patrol cars to buses and armored vehicles.

In 2024, our vehicle fleet is now responsible for almost 75% of our operational GHG emissions (scopes 1 and 2), and continues to be a focus for decarbonization efforts.

In certain markets, where infrastructure, cost, and technology permits, we continue to assess the use of electric and alternative fuel vehicles in corporate car fleets and specific operational contexts.

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.

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 25% 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 12% of our global electricity consumption, have procured electricity from certified renewable sources, saving approximately 3000 t/CO<sub>2</sub>e per year.



# Net-Zero Progress in UK and Ireland

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

In addition, G4S has set science-based targets to achieve near-term emissions reductions across its value chain for UK and Ireland operations.

## 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% from a 2020 baseline. By 2050 or sooner, G4S UK and Ireland will meet all net-zero global targets.

\* Purchased goods and services and capital good represent approximately 80% of baseline scope 3 emissions



## Our Progress

	2020 Baseline	2024	2030 Target	Total scope 3 emissions for UK and Ireland: 2024: 135,986 t/CO2e (2020: 140,800 t/CO2e)
Operational emissions: Scopes 1 and 2	30,500 t/CO2e	19,120 t/CO2e	17,500 t/CO2e	
Supply Chain Emissions: Scope 3 ( Categories 1 and 2)	108,500 t/CO2e	98,575 t/CO2e	81,400 t/CO2e	

- Note:
- Financial control of HMP & YOI Parc was transferred from G4S due to new contractual terms during 2024, resulting in a reduction in scope 1 and 2 emissions of 2,600 t/CO2e
  - Categories 1 and 2 emissions formed approximately 76% of UK and Ireland scope 3 emissions during 2024
  - 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 into the supply chain

- > We have continued to identify opportunities to decarbonize our fleet. The UK and Ireland fleet now consists of 753 low-emission vehicles and 218 electric vehicles.
- > A partnership with the Ford Motor Company to trial the use of fully electric ambulances within our Patient Transport Services successfully demonstrated the feasibility of using electric vehicles within this operation, utilizing a ‘home-start’ framework, supported by branch-based charging and Shell’s public charging network. We hope to develop these insights further and utilize electric ambulances in future patient transport services.
- > We have continued to make improvements to the data management of value chain GHG emissions.



## Supporting Our Customers' Objectives

We actively partner with our clients to realize their low-carbon supply chain goals. By integrating carbon reduction strategies into our operations and minimizing our GHG footprint, we drive sustainable solutions.

Our approach involves utilizing renewable energy solutions, where infrastructure and cost permits, and deploying innovative technologies such as artificial intelligence analysis and drone surveillance. These technologies help optimize our service design, reduce vehicle usage, and enhance efficiency. Furthermore, strategic risk and site assessments enable us to better use technology and labor effectively, offering further opportunities to minimize environmental impact.


Empowering our security officers with real-time data and actionable insights can help foster site-specific emissions reduction initiatives.

We also demonstrate our commitment to transparency by participating in leading climate reporting frameworks like the CDP Climate Change and Supply Chain surveys.

We are proud of our strong heritage in utilizing our expertise to support customers' business continuity and help safeguard their personnel and infrastructure in the face of extreme weather and geopolitical challenges.




# Task Force on Climate Related Financial Disclosures



Pillar	TCFD Recommendation	Progress and Next Steps
 <div>Governance</div>	Describe the board's oversight of climate-related risks and opportunities.	<p>The company's governance framework is overseen by the board, with the Audit Committee holding specific responsibility for ESG matters pursuant to the Audit Committee charter.</p> <p>The Audit Committee receives regular ESG updates from the global Chief Compliance Officer.</p>
	Describe management's role in assessing and managing climate-related risks and opportunities.	<p>Allied Universal conducts assessments of material ESG-related issues and priorities. <a href="#">(see page 11)</a></p> <p>In its most recent materiality assessment (2023), climate change was determined to be a comparatively lower priority issue based on the relatively low carbon intensity of the group's direct operations, and the perceived level of impact on the group's overall business at that time.</p> <p>The potential impacts of climate change and extreme weather events on the safety of our personnel and service delivery capabilities are currently identified and managed at the local business level in relevant subsidiaries through business continuity plans.</p> <p>As a result of the global materiality assessment, central management has not formally identified principal climate-related risks and opportunities at a group-wide level, nor has it undertaken a comprehensive assessment of their potential impact on Allied Universal's global business model.</p>





Pillar	TCFD Recommendation	Progress and Next Steps
 <p>Strategy</p>	Describe the climate related risks and opportunities the organization has identified over the short, medium, long term.	<p>In the group's most recent ESG materiality assessment (2023), climate change was determined to be a comparatively lower priority issue based on the relatively low carbon intensity of the group's direct operations and the perceived level of impact on the group's overall business at that time.</p> <p>Consequently, at present, Allied Universal management have not formally identified principal climate-related risks or opportunities at a group-wide level across the short, medium, or long term.</p> <p>While local business units, in relevant subsidiaries around the globe, will manage immediate impacts of extreme weather on personnel and service delivery through business continuity plans, a comprehensive, group-wide identification and assessment of climate-related risks and opportunities is yet to be implemented.</p>
	Describe the impact of climate related risks and opportunities on the organizations business, strategy and financial planning.	<p>At the group-wide level, the company's materiality assessment (2023) defines climate change as a comparatively lower priority issue. (<a href="#">see page 11</a>)</p> <p>As a result Allied Universal has not conducted a comprehensive assessment of how climate-related risks and opportunities could impact its group-wide business, strategy or financial planning.</p>
	Describe the resilience of the organization's strategy, taking into consideration different climate related scenarios including a 2c or lower scenario.	<p>At the group-wide level, the company's materiality assessment (2023) defines climate change as a comparatively lower priority issue.</p> <p>As a result, Allied Universal has not conducted a comprehensive assessment of the group's strategic resilience to different climate-related scenarios.</p>



Pillar	TCFD Recommendation	Progress and Next Steps
 <b>Risk Management</b>	Describe the organization's processes for managing climate-related risks.	At the group-wide level, the company's ESG materiality assessment identified climate change as a comparatively lower priority issue, based on the relatively low carbon intensity of the group's direct operations and the perceived level of impact on the group's overall business at that time.
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Consequently, Allied Universal's management has not formally identified principal climate-related risks or opportunities at a group-wide level across the short, medium, or long term.
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Local business units, in relevant subsidiaries, operating around the globe manage the immediate impacts of extreme weather on personnel safety and service delivery through their business continuity plans.
 <b>Metrics and Target</b>	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	At the group-wide level, the company's materiality assessment (2023) defines climate change as a comparatively lower priority issue. ( <a href="#">see page 11</a> )  As a result, Allied Universal's management has not conducted a comprehensive assessment of any climate-related risks or opportunities, and consequently has not set any related targets.  Allied Universal has committed to achieving net-zero carbon emissions by 2050, in line with international expectations, and has set itself an annual target to reduce its carbon intensity by 3.5% (t/CO2e per \$M revenue).  In 2024, the group achieved a carbon intensity reduction (t/CO2e per \$M revenue) of 4.7%.
	Disclose scope 1, scope 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions and the related risks.	<a href="#">See page 44</a> for details of the group's global greenhouse gas (GHG) emissions
	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	The company's group-wide materiality assessment in 2023 ranked climate change as a comparatively lower priority issue. ( <a href="#">see page 11</a> )  As a result, Allied Universal has not conducted a comprehensive assessment of any climate-related risks or opportunities, and consequently has not set any related metrics.

### Progress Against Goals For 2024:

- ✓ Achieve 3.5% reduction in carbon intensity (t/CO2e per \$M revenue)

### 2025 Goals

- > Achieve 3.5% reduction in carbon intensity (t/CO2e per \$M revenue)
- > Achieve key milestones in global scope 3 measurement and analysis program



# Social

## Becoming an Employer of Choice

As an organization, our deeply ingrained “There for you®” culture cultivates a work environment that attracts, develops, and retains top talent. Over the past few years, we have been on a journey to strengthen our position as an Employer of Choice, guided by the principles of I-Care Leadership and an exceptional employee experience.

By prioritizing our evolution as an Employer of Choice, we are building a culture of trust, support, and care for our employees at all levels. This fosters increased engagement, innovation, and discretionary effort, which are critical to our organizational success. I-Care Leadership begins at the highest levels, and we are committed to ensuring our leaders create an exceptional employee experience by building trust, acting with empathy, and supporting their teams. We define an exceptional employee experience as a nurturing environment that develops employees at every level, encourages internal advancement, focuses on comprehensive employee rewards, and provides a workplace where everyone feels they can belong and can thrive.

Our goal is to ensure every individual feels heard, valued, supported, and equipped with the resources to reach their full potential. We utilize our Global Employee Engagement Survey to gather direct feedback from our colleagues around the world, aiming to understand their perspectives on enhancing the employee experience. The upcoming survey will be available in 56 languages to maximize participation and ensure broad representation of voices. To keep our team members informed about the program and initiatives resulting from their feedback, we established a quarterly bulletin in 2023, “You Said... We Did!”. These newsletters illustrate how employees input directly shapes the employee engagement programs we have launched or are currently developing.

Our commitment to being an Employer of Choice is a continuous journey. We are confident that by prioritizing employee voice, leadership development, and career growth opportunities, we will continue to attract, develop, and retain exceptional talent within a strong culture of belonging. In an effort to take concrete steps to drive improvements in our Employer of Choice focus areas, we have four subcommittees dedicated to developing and implementing ongoing solutions.



## Communication and Career Advancement

### Objective

- > Accessibility to advancement opportunities
- > “Promote-from-within” culture
- > Effective communication to all levels of the organization
- > Regularly review internal promotions and talent pool
- > Developed ongoing safety training programs
- > Encourage open communication about safety concerns through Speak Out reporting

## Leadership

### Objective

- > Leadership training for all people managers
- > Focus on leadership responsiveness and attentiveness
- > Holding leaders accountable to organizational standards
- > Integrate safety into core values and performance reviews

## Employee Total Rewards

### Objective

- > 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

### Objective

- > Ensure all employees are aware of our values and commitment to culture and belonging
- > 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.

### Progress and Impact

- > Continue to communicate updates on Employer of Choice initiatives to the entire organization
- > Commenced a trial employee communications app for frontline employees in targeted businesses. If successful the app will be rolled out across the international businesses
- > Within North America we utilize a personalized ‘Grow Your Career’ tool to provide career growth opportunities and resources
- > In 2024, over 28,000 employees were promoted
- > Demonstrated a 34% increase in internal promotions year-over-year in North America
- > Demonstrated a 39% increase in internal promotions year-over-year in international businesses

### Progress and Impact

- > Trained more than 30,000 leaders globally on I-Care Leadership, of which 1,300 were new frontline leaders to ensure that our leaders are creating an exceptional employee experience
- > Enhanced Next Level Leadership and launched Leaders Leading Leaders program

### Progress and Impact

- > In North America, we deliver our Employee Discount Programs, which are designed to provide employees with significant savings on thousands of branches and services. (More than 156,000 employees utilized our discount programs in 2024)

### Progress and Impact

- > Worldwide recognition initiatives are utilized to embed our values, such as Safety at Work Day and International Women's Day
- > In North America we have onboarded more than 1,800 administration employees since launching the Phenomenal Start Onboarding Program, with 97% 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
- > In the international business, we launched a new onboarding process in 89 countries. Almost 12,000 new employees have been through the new process with responses to all questions being above 90% showing positive feedback on the onboarding experience
- > During 2024, the voluntary turnover rate for employees across the international business reduced to 21.2%







## Talent Acquisition

In 2024, candidate behavior normalized, signaling a return to pre-pandemic predictability, across several talent acquisition metrics. While job growth moderated and wage inflation cooled, we experienced a notable increase in hiring efficiency and workforce stability. These conditions enabled us to strengthen our strategic approach to talent acquisition, focusing on quality of talent, candidate experience, and employee retention.

In North America, our integrated technology platforms continued to enhance our ability to attract, engage, and convert candidates effectively. Through expanded use of proprietary AI tools, we improved the efficacy of candidate sourcing, optimized post-offer processes, and enabled deeper insight into hiring funnels. This led to a shorter time from application to hire and significantly increased candidate conversion.

Technology also continued to reduce the transactional workload for our hiring managers and recruiters, enabling them to spend more time on relationship building and candidate engagement. This shift has been critical in strengthening the overall candidate experience - a key pillar in our ongoing efforts to be recognized as an Employer of Choice.

Our enterprise hiring framework, AUHireSmart, remains key in our ability to attract and retain a workforce that reflects the communities we serve. This system allows us to consistently deliver a high-quality, equitable hiring experience across all roles - from frontline security professionals to executive leadership - and provides the tools to measure and continuously improve on our progress.

Looking ahead to 2025, we remain focused on becoming one of the most technologically hiring organizations in North America. Over the next six to eighteen months, we will continue automating transactional elements of the hiring process, enabling our teams to focus on what matters most - delivering a high-touch, high-quality experience for every candidate.

In the international business, we have continued to progress utilizing technology to improve the hiring process. The G4S Applicant Tracking system has been implemented in 30 countries across international and continues to be a critical tool.

# Learning and Development

From day one, we encourage our employees to develop their talents and build their careers. As an Employer of Choice, we believe potential should be the only limit to advancement. Our businesses actively support learning and foster a “Promote-from-within” environment where everyone has the opportunity and resources to succeed.

## KPI 2024: Employee Training

- > 6.9 million online training programs completed
- > 21 hours (average) mandatory training per employee
- > 42 hours (average) non-mandatory training per 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 resources, 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, succession planning, and goal setting processes online. This approach provides better links between the learning needs identified and the digital learning resources available. It also reduces time spent inputting information from performance management conversations and allows more time to support the performance management needs of an employee.

As a continuation of I-Care Leaders, we have implemented Career Conversations within our annual talent assessment process - continuing our efforts in building strong relationships between managers and employees, helping us build on our “Promote-from-within” culture.

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 2024, 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, put in safety first and helping progress toward our goal of becoming an Employer of Choice. In 2024, the Next Level Leadership Program was delivered to 60 leaders to support succession planning.

In 2024, we were recognized externally for the quality of our leadership programs. We were delighted to win the British Training Award, the Princess Royal Training Award, and Bronze in the Leadership Category for the Next Level Leadership Program for 2024.





In May 2024, we graduated 41 leaders from our new global executive leadership program called “Leaders Leading Leaders”. This program is designed to prepare senior high-potential, high-performing leaders with the knowledge, skills, and abilities needed for future executive roles. 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-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 and increased ability into our talent pipeline at different levels across the organization.





# Culture and Belonging

**Culture** - Every member of our organization, from our front-line employees to our executive leadership team, is expected to champion our TEAM pillars and follow our Code of Ethics to guide their behaviors and decisions. It is the foundation upon which we build an environment where all employees thrive and have the opportunity to contribute to our shared goals.

**Belonging** - Is an experience when employees feel a strong connection to their colleagues and the organization’s mission and are trusted to contribute their unique talents and perspectives. It’s the assurance that their presence and participation truly matter.

Focusing on culture and belonging means we are not just aiming for a workplace that ticks the right boxes. We are creating an environment where our employee from our frontlines to our leadership, feel a genuine sense of belonging and is part of the TEAM. This reinforces our promise to be an Employer of Choice.

Our people are critical to our ability to provide the level of service our customers expect. Actively recruiting and retaining skilled individuals from the communities we operate within provides a stronger understanding of our client’s complex needs and provides us with a better opportunity to develop effective and innovative solutions.

Our approach allows our teams an elevated level of connectivity in local markets, for example, by having our security professionals address our client’s customers in their native languages across our global operations. It also allows us to give our people an opportunity to give back and serve the communities they live in.

Our technology investments equip us with valuable tools to track and eliminate barriers that might impede any particular group, gender, race, sex, or nationality from accessing growth opportunities within our company. The ability to provide our teams with hiring data and available workforce data for different markets gives us a competitive edge and provides our people with additional support. By helping to ensure no group gains an unfair advantage or faces disproportionate hiring or exclusion, we can effectively assess our strengths and pinpoint areas for improvement across all business areas.

We are committed to everyone having an opportunity at Allied Universal, which is evident in our recognition by Newsweek, as one of America’s greatest workplaces for women in 2024, earning a 4-star rating. This recognition underscores our commitment to fostering an environment where individuals can thrive, regardless of gender, in an industry traditionally dominated by men. This is a prime example of how our Culture and Belonging strategy allows us to focus on providing the training, support, and teamwork necessary for everyone to succeed within our company. Newsweek has also recognized Allied Universal as one of America’s Greatest Workplaces for Veterans (2024), where we received the highest ranking of five out of five stars.

Driven by a shared belief in our core values, leaders from across our organization generously volunteer their time, fueling our strategy and the vital work of our Culture and Belonging Committee. The Culture and Belonging Committee drives our initiatives, gaining momentum through strong executive leadership support. Business and functional leaders on the committee champion our culture of belonging within their teams and throughout the organization. The committee will employ surveys, town halls, and focus groups to actively understand and address employee needs to ensure all voices resonate. This committee will primarily champion our TEAM pillar.

# 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.

**T**ogether  
We build a caring culture where every team member feels valued and supported through mutual respect and collaboration.

**E**veryone  
A workplace where all team members are welcomed and respected.

**A**chieves  
A culture that values everyone’s perspectives and encourages team members to contribute, innovate, and make an impact.

**M**ore  
Expanding opportunities for career growth through professional development and our “promote from within” culture.

# Gender Pay Gap Report - UK

Since last year's report, there has been little change in the gender pay gaps reported in most of our businesses in scope. There are two key themes contributing to a shift of the gender pay gap: 1) Workforce moves in some of our larger businesses resulting in headcount variations compared to the last report and 2) an increase in the proportion of male colleagues in few of our businesses.

To narrow the pay and bonus gaps identified, efforts to achieve gender balance in all of our businesses across all levels through more focused recruitment (campaigns, standardization of interviews), internal promotion process, development (leadership training), and retention activities continue.

The company's and the UK and Ireland Inclusion Council's focus is widened in diversity matters beyond just gender and includes efforts to be an Age Friendly Employer and to make sure our businesses are attractive to people from neurodiverse backgrounds and the LGBTQ+ community, so that this is a place where everyone feels welcome.



## Employee Engagement

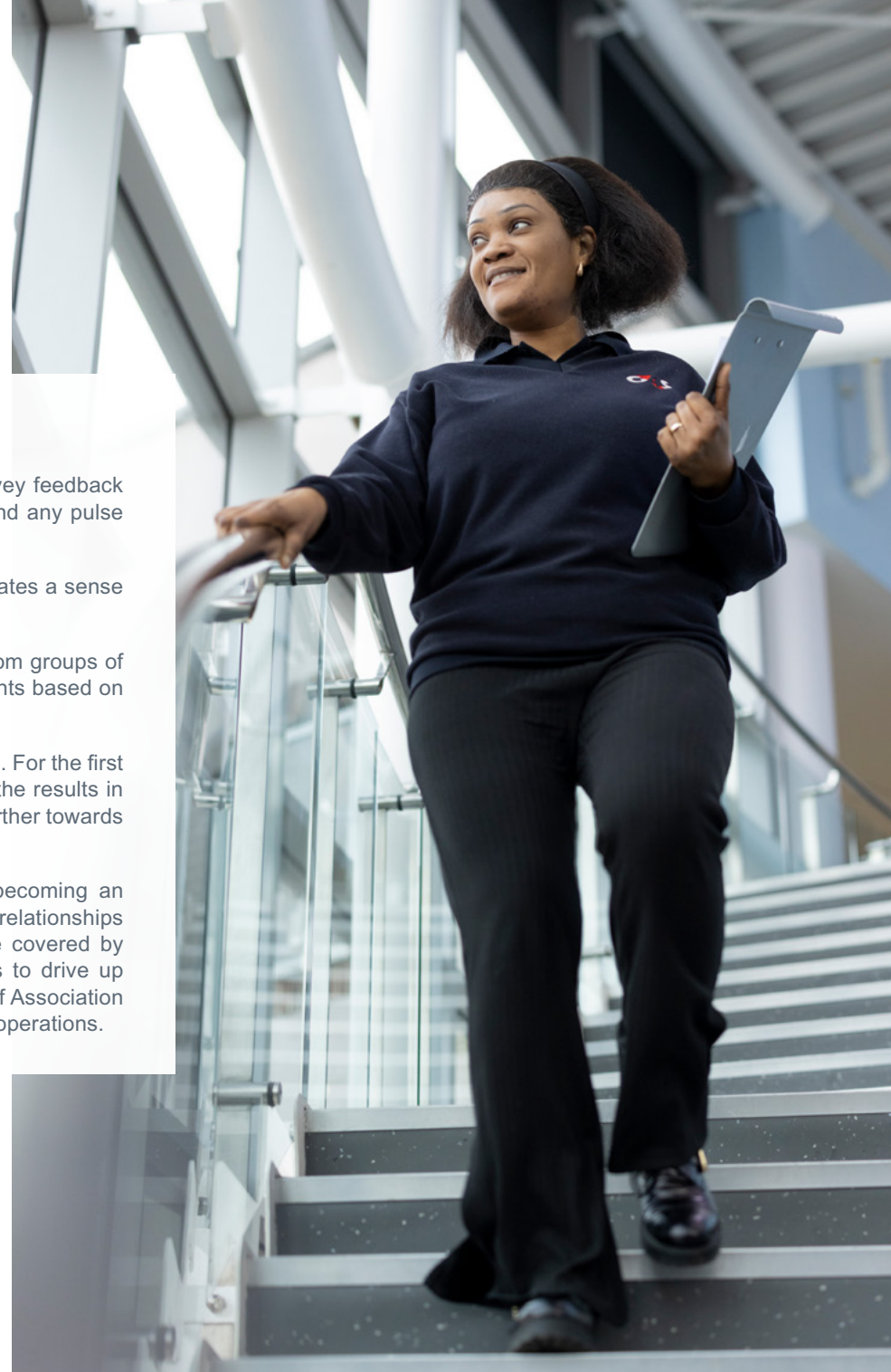
As an Employer of Choice, one of our aims is to make sure we take action based on the survey feedback we receive from our employees. This includes the results from our global employee survey and any pulse surveys in between.

The survey provides helpful insight on the extent to which employees believe the company creates a sense of culture and belonging.

During the past several years, we have utilized a number of pulse surveys to take feedback from groups of employees around the world, and our businesses have been working to implement improvements based on this feedback.

In 2025, we will launch our next global survey which will seek to survey over 700,000 employees. For the first time, the survey will be completed online which will enable the organization to better analyze the results in order to create meaningful actions to improve the working lives of our employees and help us further towards our goal to be an Employer of Choice.

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 also brings benefit via feedback and insights that healthily challenge our operations.







## Safety and Well-Being

Allied Universal's 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 strive to deliver a higher level of service to our customers 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.

## Reporting Serious Incidents

Within 24 hours, a preliminary set of actions is completed. Apart from the emergency response, this includes gathering relevant information, contacting appropriate 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 are 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 formally tracks the implementation of recommended actions from the investigation.

Against a backdrop of 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.

### KPI 2024: Safety

- > 0.46 high consequence injury rate (per 200,000 hours worked)
- > 0.01 work-related fatality rate (per 1,000,000 hours worked)

Sadly, during 2024, 17 of our colleagues lost their lives on the job. Six of these resulted from violent crime by third parties. 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 11 fatalities, seven were due to road traffic incidents and four 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.

In the international business, a focus on gate safety and lone workers through the implementation of global standards, supported by centrally tracked gap analysis, actions plans, and training saw a significant reduction in incidents.

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, our Mercury (proprietary platform) has empowered employees to remain vigilant and reinforces our commitment to creating a safer, more secure world.

## Safety and Well-Being - North America

Through our consistent focus on controlling the controllables, applying Human and Organizational Performance (HOP) principles, and mitigating the most common contributors to human error, we are increasing the capacity of our employees to more proactively recognize, control, and countermeasure risk.

This disciplined focus has driven measurable success. Over the past five years, we have consistently maintained a Total Recordable Injury Rate (TRIR) that is 60% below the US all-industry average. By proactively controlling risk, we continue to build operational resilience and deliver phenomenal outcomes for our customers.

To further support our pursuit of continuous safety improvement, Allied Universal leverages Mercury. Mercury is a powerful technology application designed to facilitate two-way communication and ensure consistent delivery of safety and risk messages and tasks to employees. This helps keep safety top of mind across our workforce on a regular basis.

When coupled with our business intelligence platform, DOMO, Mercury empowers management to monitor safety performance and identify opportunities in real-time. This integrated approach helps us to swiftly validate employee knowledge levels and implement appropriate data-driven adjustments. Since the launch of Mercury in Q4 of 2022, we have completed over 50 million safety and risk messages and interactions with employees covering such topics as human factors, de-escalation and use of force, weather preparedness, safe driving, and slip, trip, and fall prevention.

Our commitment to safety, continuous improvement, and innovation driven by strategic use of technology, helps us remain aligned with our core values and well-positioned for sustained excellence.





# Human Rights and Our Duty of Care

Respect for human rights is fundamental to our business. We are committed to a responsible business model, using our global reach to foster decent employment opportunities, secure, and stable communities around the world.

Our approach is two-pronged: We actively help people to realize their human rights through our services and we diligently work to prevent any human rights violations across our operations, whether 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.

**Guided by the UN Guiding Principles on Business and Human Rights, our key procedures and initiatives are:**

- > Led by our global human rights policy, we embed human rights principles into our core business policies and processes, such as our ethics code, labor standards, and supplier codes of conduct.
- > We manage human rights risks through a detailed framework that includes:
  - Regular heat-map reviews to identify markets with heightened human rights risks
  - Specific human rights controls measures
  - Standardized due-diligence templates
  - Control self-assessments integrated into the compliance systems of higher risk businesses
- > Our internal audit function conducts regular audits of human rights control measures, integrated into wider audits covering workplace safety, labor management, financial controls, procurement, and anti-bribery and corruption compliance. In 2024, five such human rights control audits were carried out in potentially higher-risk countries in Africa and the Middle East.
- > We maintain a thorough program of compliance checks to help ensure the welfare standards of migrant workers in our directly managed business. These include conducting face-to-face interviews with almost 3,000 migrant workers, making up 18% of our migrant employees, to help verify that our migrant worker employment policy standards are being met.

Our check covers a range of important areas, including:

- > How recruitment agencies are used and engage with employees.
- > Making sure the actual terms and conditions of employment match what was initially offered, and that contracts are provided in local languages
- > Confirming that standards regarding working hours and rest days are met
- > Verifying accommodations are safe and meet housing standards
- > Protecting freedom of movement and addressing any issues that might restrict it, such as passport withholding or unreasonable notice periods
- > See the annual G4S Ltd Slavery and Human Trafficking Statement for more information
- > Human rights awareness programs are available to 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 parties to use our whistleblowing services if they have any concerns about human rights compliance within our organization. ([see page 42](#)).



## Care And Rehabilitation (UK):

During 2024, HMP Parc, a care and rehabilitation facility managed by G4S in the UK, regrettably experienced an increase in the number of deaths, and our sincere condolences remain with the families and friends of those who passed away.

In line with established protocols, all deaths in custody in the UK are independently investigated by the appropriate government authorities and the cause of death is for the coroner to determine. We understand the majority of these deaths were from natural causes, reflecting HMP Parc's role as a designated palliative care hub for care and rehabilitation facilities across Wales, caring for a significant population of elderly and often terminally ill individuals.

However, HMP Parc also holds a complex cohort of men, many with mental health and substance misuse issues. Sadly between February and March 2024, there were an increased number of deaths that appear to be linked to self-harm or drug related issues.

Preventing individuals from accessing illegal drugs is central to our action plan and we have invested significant resources into additional staffing, patrol dogs, and drug detection equipment. We have a comprehensive drug strategy and are working to reduce drug supply and demand. This includes robust security measures, working with the police, and engaging substance misuse service providers and health partners to support those in our care.

An independent report from His Majesty's Chief Inspectorate from January 2025 noted solid progress and positive developments in tackling violence and self-harm rates at HMP Parc. The report also noted the robust and innovative approach to tackling drugs, including a partnership with Bath University to provide drug detection technology, drug testing for staff, and over 900 drug finds in the prior year. HMP Parc is also the first facility in the country to train 750 staff to administer naloxone, a medicine used to reverse the effects of opioid-based substances.

We are committed to creating a safe and secure environment for all those in our care, and will continue to work diligently with the relevant authorities and stakeholders to address these critical issues.

# Care And Rehabilitation (Australia and UK)

Focused on operations in Australia and the UK, our care and rehabilitation businesses are rigorously governed through multi-layered oversight mechanisms, both internal and external.

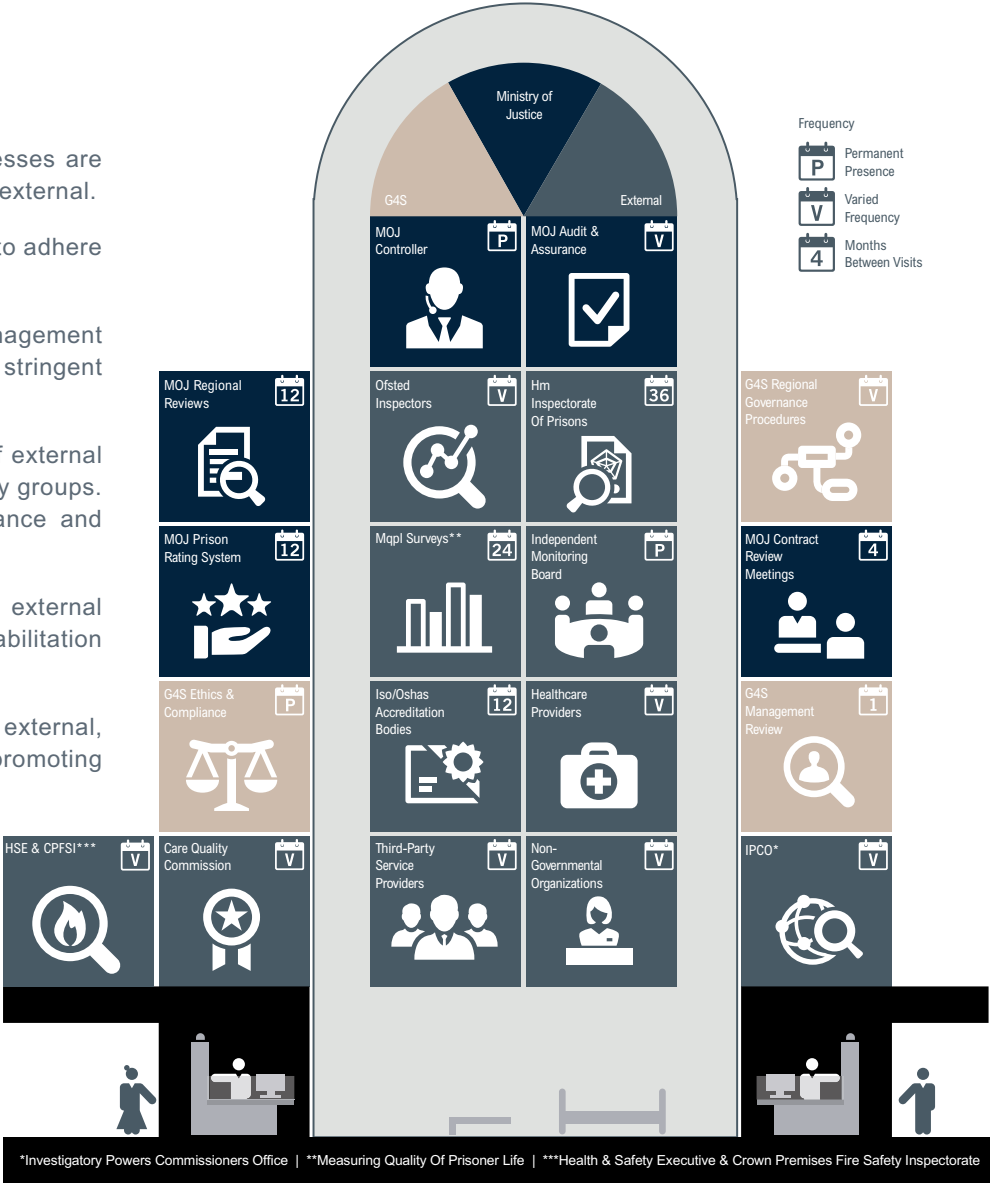
These facilities, entrusted with sensitive responsibilities, are under constant review to adhere to the highest expected standards of care, safety, security, and ethical conduct.

Our commitment to maintaining these standards is manifested through robust management and governance frameworks, which include regular performance reviews, and stringent operational protocols.

Furthermore, we actively engage in collaborative partnerships with a wide range of external organizations, including regulatory bodies, independent inspectorates, and advocacy groups. These external collaborations provide an additional layer of independent assurance and contribute to a culture of continuous improvement.

The graphic provides a detailed visual representation of the specific internal and external monitoring bodies involved in overseeing the operations of a typical G4S care and rehabilitation facility in the UK.

The specific remits and responsibilities of each listed body, both internal and external, contribute to a holistic system of checks and balances, ensuring accountability and promoting best practices across all aspects of our care and rehabilitation operations.



\*Investigatory Powers Commissioners Office | \*\*Measuring Quality Of Prisoner Life | \*\*\*Health & Safety Executive & Crown Premises Fire Safety Inspectorate



## Respecting Human Rights in Our Supply Chain

In our international business, our commitment to ethical sourcing is reflected in our partnership with EcoVadis. This comprehensive program assesses suppliers in higher-risk categories, across a range of 21 criteria including labor and human rights, ethics, environmental performance, and sustainable procurement. EcoVadis provides detailed reports to both the suppliers and our company. If a supplier's performance falls short of our stated expectations, they are required to develop and implement a corrective action plan.

We have implemented our supplier assessment program in 22 key markets. In these markets, roughly 7.5% of our suppliers are considered potentially high-risk, including manufacturers of electronics and uniforms, and providers of cleaning services and temporary labor. Since the beginning of the program, we've made significant progress, completing almost 500 supplier assessments.

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



### Progress Against Goals For 2024

- ✓ Progress action plans developed from the 2022 Global Employee Survey and Prepare for the next survey in 2025.
- ✓ Extend the supplier ethics due-diligence program to cover 80% of international procurement spend by the end of 2024.

### 2025 Goals

- > Ethics due diligence will be conducted for 95% of in-scope suppliers across 22 target markets.



# Governance

## Our 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 company's governance framework is overseen by the board, with the Audit Committee holding specific responsibility for ESG matters pursuant to the Audit Committee charter.

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

The board delegates responsibility for day-to-day management of the company to 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. Steve Jones manages a robust team of dynamic leaders in North America.





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 combined team oversees the governance framework in place across the business, implements the strategy, monitors management’s performance against agreed targets, and helps ensure appropriate controls are in place and operate effectively. Executive decisions, development and implementation of strategy and the day-to-day running of the business is delegated to the North America leadership team and International Executive Committee, respectively.

Further, 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.

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 varied workforce. Creating a workforce where everyone belongs is a major priority, and we are actively working to make it permeate every level of our organization. We believe that a variety of backgrounds, encompassing gender, ethnicity, nationality, identity, skills, personal attributes, and experience, enriches our perspectives, deepens our understanding and ultimately strengthens our team’s performance.

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 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.



## The Foundation for Success: Ethics & Compliance

We actively build success on a foundation of ethical conduct, surpassing simple aspirations. We are committed to conducting business with legal, ethical, and uncompromising integrity. Our Ethics & Compliance (E&C) department's core purpose is to nurture a strong ethics and compliance environment across our organization.

In 2024, we continued to strengthen our Ethics & Compliance program, reinforcing our commitment to responsible and sustainable business practices.

In June 2024, there was an organization-wide launch of our refreshed Integrated Global Code, reinforcing our commitment to ethical excellence. To enhance understanding and practical application, we introduced a condensed version of "Our Code" which provides a concise and readily digestible summary of our core ethical principles and "Ethics Moments" scenario-based dilemmas designed to raise awareness and create discussion on ethical decision-making. These resources aim to cultivate a proactive and reflective approach to our Code, as its principles guide our daily work.

Also in 2024, a refreshed International Trade Regulations policy was launched, reflecting the evolving global landscape. To enhance our compliance capabilities, we integrated a more robust customer due-diligence process. These key updates underscore our dedication to operating with integrity, transparency, and adherence to all applicable laws and regulations.

With its revitalized global framework, the E&C department is central to embedding ethical conduct and compliance into Allied Universal's daily operations and long-term strategies. E&C offers an objective assessment of ethics and compliance risk management throughout the company, primarily through evaluation, risk-based monitoring, and oversight.

Allied Universal's global ethics and compliance program is built on key strengths:

- > **Clear Standard:** The principle "Always Act with Integrity" guides all employee actions.
- > **Leading Ethically:** Senior leaders and managers are vital in championing ethical behavior, demonstrating uncompromising integrity as role models.
- > **Your E&C Partner:** The E&C department offers assurance, oversight, and governance, enabling business units and functions to operate ethically, with integrity, and in accordance with the Code and relevant laws.
- > **Comprehensive Strategy:** The program encompasses policies, procedures, training, communications, investigations, risk management, and expert guidance.
- > **Cultivating Trust:** The ultimate goal is to establish a strong culture of ethics and compliance across the organization, enhancing trust with all stakeholders.



Following launch of the refreshed global ethics and compliance program, the E&C department concentrated on increasing awareness and integrating the program throughout the organization. Utilizing a strategic approach, the department cultivated leadership involvement through program improvements, support, guidance for effective issue and investigation management, and focused communications.

Also in 2024, we refreshed our annual ethics training.

## Anti-Bribery and Corruption Policy: Zero Tolerance

As a global organization navigating challenging landscapes, our principles strictly prohibit bribery, corruption, and kickbacks. Our global anti-bribery and anti-corruption policy, re-released in 2023, clearly articulates these non-negotiable standards:

- > **No Bribes:** We neither offer nor accept them.
- > **No Kickbacks:** We neither offer nor accept them.
- > **No Corruption:** We have zero tolerance for it in any form.

Throughout 2024, we launched strategic messages for clarity and understanding. This policy reflects our fundamental commitment to honest and ethical business conduct.







**SPEAK  
OUT!**

## Whistleblowing

Aligned with our strong commitment to ethics and integrity, we encourage employees to report any actual or suspected wrongdoing through our confidential “Speak Out” channels. This global helpline is a vital component of our program, ensuring that all concerns are taken seriously and handled with confidentiality.

Speak Out is centrally managed through our global EthicsPoint case management system. We currently have over 70 phone lines across more than 70 countries, supporting 40+ languages.

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

The Speak Out system provides a central, confidential platform to report potential violations of Allied Universal's ethics code. This covers critical issues such as threats of violence, harassment, discrimination, health and safety hazards, and breaches of company policies or law. Available 24/7 in multiple languages, Speak Out allows for anonymous reporting where legally permitted. Whether an employee, subcontractor, or third party, Speak Out empowers individuals to voice concerns and contribute to a safe and ethical work environment.



The 2023 launch of the EthicsPoint case management system across our international business significantly enhanced oversight and reporting of key management information related to concerns and investigations. This includes tracking key performance indicators such as investigation completion time, trends in the types of concerns raised, substantiation rates, and quarterly and annual trends in new reports.

Importantly, retaliation is strictly prohibited, and any act of retaliation against those who speak out is treated as a serious disciplinary offense, potentially leading to dismissal (in accordance with local laws).

We treat every report with utmost seriousness. All concerns undergo careful review and assessment to determine the appropriate action. For critical matters, we conduct thorough investigations overseen by senior, independent personnel. We perform root cause analysis for the most serious concerns and implement necessary corrective actions.

The majority of reports received through Speak Out are HR-related and are managed by local HR teams. In 2024, a total of 17,876 concerns were raised, an increase from 16,346 the previous year.

Following the conclusion of investigations into all substantiated serious concerns, the findings and recommendations are reviewed and overseen by the global Chief Compliance Officer, global general counsel, global Chief Human Resources Officer, International Ethics Committee, regional ethics committees, and the Director of Ethics and Compliance - International. Potential sanctions include disciplinary actions against individuals, reporting matters to local authorities, and/or implementing changes to procedures and updated training programs.

## Progress Against Goals For 2024

- ✓ Continue to raise awareness and trust in the Speak Out program, achieving year-over-year increases in reported cases and 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.

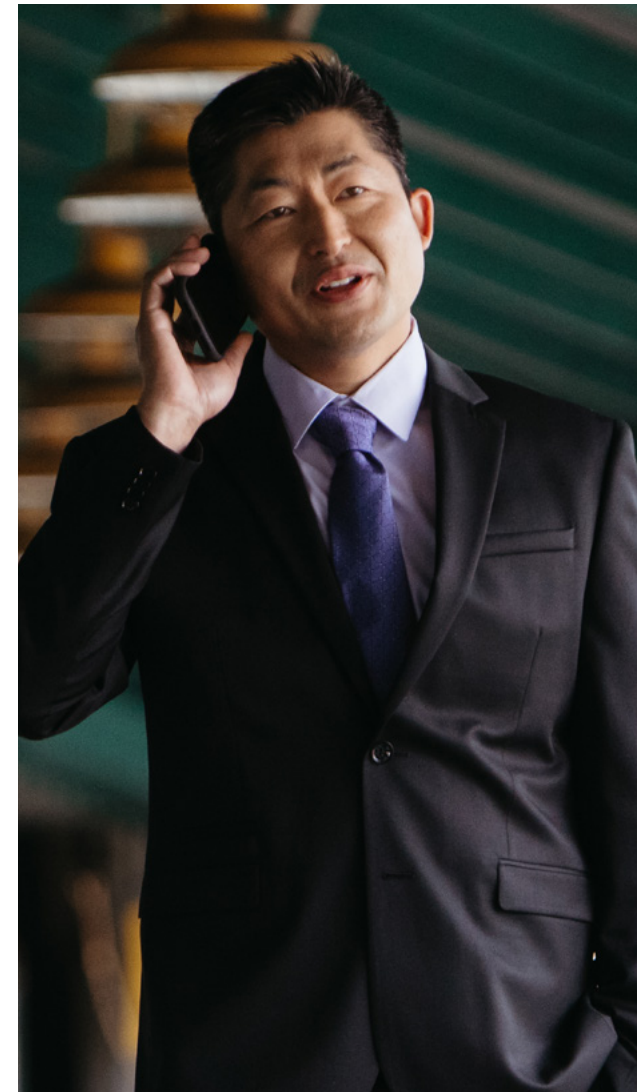
## 2025 Goals

- > Focus on improving data and reporting metrics.
- > Improve investigation output.
- > Improve substantiation rates for serious concerns.

### KPI 2024: Speak Out

- > 17,876 cases raised

For more KPIs [see page 46](#)



# Appendices

## Key Performance Indicators

### Environment

Greenhouse Gas (GHG) Emissions			
	2024	2023	2022
Carbon intensity: t/CO <sub>2</sub> e per \$M revenue - Market based	14.5	15.2	16.2
Carbon intensity: t/CO <sub>2</sub> e per employee - Market based	0.42	0.39	0.42
Total GHG emissions: t/CO <sub>2</sub> e - Market based	301,924	277,027	301,514
Total GHG emissions: t/CO <sub>2</sub> e - Location based	296,400	280,865	305,642
t/CO <sub>2</sub> e - Market based (Based on 96% measurement)			
Scope 1	191,683	191,002	202,937
Scope 2	49,498	45,422	53,631
Scope 3 (Air Travel)	10,204	9,876	9,056
t/CO <sub>2</sub> e - Location based (Based on 96% measurement)			
Scope 1	191,683	191,002	202,965
Scope 2	49,754	47,095	55,358
Scope 3 (Air Travel)	10,204	9,876	9,056
Energy Consumption			
	2024	2023	2022
Total KWh	111,904,864*	121,976,693	136,402,971
Renewable energy: % (confirmed usage)	10*	15	13

\* Reduction relates to transfer of financial control from G4S of a UK government contract during 2024.



# Key Performance Indicators

## Social

People			
	2024	2023	2022
Total number of employees	715,000	715,000	690,000
Total workforce (including subcontractors)	760,000 (approx)	770,000 (approx)	750,000 (approx)
Female employees	29.8%	21.6%	20.7%
Female managers	27.4%	26%	26%
Employees: Internal promotions	28,800	26,000	26,000
Employees: Collective agreement coverage	22% (US) 31% (International)	18% (US) 32.5% (International)	19% (US) 31.5% (International)
Employees: Voluntary turnover	32.5%	28%	34%
Training: Online programs completed	6.9m	6.7m	6.5m
Training: Employees completing ethics/values programs (targeted groups)	80%	89%	88%

\* Global Employee Engagement Survey carried over until 2025





# Key Performance Indicators

## Social

Safety			
	2024	2023	2022
High consequence injury rate: Per 200,000 hours worked	0.46	0.24	0.40
Lost time injury rate: Per 1,000 employees	4.62	-	-
Work-related employee fatality rate: Per 1,000,000 hours worked	0.01	0.02	0.02
Work-related employee fatalities	17	25	29
- Attack	6	12	17
- Non-attack	4	6	6
- Road traffic incident	7	7	6

Human Rights			
	2024	2023	2022
Human rights audits	5 control audits	3 thematic audits	4 control audits 5 thematic audits
Migrant worker assurance program: % of migrant worker employees completing assurance interview	18%	17%	-
Supplier ethical due-diligence: % of in-scope suppliers that completed an EcoVadis assessment	75%	75%	71%

## Governance

KPI 2024: Speak Out			
	2024	2023	2022
Number of cases raised via Speak Out	17,876	16,346	11,793
Employees feel able to speak out on unethical behavior	*	-	85%

\* Global Employee Engagement Survey carried over until 2025



# ESG Reporting Frameworks

We engage with a number of widely recognized sustainability reporting frameworks and place great emphasis on our engagement with the ESG and sustainability community. We proactively seek feedback from our stakeholders, regularly hold meetings with ESG analysts, and have frequent dialogue with independent ratings agencies, which help inform our future approach to key ESG matters.

## CDP

Incorporating the experience of our international business, G4S, Allied Universal completed its first CDP submission in 2022. In 2024, our organization achieved Discloser Status, with a climate change score of D.

## EcoVadis

Allied Universal completes a series of thorough assessments of its ESG practices every year through EcoVadis, a global leader in business sustainability assessments. EcoVadis provides evidence-based social responsibility ratings covering labor and human rights, business ethics, supply chain, and environmental matters.

During the past 12 months, both Allied Universal HoldCo LLC and G4S Ltd have increased their scores, each earning a Committed Badge, recognizing the group’s continuing progress toward sustainability.

We engage regularly with analysts at EcoVadis to gain their feedback on our performance, which helps 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. 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.

Several key Allied Universal companies, including US-based Enhanced Protection Services (formerly MSA Security), G4S Kenya, G4S Peru, G4S Uganda, and our international complex environments business, G4S Risk Management, are certified members of the International Code of Conduct Association (ICOCA), having achieved the necessary certifications.

## United Nations Global Compact: Communication on Progress

Allied Universal supports the ten universal principles of the UN Global Compact and is integrating them into our strategies and policies. We report annually on our commitment and progress against these principles in our UN Communication on Progress.

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.





## 2024 ESG Report

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