



# 2025 ESG Report

Environmental | Social | Governance





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# Introduction

## Who We Are

Allied Universal® is a global leader in security and facility services. With a workforce of approximately 740,000 people (including subcontractors). We provide comprehensive, technologically-led security solutions and professional services designed to help protect our customers and communities.

## Our Global Impact

Operating in 100 countries and territories, we play a vital role in society. We create significant social value by providing meaningful employment for hundreds of thousands of people and fostering the secure environments necessary for communities to thrive.

Our purpose directly aligns to the United Nations' (UN) Sustainable Development Goal 16, promoting peace, justice, and strong institutions.

## Our Commitment

Trusted by more than 100,000 organizations worldwide, we are dedicated to service excellence and ethical partnerships. We deliver on this commitment by:

- > **Innovating Security:** Providing industry leading, integrated solutions for our customers
- > **Empowering People:** Offering rewarding career opportunities for our hundreds of thousands of employees
- > **Operating Ethically:** Embedding integrity and regulatory compliance into every aspect of our business
- > **Strengthening Communities:** Making positive social and economic contributions wherever we operate
- > **Driving Value:** Building a resilient company that creates long-term, sustainable value for our stakeholders

This report details our commitment to Environmental, Social, and Governance (ESG) principles. It outlines our strategic initiatives and performance, demonstrating our focus on responsible business practices.



# 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

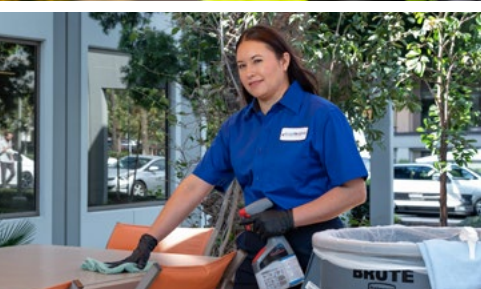
Be the world's most trusted services provider.

## 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.

# 83%

## 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

# 10%

## Other Services

- > Corporate Risk Services
- > Consulting and Investigation
- > Cash Processing and Transportation
- > Facilities Management
- > Care and Rehabilitation (Approx. 2% of total revenue)

## Our Ownership

Allied Universal is privately held. 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 global team stands at the heart of all we do. As the security landscape grows more complex, their expertise, dedication, and integrity are the qualities that allow Allied Universal to deliver on its purpose: Helping create safer environments for our customers and communities around the world.

We are steadily moving our ESG commitments forward, making measurable strides to enhance our standing as an Employer of Choice, while building an unwavering, accountable ethics and compliance foundation into every layer of our global organization.

Central to this evolution is our embedded I-Care Leadership approach, which holds our leaders accountable for creating an exceptional employee experience built on trust and connection within our teams.

A critical milestone this past year was the completion of our anonymous employee engagement survey, which reached nearly 500,000 colleagues around the globe, providing us with essential insights into understanding how our team members feel about their roles and our organization. The results place us among the top-performing organizations worldwide and reflect an engaged, committed workforce and a healthy, values-driven company.

This internal momentum is strongly validated by prominent external recognition. In 2025, Allied Universal was honored by Newsweek as one of America's Greatest Workplaces for Culture, Belonging & Community, alongside consecutive rankings as a top workplace for both Women and Veterans, and being named as one of America's Most Trustworthy Companies. These achievements reflect a deeply rooted culture where team members feel valued, included, and aligned with our core values.

For over four 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.

To sustain this performance, we continue to implement several strategic initiatives aimed at optimizing operations, adopting innovative hiring technologies like AUHireSmart, and enhancing organizational efficiency. These advancements will not only secure our future growth, but also help to ensure our continued positive contribution to society.

Looking to the future, I am inspired by the massive potential ahead and incredibly grateful to our teams and business partners for their shared commitment to our mission. Together, we are fulfilling our purpose of being There for you®, as we serve and help to protect customers, communities, and people across the globe.

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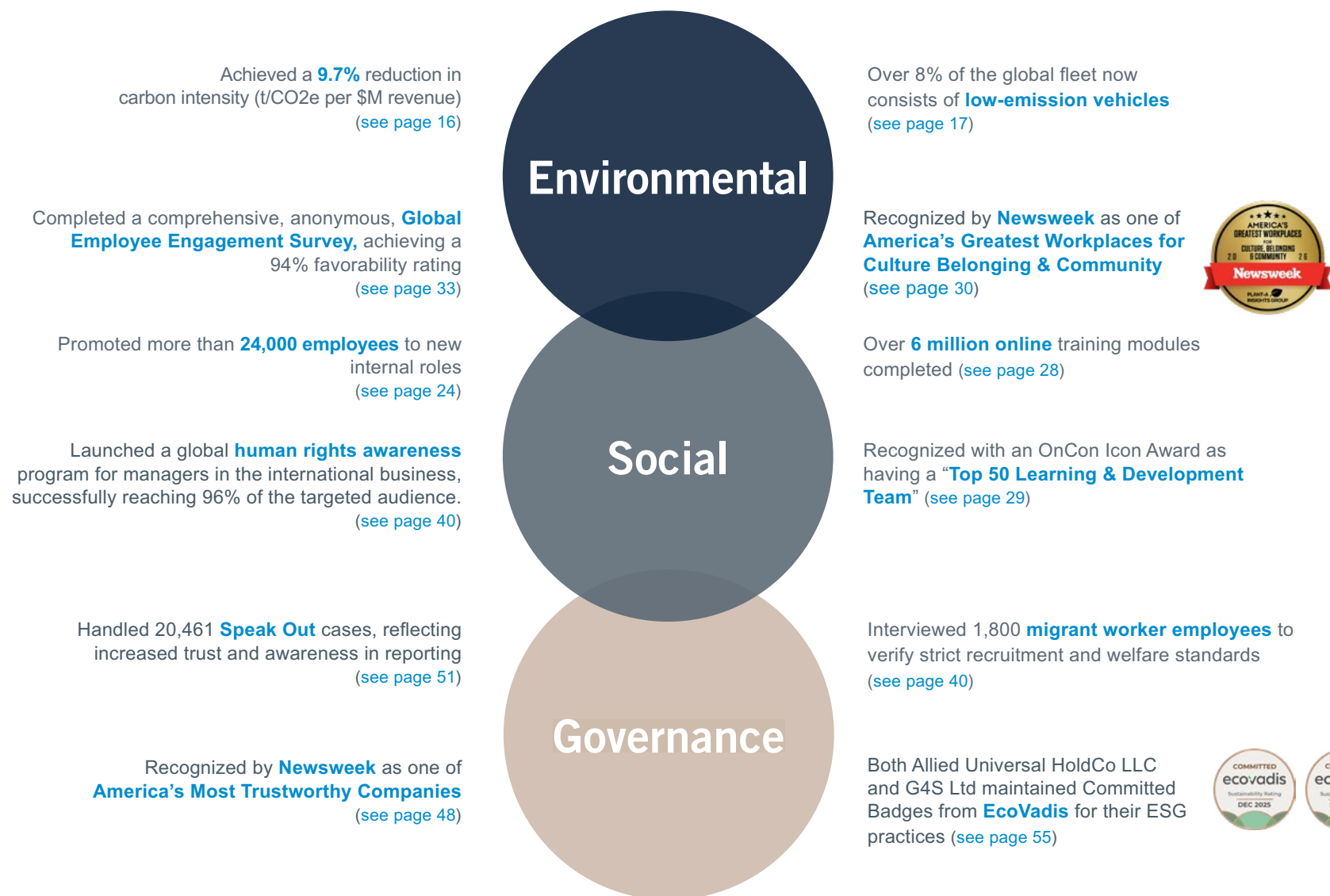


**Steve Jones**  
*Global Chairman and CEO, Allied Universal*



**Steve Jones**  
Global Chairman and  
CEO's Statement

# Our 2025 ESG Highlights





## Stakeholder Engagement

Engaging with our stakeholders is a fundamental part of how Allied Universal operates. Given our role in society, our expansive global footprint, and the significant scale of our security personnel, we maintain a proactive and comprehensive approach to collaboration.



### Communities and Society

We contribute to the social and economic development of the regions where we operate by helping to secure critical infrastructure, contributing to local tax funds, and providing large-scale employment. We are committed to accountability; should concerns arise, we engage with relevant authorities and stakeholders to ensure issues are addressed at the appropriate level or through independent review.



### Customers

Our approach is backed by a rigorous approach to customer satisfaction and relationship management.



### Our People

We foster relationships with colleagues around the world through diverse representative forums and feedback mechanisms. This includes collaboration with works councils, structured interviews, and comprehensive global surveys to ensure the “voice of the employee” informs our culture.



## Industry Leadership

We play an active role in shaping the future of the security sector through leadership. This includes our World Security Report, which provides industry leading research into current and evolving threats to corporate security.

Furthermore, our senior managers hold memberships and leadership positions in key global organizations, including:

- > International Security Ligue
- > NASCO (National Association of Security Companies)
- > ASIS International
- > United Nations Global Compact



## Investors, Lenders and ESG Analysts

We maintain proactive, transparent relationships with our financial partners. Throughout 2025, we engaged in frequent dialogue with investors and lenders, providing robust disclosures and responding to specific ESG information requests to demonstrate our long-term value proposition.



## Partners and Suppliers

We extend our ethical and sustainability commitments into key business processes, including procurement with key suppliers.



## Government and Multilateral Organizations

Allied Universal participates in public policy consultations, offering expertise on industry-specific legislation and broader social initiatives to promote safer, more secure environments.



## Independent Experts

To ensure our policies align with relevant global practices, we collaborate with external specialists. In 2025, we engaged recognized experts to advise on critical ESG workstreams, including:

- > Regulatory Compliance: Preparing for the California Climate Regulations (SB253 and SB261) and the EU's Corporate Sustainability Reporting Directive (CSRD)
- > Climate Action: Preparation for a global Scope 3 GHG assessment
- > Value Chain Integrity: Conducting comprehensive supply chain assessments

# Our Priority Areas: ESG Materiality

To help ensure that our sustainability strategy remains aligned with the areas most relevant to our business and stakeholders, we periodically conduct a comprehensive materiality review of ESG issues.

Our current strategic framework is informed by a formal materiality assessment conducted in 2023. This baseline study evaluated 17 core ESG issues, all of which are critical to our success as a responsible business. Working with independent experts, we engaged a diverse range of stakeholders - including Allied Universal executives, ESG analysts, industry associations, customers, investors, and NGOs - through targeted interviews and surveys.

## Five Priority Areas:

The assessment confirmed five crucial pillars that continue to anchor our ESG management and reporting:

**Employee Safety and Well-being:** Protecting the health and safety of our global team.

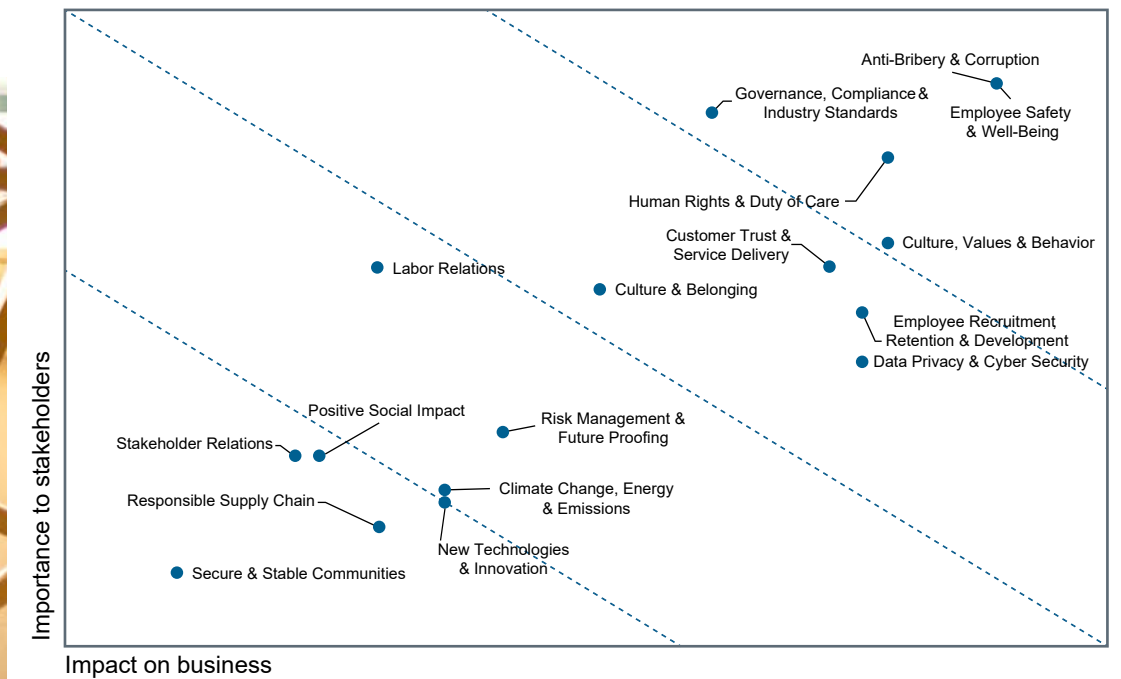
**Anti-Bribery and Corruption:** Upholding high standards of integrity.

**Human Rights and Duty of Care:** Commitment to ethical labor and protection of people.

**Governance, Compliance, and Industry Standards:** Ensuring rigorous adherence to global regulations.

**Culture, Values, and Behavior:** Aligning our internal conduct with our corporate purpose and values.

This process helped us identify key risks and opportunities, highlighting that a strong compliance culture and aligned values are critical to effective ESG performance.



While the 2023 assessment remains our formal baseline, we continue to monitor emerging ESG trends and stakeholder feedback to ensure that our priorities remain relevant.

## Social Value

During our 2023 consultation, stakeholders recognized that Allied Universal's business model inherently creates significant social value. We continue to drive positive impact across these identified areas:

**Secure and Stable Communities:** Fostering safer environments where people can thrive

**Recruitment, Retention, and Development:** Providing meaningful careers and professional growth

**Employee Safety and Well-Being:** Maintaining a core focus on the safety of our employees in higher risk roles

**Innovation:** Deploying new technologies to enhance safety and security

**Culture, Values, and Behavior:** Driving ethical conduct and values that help to make our people trusted partners within society

## EU Corporate Sustainability Reporting Directive (CSRD)

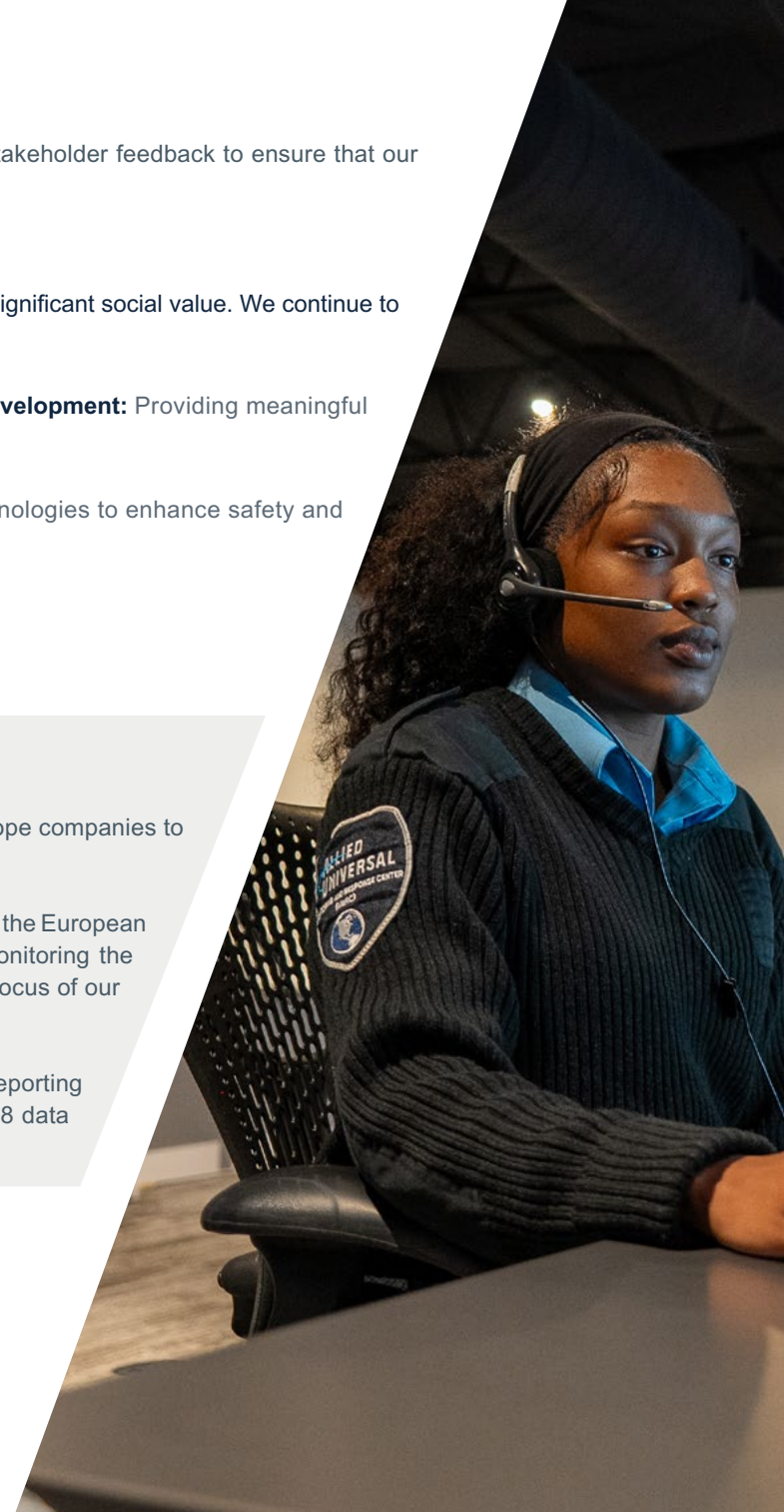
CSRD is a landmark piece of legislation designed to increase transparency and accountability. It requires in-scope companies to publicly report detailed information on their sustainability-related impacts, risks, and opportunities.

Following the European Commission's March 2025 update to the reporting timetable and the subsequent review of the European Sustainability Reporting Standards (ESRS), we have continued to advance our core ESG programs while monitoring the evolving regulatory landscape. Based upon extensive legal guidance, we anticipate that G4S will be the initial focus of our CSRD reporting.

A primary focus for 2026 will be finalizing our alignment with the revised standards and implementation of the reporting infrastructure required to commence data collection for the 2027 reporting period, ahead of our scheduled 2028 data disclosures.

### 2026 Goals

- > Conduct an updated ESG materiality assessment during 2026/27
- > Ensure alignment with the revised reporting and compliance standards of the EU Corporate Sustainability Reporting Directive (CSRD)





## Our Societal Impact

As one of the world's largest private employers, Allied Universal operates in 100 countries and territories. Our global footprint allows us to significantly enhance the welfare and prosperity of millions, fostering the secure environments necessary for communities to thrive. Through our integrated services and geographical reach, we generate measurable societal benefits that extend far beyond our core operations.

### Advancing the United Nations (UN) Sustainable Development Goals (SDGs)

Our business strategy is aligned with the UN SDGs, recognizing them as a blueprint for sustainability. Through targeted investments, innovative security solutions, and ethical business practices, we actively drive progress toward specific core goals while indirectly supporting others.



# Core UN Sustainable Development Goals

SDG

**8 DECENT WORK AND ECONOMIC GROWTH**



SDG Goal

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

Our Impact

We are committed to being an Employer of Choice. Our people strategy is built on industry leading employment practices that prioritize the safety, dignity, and growth of our global employee talent.

How we support SDG

- > Creating direct and indirect employment for millions of people worldwide
- > Expanding technology-focused and high-skill roles within the security sector
- > Implementing rigorous safety programs to reduce workplace injuries and fatalities, particularly in regions with developing safety infrastructures
- > Maintaining our commitment to international labor rights and fair practices
- > Fostering a 'Promote-From-Within' culture; in 2025 alone, we celebrated the internal promotion of more than 24,000 employees

**16 PEACE, JUSTICE AND STRONG INSTITUTIONS**



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

We serve as a vital partner to society by helping to secure the environments where people live and work. Our presence supports the stability required for organizations and institutions to function effectively.

- > Providing proactive security services that help reduce violence, crime, and harm
- > Enabling the successful rehabilitation and reintegration of offenders within our care
- > Enforcing anti-bribery and corruption procedures, which help restrict illicit financial flows
- > Supporting the evolution and service delivery of public institutions
- > Upholding a zero-tolerance policy for discrimination across all operations and procedures

## Supporting Contributions (Indirect SDGs)

**4 QUALITY EDUCATION**



We provide comprehensive operational and developmental training to employees globally, equipping our people with transferable skills and knowledge for career success.

**5 GENDER EQUALITY**



We foster a culture of belonging by prohibiting workplace harassment, empowering female team members, and providing transparent "Speak Out" channels to address grievances.

**13 CLIMATE ACTION**



We have committed to achieving carbon net-zero by 2050. We actively measure and report global Scope 1 and 2 GHG emissions, with the integration of Scope 3 reporting beginning in 2026.



(Latin America)

### Driving Economic Growth: G4S Ecuador Ranked Among Top Employers

In March 2025, G4S Ecuador was ranked among the top 25 employment creators in the country by the EKOS media group. This recognition at the Talent Summit Ecuador 2025 highlights our company's significant role in driving economic and social development through large-scale job creation.

This achievement reaffirms our commitment to nurturing local talent and supporting economic development. By prioritizing workforce growth and social progress, we remain a key contributor to Ecuador's national stability and prosperity.

**8** DECENT WORK AND ECONOMIC GROWTH



# Environment

## Our Approach

While Allied Universal maintains a relatively low operational carbon intensity compared to other global industries, we recognize that climate change poses a significant threat to the natural environment and the social infrastructure we protect.

We are committed to achieving Net-Zero carbon emissions by 2050. To support this objective, in 2026 we will develop science-based targets, with the goal of achieving validation from the Science Based Targets Initiative (SBTi) before mid-2028.

### KPI 2025: Carbon Intensity

- > 0.40 t/CO<sub>2</sub>e per employee average
- > 13 t/CO<sub>2</sub>e per \$M revenue

## Greenhouse Gas (GHG) Emissions Inventory

We utilize the GHG Protocol Corporate Standard to measure our emissions, focusing on Scope 1 and 2 operations under Allied Universal's financial control.

Our 2025 measurement accounts for 97% of our global business over a 12-month period, providing a reliable baseline to calculate the total emissions for 100% of the organization.

In 2024, we initiated a program to assess and analyze our global Scope 3 (value chain) GHG emissions. Partnering with TRC, a global consultancy specializing in environmental engineering and information processing, we are conducting a comprehensive and complex assessment to identify material Scope 3 emissions categories and establish effective data collection protocols. During 2025 it became necessary to pause the program, but it will continue during 2026, ready to report emissions data in 2027.

### Current Scope 3 Tracking:

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

This inventory - scheduled for completion in 2027 (reporting on 2026 data) - will enable us to prepare for the development of science-based targets, including validation and the necessary sustainability strategies to achieve decarbonization. Such a strategy will be informed by emerging legislative requirements in key markets 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), achieving a 9.7% reduction in 2025.



## Decarbonizing Our Business

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

Our operational GHG footprint is characterized by a relatively low total carbon intensity. Consequently, our global fleet of almost 25,000 vehicles - ranging from specialized armored units to standard patrol cars - represents the most significant portion of our Scope 1 and 2 emissions, accounting for nearly 80% of the total in 2025.

Decarbonization of the fleet remains an ongoing focus, though transition is paced by regional infrastructure, technological readiness, and cost-benefit analysis. We continue to integrate electric and alternative-fuel vehicles into our corporate and operational fleets where local conditions permit.

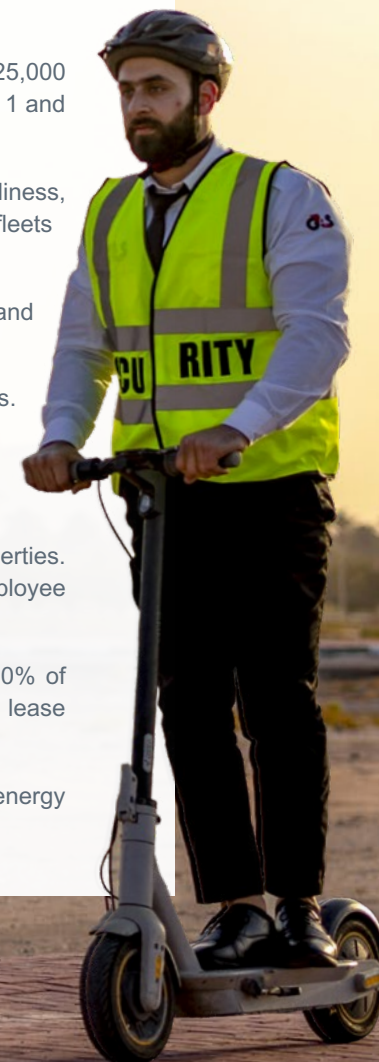
Over 8% of our global fleet is now made up of low-emission vehicles, located primarily in our Europe, Latin America, and UK and Ireland Regions.

- > Europe Region: Low-emission vehicles represent 20% of the regional fleet, including 12% made up of electric vehicles.
- > UK and Ireland Region: In this market, 35% of the fleet currently comprises low-emission vehicles, including a 6% electric vehicle component.
- > Latin America: We operate a significant fleet of motorcycles in Peru which operate using biofuels.

Allied Universal occupies a global real estate footprint of nearly 10 million square feet, consisting almost entirely of leased properties. Our managed facilities include a diverse range of corporate offices, technology centers, cash processing facilities, employee accommodation, and vehicle depots.

Given our operational profile, energy and fuel consumption across these managed properties account for approximately 20% of our total Scope 1 and 2 emissions. We continue to evaluate opportunities for energy reduction within the constraints of our lease agreements and local market options.

Since 2020, our UK operations have used 100% certified renewable electricity. Although this represents only 10% of our global energy use, the transition has successfully cut our carbon footprint by an average of 3,000 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 targets.

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

### 2020 Baseline

By 2030, G4S UK and Ireland aims to reduce its consolidated 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 goods represent approximately 80% of baseline scope 3 emissions*



### Progress Toward Near-Term Targets

	2020 Baseline	2025	2030 Target	<b>Total scope 3 emissions for UK and Ireland:</b> 2025: 138,424 (2020: 140,800 t/CO <sub>2</sub> e)
Operational emissions: Scopes 1 and 2	30,500 t/CO <sub>2</sub> e	19,466 t/CO <sub>2</sub> e	17,500 t/CO <sub>2</sub> e	
Supply Chain Emissions: Scope 3 (Categories 1 and 2)	108,500 t/CO <sub>2</sub> e	98,375 t/CO <sub>2</sub> e	81,400 t/CO <sub>2</sub> e	

#### Note:

- > Scope 3 categories 1 and 2 accounted for approximately 75% of the UK and Ireland region's total Scope 3 emissions in 2025
- > 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
- > Further detail on G4S UK and Ireland's Scope 3 GHG emissions is available at [g4s.com/en-gb](https://g4s.com/en-gb)

- > We have continued to identify opportunities to decarbonize our fleet. The UK and Ireland fleet now consists of 869 low-emission vehicles, including 218 electric vehicles.
- > We partner with industry experts, such as Ford and Shell to trial specialist electric vehicles, develop robust vehicle charging strategies, and identify lower-carbon wet fuels.
- > We are collaborating with partners to identify opportunities to source more environmentally friendly uniforms, focusing on durability and recyclability.
- > We have continued to make improvements to the data management of value chain GHG emissions.

## Supporting Our Customers' Objectives


We collaborate with customers to support their respective supply chain sustainability goals by integrating efficiency-focused strategies into our service delivery. By optimizing our operational footprint, we assist in the reduction of indirect GHG emissions within their value chains.

- > We utilize artificial intelligence (AI) and drone surveillance to enhance service design. These tools allow for more precise resource allocation, which can reduce vehicle mileage and improve overall site efficiency.
- > Through data-driven risk and site assessments, we optimize the balance of technology and personnel. This targeted approach offers opportunities to minimize environmental impact by streamlining logistical requirements.
- > Where local infrastructure and cost permit, we can incorporate renewable energy solutions into our service models.
- > We provide security personnel with real-time data, enabling site-specific decisions that can contribute to local emissions reductions.

Our commitment to transparency is maintained through participation in established reporting frameworks, such as the CDP Climate Change and Supply Chain surveys. Furthermore, we leverage our operational expertise to support client business continuity, helping to protect personnel and infrastructure against risks associated with extreme weather and geopolitical volatility.



# Taskforce on Climate-Related Financial Disclosures (TCFD)

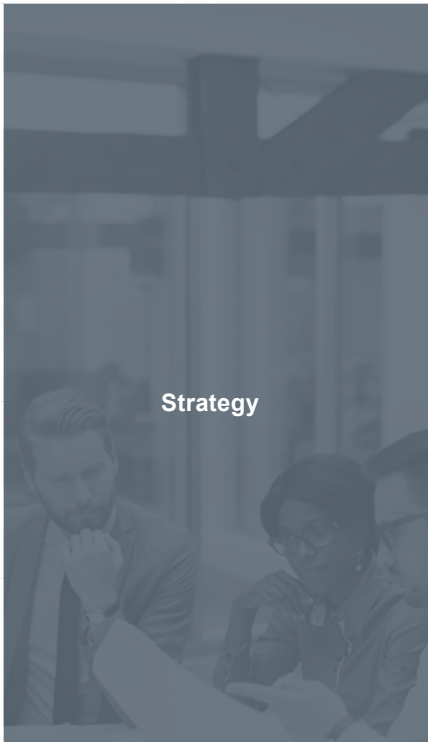
Pillar	TCFD Recommendation	Progress and Next Steps
 <p data-bbox="262 544 403 568">Governance</p>	<p data-bbox="571 266 1100 324">Describe the board's oversight of climate-related risks and opportunities.</p>	<p data-bbox="1155 266 1965 380">The company's governance framework is overseen by the board, with the Audit Committee holding specific responsibility for ESG matters pursuant to the Audit Committee charter. The Audit Committee receives regular ESG updates from the global Chief Compliance Officer.</p>
	<p data-bbox="571 457 1104 516">Describe management's role in assessing and managing climate-related risks and opportunities.</p>	<p data-bbox="1155 457 1965 831">Allied Universal conducts assessments of material ESG-related issues and priorities. (see page 11) 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. 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. As a result of the global materiality assessment, central management has not formally identified principal climate-related risks and opportunities at a groupwide 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



Strategy

Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

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. Consequently, at present, Allied Universal management has not formally identified principal climate-related risks or opportunities at a group-wide level across the short, medium, or long term. 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.



Describe the impact of climate related risks and opportunities on the organization’s business, strategy and financial planning.

At the group-wide level, the company’s materiality assessment (2023) defines climate change as a comparatively lower priority issue. (see page 11) 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.

Describe the resilience of the organization’s strategy, taking into consideration different climate related scenarios including a 2°C or lower scenario.

At the group-wide level, the company’s materiality assessment (2023) defines climate change as a comparatively lower priority issue. As a result, Allied Universal has not conducted a comprehensive assessment of the group’s strategic resilience to different climate-related scenarios.



Pillar	TCFD Recommendation	Progress and Next Steps
 <p><b>Risk Management</b></p>	Describe the organization's processes for managing climate-related risks.	<p>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. 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. 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.</p>
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	
 <p><b>Metrics and Target</b></p>	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<p>At the group-wide level, the company's materiality assessment (2023) defines climate change as a comparatively lower priority issue. (see page 11) 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 will develop science-based targets for validation by the SBTi before mid-2028. In the meantime, it has set itself an annual target to reduce its carbon intensity by 3.5% (t/CO2e per \$M revenue). In 2025, the group achieved a carbon intensity reduction (t/CO2e per \$M revenue) of 9.7%.</p>
	Disclose scope 1, scope 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions and the related risks.	<p>See page 52 for details of the group's global greenhouse gas (GHG) emissions.</p>
	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<p>The company's group-wide materiality assessment in 2023 ranked climate change as a comparatively lower priority issue. (see page 11)</p> <p>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.</p>

## Progress Against Goals For 2025:

- ✓ Achieve 3.5% reduction in carbon intensity (t/CO2e per \$M revenue) (Status - 9.7% reduction achieved. [See page 16](#))
- ✗ Achieve key milestones in global Scope 3 measurement and analysis program (Status - Postponed. [See page 16](#))

## 2026 Goals

- > Achieve 3.5% reduction in carbon intensity (t/CO2e per \$M revenue)
- > Achieve key milestones in global scope 3 measurement and analysis program
- > Develop global science-based targets and achieve SBTi validation by mid-2028



# Social

## Becoming an Employer of Choice

Our deeply ingrained “There for you®” culture defines how we attract, develop, and retain top talent. Over the past few years, we have focused on strengthening our position as an Employer of Choice, guided by the principles of I-Care Leadership and an exceptional employee experience.

By prioritizing this evolution, we are building a culture of trust and support across all levels of the organization. We believe this focus drives the increased engagement, innovation, and commitment critical to our long-term success.

I-Care Leadership begins at the highest levels - we expect our leaders build to trust, act with empathy, and actively support their teams. We define an exceptional employee experience as a nurturing environment that develops employees, encourages internal advancement, offers comprehensive rewards, and provides a workplace where everyone feels they can belong and can thrive.

## Listening to our Employees

Our goal is to ensure every individual feels heard, valued, and equipped with the resources to reach their full potential. We utilize our Global Employee Engagement Survey to gather direct feedback from teams worldwide. To maximize participation and ensure broad representation, the 2025 survey was distributed in 56 languages.

To maintain transparency and show our colleagues the tangible outcomes of their feedback, we publish a quarterly bulletin, established in 2023, titled “You Said... We Did!”. These updates illustrate how employee input directly shapes the employee engagement programs we launch and develop.

Becoming an Employer of Choice is a continuous journey. By prioritizing the employee voice, leadership development, and clear career paths, we are confident that we will continue to sustain a strong culture of belonging. To drive concrete improvements across these focus areas, we have established four dedicated subcommittees tasked with developing and implementing ongoing solutions across our footprint.

## Communication and Career Advancement

### Objective

- > Accessibility to advancement opportunities
- > Effective communication to all levels of the organization
- > Regularly review internal promotions and talent pool
- > Develop 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 our values and performance reviews
- > “Promote-from-within” culture

## 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

## Measurable Progress

- > Continuous communication - Regular updates on our Employer of Choice initiatives to ensure transparency and sustained engagement
- > Frontline connectivity - Advanced the trial of an employee communications app for frontline staff in targeted businesses, ahead of a wider launch planned for 2026
- > Career Advancement - Utilized our personalized “Grow Your Career” tool in North America to provide development resources, using employee feedback to refine its capabilities
- > In 2025, over 24,000 employees were promoted
- > Leadership development - Trained more than 30,000 leaders globally on I-Care Leadership principles since the program’s inception - including 1,300 new frontline leaders - to ensure the delivery of an exceptional employee experience
- > Leadership development - Continuous enhancement of the Next Level Leadership and Leaders Leading Leaders programs
- > Employee welfare - Provided substantial savings through our North American Employee Discount Programs, which were utilized by more than 164,000 employees in 2025
- > Employee welfare - Provided substantial savings through our North American Employee Discount Programs, which were utilized by more than 164,000 employees in 2025
- > Global recognition - Utilized worldwide recognition initiatives, such as Safety at Work Day and International Women’s Day, to reinforce and embed our values
- > Onboarding success - Welcomed more than 2,100 administrative employees in North America through our Phenomenal Start onboarding program
- > Our 21-day New Hire Survey shows a 96% satisfaction rate, with 97% of new hires feeling integrated into the team
- > In 2025, we upgraded our onboarding framework to better support our international employee group. This review allowed us to finalize a multi-system onboarding framework ensuring our international onboarding process continues to drive employee care, operational compliance, and long-term retention





## Talent Acquisition

In 2025, the talent acquisition environment remained steady, marked by a small increase in labor market stability, improved applicant flow, and easing wage pressures. An industry-wide slowdown in workforce turnover paired with more selective hiring supported our efforts to continuously improve workforce stability and refine our attraction, engagement, and retention strategies.

In the international business, the launch of Talent Acquisition leads for each region has enabled the team to work on reducing agency spend and standardizing the recruitment and candidate experience.

The most significant advancement in North America during 2025 was the rollout of AUHireSmart, a major technology transformation designed to improve the candidate experience, accelerate speed-to-hire, and automate key elements of the recruitment process. The platform features advanced candidate matching and 24/7 live interviewing capabilities to enable rapid, efficient engagement. By pairing stronger process design with clear role alignment, AUHireSmart connects candidates with opportunities that better fit their skills, preferences, and availability, ultimately supporting higher quality hiring and long-term retention.

Technology advancements also helped reduce transactional work for recruiters and hiring managers, allowing leaders to focus on customer needs and dedicate more time to supporting employees and engaging candidates where human interaction adds the greatest value.

While automation played a larger role in the hiring funnel, we maintained appropriate human oversight throughout the process. Human intervention remained available when the process required support, and all final hiring decisions continued to be made by a person.

This balanced approach advanced our technology-enabled hiring strategy while preserving accountability, consistency, and a people-centered candidate experience. By helping candidates connect with the right roles earlier in the process, AUHireSmart directly supported our broader focus on workforce stability and retention.

Consequently, retention improved compared with the prior year, reflecting both a more stable labor market and our continued focus on better hiring alignment, improved process efficiency, and stronger candidate engagement. These efforts are closely tied to our ongoing commitment to remain an Employer of Choice.

In the international business, we are preparing to roll out AUHireSmart to enhance the hiring experience through greater process consistency, improved candidate engagement, and better alignment between candidates and available roles. As planning continues, we remain focused on supporting local market needs while building on our progress in North America.

Looking ahead, we will focus on optimizing the AUHireSmart roll out, improving adoption, refining system configuration, and continuing to strengthen quality of hire. Over the next six to 18 months, our priorities include enhancing candidate matching, improving our ability to connect candidates to the right job the first time, and balancing automation with meaningful human engagement. As we expand internationally, we look forward to delivering a faster, more consistent, and deeply human-centered hiring experience.

## 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.





(International)

## Royal Recognition: Celebrating Leadership and Cultural Change

In May 2025, G4S was honored at the 10th anniversary of the Princess Royal Training Awards, celebrating our 2024 win for the Next Level Leadership (NLL) program.

Representing G4S, Stevie Ingram-Palmer shared expert insights on driving cultural transformation and the “Law of Diffusion of Innovation” before His Royal Highness The Princess Royal. This recognition highlights our commitment to fostering a high-performance culture and developing the future leaders of the security industry.

4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



## KPI 2025: Employee Training

- > 6 million online training programs completed
- > 19 hours (average) mandatory training per employee
- > 42 hours (average) non-mandatory training per employee

We continue to invest in learning technology, offering an expansive library of more than 5,000 resources. This portfolio includes an extensive range of ebooks, audiobooks, virtual live classrooms, interactive games, and e-learning courses. To accommodate varied schedules and learning preferences, many of these resources are available in multiple languages, supporting orientation and onboarding programs for new employees while developing the professional and operational skills of our frontline staff.

We also continued to utilize the “Perform” and “Success Factors” performance management modules within our learning platforms. This technology enables us to manage employee performance, succession planning, and goal-setting processes online. This approach provides better links between the identified learning needs and available digital training resources. Additionally, it reduces the administrative time spent inputting information from performance management conversations, allowing managers to dedicate more time to active employee support.

As a continuation of I-Care Leadership, we embed Career Conversations within our annual talent assessment process. This ongoing effort strengthens relationships between managers and employees, reinforcing our commitment to a “promote-from-within” culture.

Our future talent pipeline is driven by the Next Level Leadership Program, our global initiative to prepare future executives to fill key strategic roles in the company.

In 2025, the program graduated colleagues representing nearly all our operating regions. Bringing together past and present delegates from around the world provides an important opportunity for leaders to share insights and collaborate on scalable solutions for our customers’ latest security challenges.

The Next Level Leadership Program leverages virtual reality simulations to test participants’ expertise, building practical security knowledge and operational competence that can be applied within their local businesses. As well as covering a number of tools and methodologies to aid effective decision making, the program reinforces our core values and instills our I-Care culture. This approach helps create high-performing teams, prioritizes a safety-first mindset, and drives progress toward our goal of becoming an Employer of Choice.

Finally, we continue to develop employees through localized apprenticeship programs. These opportunities bring new skills and increased capability into our talent pipeline at different levels across the organization.



(North America)

## Growing Talent: Allied Universal Named a Top 50 Learning and Development Team

Allied Universal has been recognized with the 2025 OnCon Icon Award as a “Top 50 Learning & Development Team.”

This peer-voted award highlights the company’s success in implementing innovative training programs and high-impact leadership initiatives that drive organizational growth and excellence.

The award underscores our commitment to investing in the professional success of our workforce. By equipping our teams with advanced skills and fostering a culture of continuous improvement, we ensure our professionals are prepared to meet the evolving needs of our global clients while maintaining our position as an industry leader in talent development.



4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



## 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.

### (North America)

#### Building Inclusivity: Newsweek Recognition of Allied Universal's Culture, Belonging and Community

Allied Universal has been recognized as one of America's best workplaces for culture, belonging and community according to Newsweek. Their 2025 list of America's Greatest Workplaces features companies that prioritize culture, foster belonging and build strong communities.

"This honor is a reflection of the workforce we've built on teamwork, collaboration, and mutual respect," said Steve Jones, Global Chairman and CEO.

"We promote a workplace where every team member - no matter their background or experience - feels valued, included and aligned with our core values."

The Newsweek ranking recognized US employers with more than 1,000 employees and is based on a national survey of over 2.7 million employee reviews and interviews, plus third-party analysis of leadership, integrity, compensation, and work-life balance.

8 DECENT WORK AND ECONOMIC GROWTH

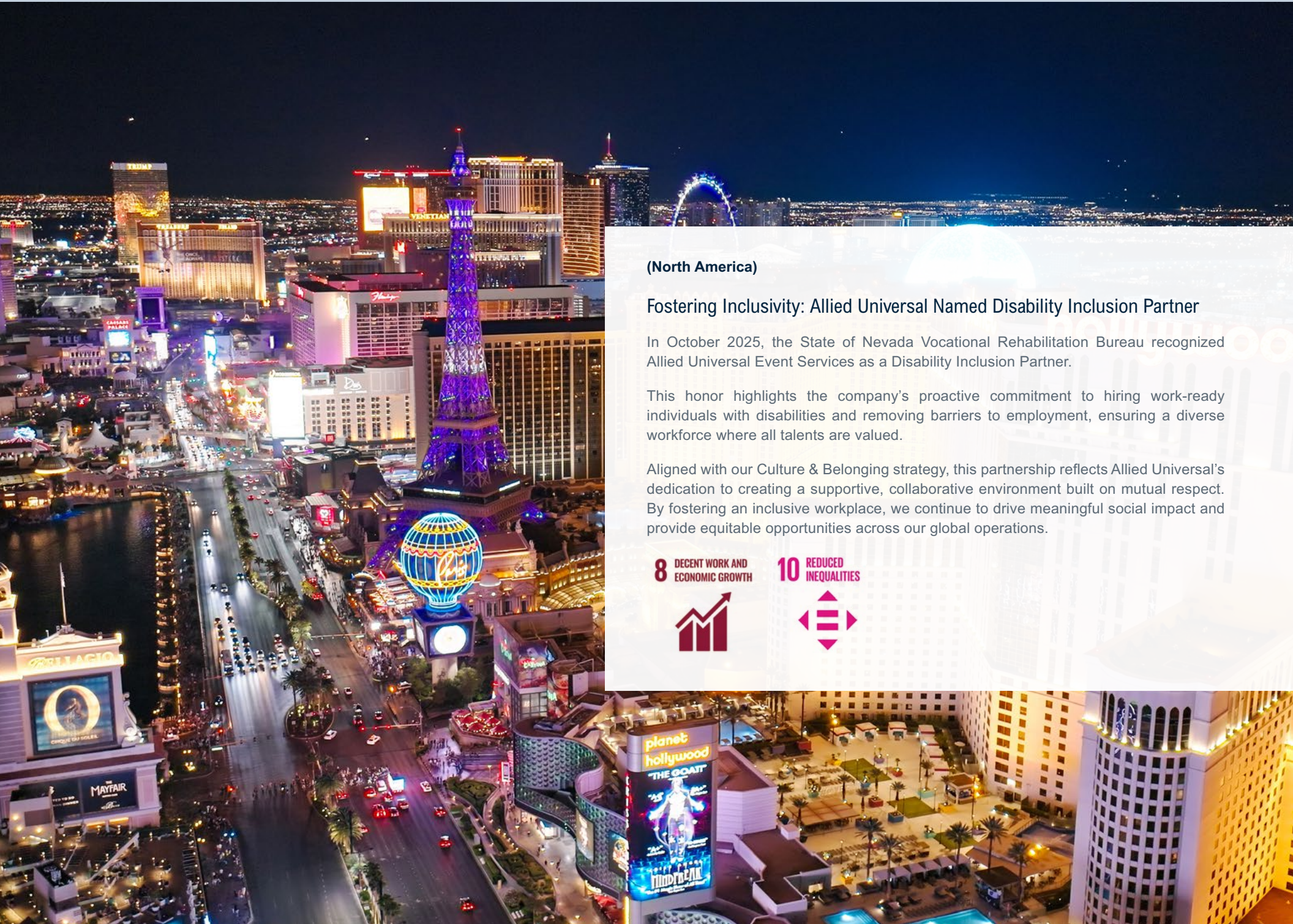


Focusing on culture and belonging means we are not just aiming for a workplace that ticks the right boxes. We are creating an environment where our employees, from our frontlines to our leadership, feel a genuine sense of belonging and are part of the team. This reinforces our promise to be an Employer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

We are committed to ensuring that everyone has an opportunity to succeed at Allied Universal. This commitment is reflected in our recognition by Newsweek as one of America's Greatest Workplaces for Women for the third consecutive year in 2025, earning a five-star rating. This recognition underscores our dedication to fostering an environment where individuals can thrive in an industry traditionally dominated by men. This is a prime example of how our Culture and Belonging strategy focuses on delivering the training, support, and teamwork necessary for equitable success. Newsweek also recognized Allied Universal as one of America's Greatest Workplaces for Veterans (2024/2025), where we received the highest five-star ranking.





(North America)

### Fostering Inclusivity: Allied Universal Named Disability Inclusion Partner

In October 2025, the State of Nevada Vocational Rehabilitation Bureau recognized Allied Universal Event Services as a Disability Inclusion Partner.

This honor highlights the company's proactive commitment to hiring work-ready individuals with disabilities and removing barriers to employment, ensuring a diverse workforce where all talents are valued.

Aligned with our Culture & Belonging strategy, this partnership reflects Allied Universal's dedication to creating a supportive, collaborative environment built on mutual respect. By fostering an inclusive workplace, we continue to drive meaningful social impact and provide equitable opportunities across our global operations.

8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



## Employee Engagement

As an Employer of Choice, we believe that long-term organizational sustainability begins with listening to our people and turning their feedback into meaningful action. By continually gathering insights through our global employee surveys and regular pulse check-ins, we ensure that our employees have a direct voice in shaping a resilient, supportive workplace culture.

These surveys serve as a vital check for our organization, helping us to evaluate and understand how our values are embedded within the organization and how well we are creating an authentic environment of culture and belonging.

Over the past several years, we have consistently utilized local pulse surveys to stay connected with the changing needs of our employees worldwide. This continuous feedback loop empowers our regional businesses to adapt, evolve, and implement workplace improvements that support our people throughout their careers.

In 2025, nearly 500,000 employees across the globe participated in our anonymous Employee Engagement Survey. Based on national and global benchmarks, the results position Allied Universal in top-tier employer territory, aligning with or exceeding standard 'Best Places to Work' ratings.

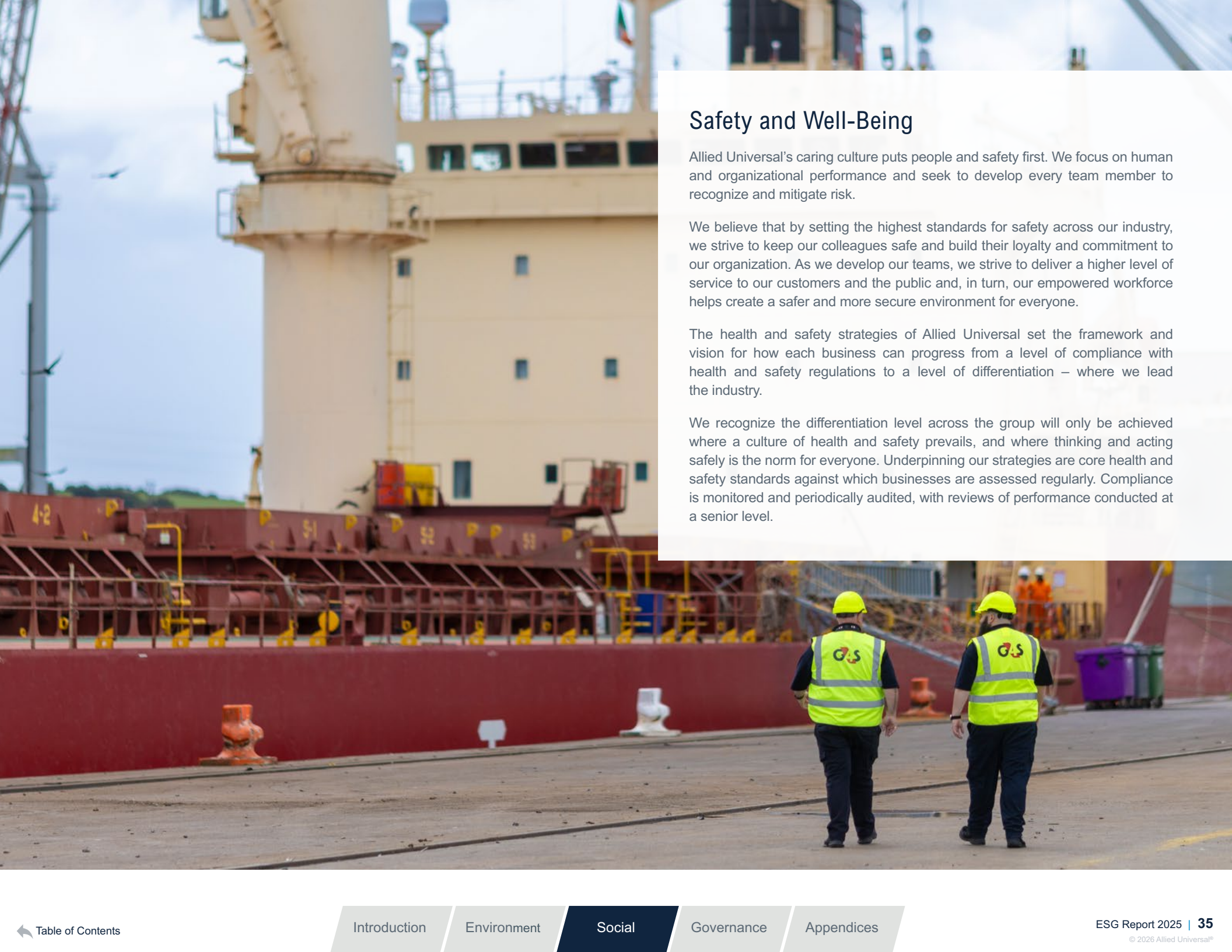
Overall, the findings indicate a positive retention outlook and point to a lower risk of voluntary turnover, while the high marks received in dignity, respect, diversity, and social impact demonstrate an embedded values-driven culture.





Survey Topic	Our Score	Typical Benchmark
Proud to be a member of the company	93%	70-85% (for top workplaces)
Company respects and values diversity	93%	70-80%
Company has a positive societal impact	91%	60-75%
Intend to stay one year	91%	65-80%
Concerns taken seriously	86%	60-75%

Building more effective employee communication and consultation mechanisms is central to our mission of being an Employer of Choice. To achieve this, we have established robust employee forums such as the European Works Council and maintained strong relationships with recognized trade unions at both local and global levels. A significant portion of our employees are covered by collective bargaining agreements, and we actively invest in these partnerships to continually drive up employment standards on key issues like working conditions and safety. We recognize that Freedom of Association is not only a core human right, but also provides significant value through direct feedback and insights that constructively challenge and improve our global 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



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 2025: Safety

- > 0.57 high consequence injury rate (per 200,000 hours worked)
- > 0.01 work-related fatality rate (per 1,000,000 hours worked)

Sadly, during 2025, 21 of our colleagues lost their lives on the job. Nine 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 12 fatalities, eight were due to road traffic incidents and four were attributed to other workplace hazards.

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.

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.



### (International)

## Operational De-Risking And Portfolio Management

Over the past year, G4S has significantly de-risked its international operational footprint through strategic portfolio management. Key actions include the divestment of G4S Cash Solutions (South Africa) alongside the exit of G4S Risk Management from complex environments presenting elevated safety and security risks, including Iraq and South Sudan.

### (Asia Pacific)

## Safety Excellence 1: G4S Thailand Honored by PTT Exploration

In May 2025, G4S Thailand received the prestigious CEO SSHE Excellence Award for the fourth consecutive year. Recognized at the PTT Exploration SSHE Forum for “Sustainability Culture”, this award honors the company’s outstanding safety performance and over 50,000 dedicated work hours. This milestone underscores our commitment to zero harm, while maintaining security standards and delivering continuous operational success.

## Safety Excellence 2: G4S India Wins Women’s Safety Excellence Award

G4S India was honored with the CSR Excellence in Women’s Safety Award at the 2025 Top Indian Women Influencers and Initiatives in Safety and Security forum. The award recognizes the company’s leadership in advancing safety and empowerment beyond the workplace through sustainable community programs.

By implementing initiatives that drive long-term social change, G4S India has been celebrated for fostering inclusivity and creating safer environments. This recognition highlights our core commitment to making a lasting social impact through dedicated corporate responsibility.

**8** DECENT WORK AND  
ECONOMIC GROWTH





## North America

### Safety and Well-Being

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 continue to strengthen our personnel's ability to anticipate, recognize, and manage risk.

This approach has delivered sustained results. Over the past several years, we have consistently maintained a Total Recordable Injury Rate significantly below the US industry average, reinforcing our commitment to proactive risk management, operational resilience, and strong customer outcomes.

Our proprietary Mercury platform remains central to advancing safety performance. Mercury enables two-way communication and consistent delivery of targeted safety tasks and messages ensuring daily engagement and reinforcing safety behaviors across our workforce.

Integrated with our business intelligence platform, DOMO, Mercury provides real-time visibility into safety performance and workforce engagement. This allows leaders to identify trends, validate understanding at the employee level, and deploy targeted, data-driven interventions. By focusing training where it is needed most, we reduce inefficiencies and improve knowledge retention.

Through continued investment in technology, data, and frontline engagement, Allied Universal remains committed to continuous improvement in safety performance and long-term workforce well-being.

## Human Rights and Our Duty of Care

Respect for human rights is a core component of our business. We aim to operate responsibly by using our global presence to support fair employment and contribute to the stability of the communities where we work.

### Our strategy is built on two practical pillars:

- > Helping individuals realize their rights through our security and related services.
- > Working to prevent human rights violations across our operations. This responsibility extends to our customers, our supply chain, and the treatment of our employees and those in our care.

Guided by the UN Guiding Principles on Business and Human Rights, we manage these commitments through a focused operational framework:

### Integrated Policies and Risk Management

Human rights principles do not stand alone - they are integrated into our Global Human Rights Policy and core governance documents, such as our Code of Ethics and labor standards. Because risk can vary significantly by geography, we focus our oversight where most appropriate.

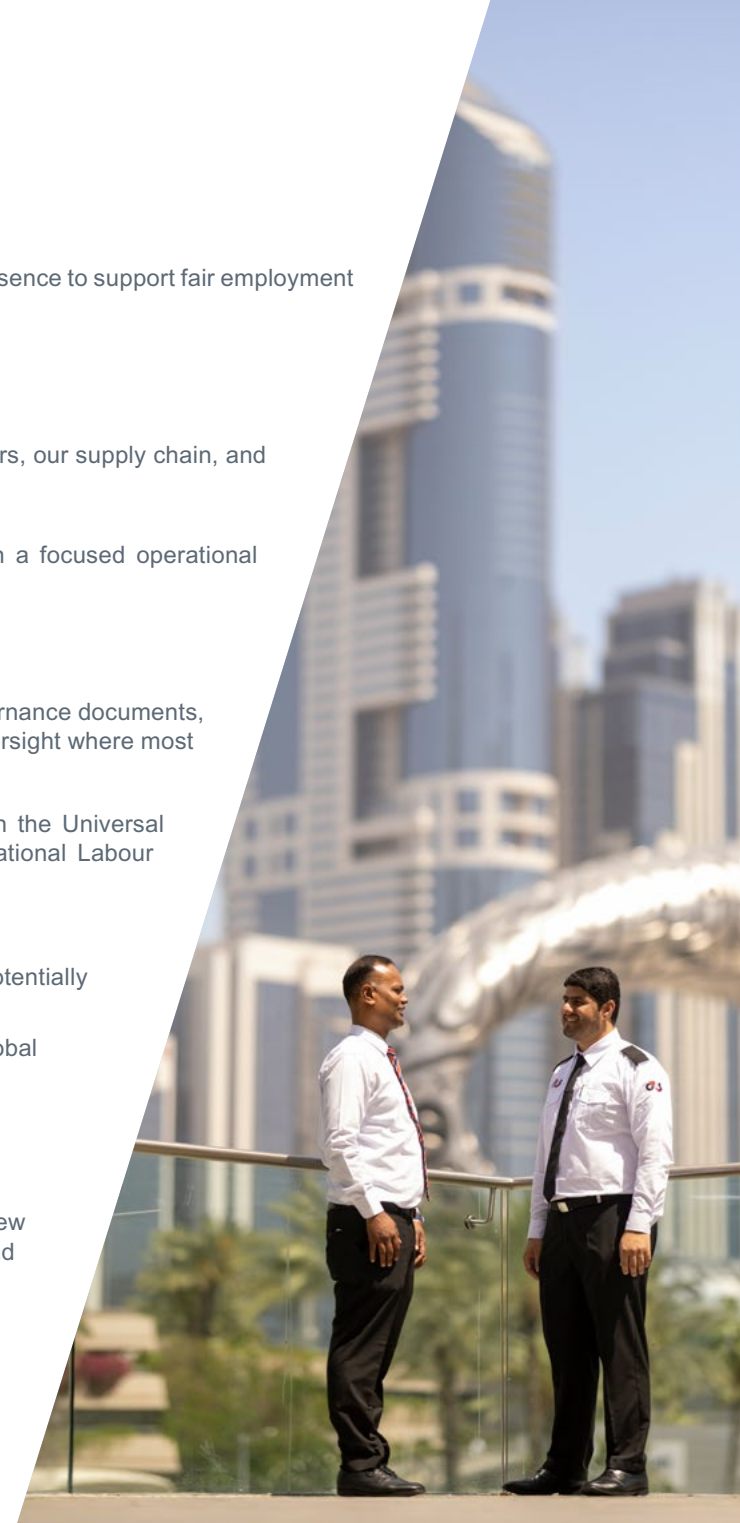
Our Human Rights Policy outlines Allied Universal's commitment to respecting human rights and is aligned with the Universal Declaration of Human Rights and the Declaration on Fundamental Principles and Rights at Work of the International Labour Organization (ILO).

- > We use regular 'heat-map' reviews to identify and monitor markets with elevated human rights concerns.
- > We apply standardized due-diligence and control measures specifically to operations and supply chains in potentially higher-risk environments.
- > Businesses in potentially higher-risk jurisdictions utilize self-assessments to maintain compliance with our global standards.

### Oversight and Internal Audit

To help verify that our policies are effective, our internal audit function incorporates human rights controls into its review program. These audits cover essential areas such as workplace safety, labor management, and anti-bribery and corruption, as well as broader human rights controls.

In 2025, four human rights control audits were carried out in potentially higher-risk countries in Africa. In addition, elements of human rights controls were reviewed as part of our Human Resources (2025:15), Health and Safety (2025: 20), and Procurement (2025:9) audits across all regions.



## Migrant Worker Welfare

In the small number of countries where we employ migrant labor, we maintain specific oversight programs to address the unique risk such workers may face. During 2025, we interviewed approximately 1,800 workers (10.7% of this group), to confirm that our welfare standards are being met on the ground. These reviews focus on practical protection, including:

- > Evaluating how third-party agencies engage with potential employees.
- > Ensuring employment terms match what was promised and that contracts are available in relevant languages.
- > Checking that standards for working hours, rest days, and accommodation are consistently met.
- > Confirming that workers have access to their personal documents, such as passports, and are not subject to unreasonable notice periods.

For further information, please see our annual Slavery and Human Trafficking Statement on [g4s.com](https://www.g4s.com).

## Training and Reporting

Ensuring that these values are integrated into our business practices requires consistent awareness. We offer human rights programs for senior management and functional leads in HR and Procurement.

In 2025, we launched a mandatory online micro-learning program focused on managers in our international operations. To date, we have achieved a 96% completion rate from the targeted group.

At the frontline level, these principles are built into relevant training, such as safety and use of force protocols.

Finally, we provide Speak Out, our confidential grievance and whistleblowing mechanism for employees and other groups to raise concerns regarding human rights compliance. ([see page 50](#))





**(Europe)**

### Advocating for Frontline Safety: Dutch Minister Visits G4S

In April 2025, the Dutch Minister for Justice and Security, Mr. David Van Weel, visited G4S Netherlands to recognize the vital role of private security in public safety. Accompanied by leadership from G4S and the Dutch Security Industry Association, the Minister toured the Secure Operations Center and observed frontline operations at healthcare and retail sites.

A primary focus of the visit was the call for enhanced legal protection for security professionals, aiming to grant them safeguards similar to those of public service workers. Minister Van Weel praised the professionalism of our personnel, acknowledging their essential contribution to maintaining a safe and resilient society.

**8** DECENT WORK AND ECONOMIC GROWTH



**16** PEACE, JUSTICE AND STRONG INSTITUTIONS





**(North America)**

**Social Responsibility: \$2.5 Million Raised to Combat Human Trafficking**

In August 2025, our Global Chairman and CEO Steve Jones and his wife Stacy raised approximately \$2.5 million for Vera's Sanctuary, the only licensed residential drug treatment shelter in the U.S. dedicated to human trafficking victims. The annual "Hot Summer Nights" event saw record support from over 650 guests and 100 sponsors, with 100% of the funds going directly to victim support.

Over the past seven years, this initiative has raised more than \$13 million, providing over 600 women with essential medical care, vocational training, and long-term rehabilitation. This commitment highlights Allied Universal's dedication to protecting vulnerable populations and driving meaningful social change in the communities where we operate.



## Respecting Human Rights in Our Supply Chain

In our international business, our commitment to ethical sourcing is driven by a rigorous, risk-based assessment process. We partner with EcoVadis to evaluate suppliers within higher-risk categories. This program assesses partners against 21 distinct criteria, including labor and human rights, ethics, environmental performance, and sustainable procurement practices.

Through this partnership, EcoVadis provides detailed performance reports to both our procurement teams and the suppliers themselves. When a supplier's performance falls below our established expectations, they are required to develop and implement a formal corrective action plan to remain in our procurement database.

### Reach and Impact

To date, we have implemented this supplier assessment program across 22 key markets. Within these jurisdictions, approximately 4% of our suppliers are classified as potentially high-risk - these include manufacturers of electronics and uniforms, as well as providers of cleaning services and temporary labor.

Since the beginning of the program, we have made steady progress:

- > Over 500 comprehensive supplier evaluations have been completed.
- > As we extend oversight into developing markets, more than half of our assessed suppliers have achieved a satisfactory compliance rating.

We take a proactive approach to continuous improvement. For organizations that have not yet achieved a satisfactory level or have declined to participate, we engage directly to address performance gaps and encourage transparency. However, accountability remains a priority, and suppliers that consistently fail to engage with our standards or participate in the program are excluded from our supplier database.

During 2026, we aim to expand our EcoVadis program by deploying their IQ Plus assessment across the majority of our international supply chain. This initial screening allows us to efficiently evaluate supplier risk profiles. Consequently, all suppliers identified as high or medium-high risk will be transitioned into the 'Vitals' and full 'Ratings' scorecard assessments to help ensure comprehensive oversight.



**(UK and Ireland)**

**Social Impact: Launch of Invisible Walls Community Interest Company**

In March 2025, the Invisible Walls Community Interest Company was officially launched at the Senedd (Welsh Parliament). Sponsored and supported by G4S, this not-for-profit venture scales an award-winning family support service (originally established at HMP Parc) to provide bespoke assistance to prisoners and their families across both public and private correctional facilities internationally.

We have committed to providing office premises and administrative support for Invisible Community Walls, which currently employs 50 people across eight facilities.

By facilitating stronger family ties, this partnership underscores our commitment to rehabilitation, social responsibility, and the long-term well-being of the communities we serve.



**Progress Against Goals For 2025**

**✗** Ethics due diligence will be conducted for 95% of in-scope suppliers across 22 target markets.  
(Status - 84% of suppliers completed)

**2026 Goals**

- > Optimize and continue roll out of AUHireSmart
- > Complete the targeted market trials and initiate launch of frontline communication app
- > Expand supply chain risk visibility, implementing new screening programs for international vendors and prioritizing comprehensive EcoVadis assessments for higher-risk suppliers



# Governance

## Our Governance Structure

Responsible management is a cornerstone of our long-term success. We recognize that robust governance practices are essential for driving sustainable performance, and we remain dedicated to ensuring that ESG factors are embedded into the fabric of our businesses.

### Board Oversight and Leadership

The Board of Directors oversees our governance framework, with the Audit Committee holding specific responsibility for ESG matters as defined in its 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. In addition to the Audit Committee, these include a Government Security Committee, and a Governance/Compensation Committee.

Global Chairman and CEO, Steve Jones, is delegated the responsibility for day-to-day management. He leads a global leadership team driving organizational strategy and ensuring global teams meet defined targets. Reporting to Steve Jones, Ashley Almanza, Executive Chairman of Allied Universal International, directs the international leadership team for all businesses outside of North America.

Together, the leadership team oversees the governance framework in place across the business, implements the strategy, monitors management 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 delivery of the business are delegated to the North America leadership team and International Executive Committee, respectively. The International Executive Committee is supported by the International Investment Committee and the International Ethics Committee, together with regional committees for audit, risk, and ethics.



## Accountability

Our Internal Audit function and externally hosted Speak Out reporting process are vital for identifying and addressing operational issues. Furthermore, the board receives regular briefings on ESG matters from the Global Chief Compliance Officer.

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.

# Advancing a Culture of Integrity: Ethics and Compliance

At Allied Universal, integrity is the common thread that connects our people, our clients, and the communities we serve. Building on the foundation we strengthened in prior years, 2025 marked a year of advancing our culture - moving from program design to deeper integration, from awareness to ownership, and from compliance as an obligation to integrity as a shared way of working.

Our Ethics & Compliance (E&C) department exists to sustain and elevate this culture across every region and business line in which we operate, ensuring that ethical conduct remains a defining characteristic of how Allied Universal delivers on its promises.

## Maturing Our Global Program

In 2025, the E&C department experienced meaningful growth through a strategic realignment of resources, strengthening our capacity to support the organization on a global scale. Building on the momentum of the refreshed integrated Global Code launched the prior year, we expanded its reach and deepened its integration throughout the business by launching - policy summary one pagers. Ethics Moments and other quick-reference tools to make key Code policies accessible and actionable for employees worldwide. What began as awareness tools have matured into active drivers of dialogue, equipping employees to navigate the nuanced ethical questions that arise in their daily work.

## The Role of the Ethics and Compliance (E&C) Department

The E&C department serves as both a trusted partner and an independent voice within Allied Universal — providing assurance, oversight, and governance while enabling business units to operate with confidence and integrity. Our work is grounded in risk-based monitoring, objective evaluation, and ongoing engagement with leaders across the company.

Our global ethics and compliance program is anchored by five guiding pillars:

- > **Tone from the Top:** Our executive leadership sets a clear and consistent expectation that integrity is non-negotiable, modeling the behaviors and decisions we expect at every level of the organization.
- > **Empowered People:** Every employee is equipped, encouraged, and expected to speak up, ask questions, and make ethical decisions- supported by accessible resources and clear reporting channels.
- > **Risk-Based Focus:** We direct our attention, controls, and resources to the areas of greatest ethics and compliance risk, ensuring our program evolves alongside the business and the regulatory environment.
- > **Integrated Governance:** Policies, procedures, training, investigations, monitoring, and third-party oversight operate as a connected system- reinforcing accountability across every region and function.
- > **Continuous Improvement:** We measure what matters, learn from what we find, and refine our program year-over-year to keep pace with emerging risks and stakeholder expectations.

In 2025, we sharpened our focus on measuring cultural maturity- moving beyond participation metrics to evaluate how deeply ethical principles are reflected in decision-making, leadership behaviors, and the resolution of issues across the business. We also refreshed our annual ethics training to reflect emerging risks, evolving regulatory expectations, and the lived experiences of our global workforce.



# ALLIED UNIVERSAL

## (North America)

### Integrity and Trust: Allied Universal Named Among America's Most Trustworthy Companies

Allied Universal has been recognized by Newsweek as one of America's Most Trustworthy Companies in 2025.

This prestigious ranking is based on an independent survey of 25,000 respondents, evaluating organizations through the lenses of employee, customer, and investor trust.

Global Chairman and CEO Steve Jones noted that the accolade reflects the company's deep commitment to fostering a culture of integrity and respect. By consistently delivering exceptional service and maintaining transparent leadership, Allied Universal continues to build confidence among its stakeholders while ensuring the safety of the communities it protects.



## Anti-Bribery and Corruption: A Zero-Tolerance Commitment

As a global organization operating in complex and varied environments, we maintain an unwavering prohibition against bribery, corruption, and kickbacks in any form. Our global Anti-Bribery and Anti-Corruption Policy 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.

In 2025, we reinforced this policy through continued targeted communications, enhanced third-party risk reviews, and refreshed guidance for employees who interact with public officials and government customers. These efforts ensure that our zero-tolerance commitment is not only stated, but operationalized at every level of the organization.

### Looking Ahead

Advancing a culture of integrity is not a destination - it is an ongoing commitment. As we look toward the year ahead, the E&C department will continue to evolve our program in step with the changing risk landscape, deepen our engagement with leaders and employees worldwide, and uphold the standard that has long defined Allied Universal: that how we achieve results matters as much as the results themselves. Our goal is to drive a strong ethics and compliance culture which builds trust, promotes integrity, and improves the way we engage with each other, our business partners, and the communities we serve.





**SPEAK  
OUT!**

## Speaking Up: A Culture Of Trust And Accountability

We encourage employees to speak up if they have any concerns or questions about any potential misconduct, compliance with the law, or our Code of Ethics. The Code informs employees of how to raise concerns and the procedures utilized for resolving those concerns.

A strong ethics and compliance program depends on the willingness of people to speak up - and on the organization's commitment to listen. At Allied Universal, we have built our Speak Out program to ensure that every employee, contractor, and third party have a trusted, accessible channel to raise concerns without fear of retaliation.

### A Global Channel for Concerns

Speak Out is our confidential global reporting helpline, centrally managed through the EthicsPoint case management system. The program offers:

- > **Broad global reach** — more than 70 dedicated phone lines covering over 70 countries.
- > **Multilingual access** — support in more than 40 languages.
- > **24/7/365 availability** — accessible at any time, from anywhere in the world.
- > **Anonymous reporting** — available where legally permitted.

Speak Out is introduced to employees from their first day through onboarding materials, employee handbooks, our Global Code of Ethics, workplace posters, internal communications, our public website, and a range of other channels - ensuring that every member of our workforce knows how to raise a concern and trusts that it will be heard.

### What Can Be Reported

Speak Out provides a central, confidential platform for reporting potential violations of our Code, company policies, or applicable laws. This includes - but is not limited to - concerns related to threats of violence, harassment, discrimination, health and safety hazards, conflicts of interest, fraud, violations of our Code of Ethics, and breaches of regulatory requirements. The channel is available to employees, subcontractors, clients, and other third parties, empowering anyone connected to our business to contribute to a safe, ethical, and accountable work environment. All cases are thoroughly investigated to remediate misconduct and enhance controls to help prevent reoccurrence of the concerns raised.

## Strengthened Oversight Through EthicsPoint

Since extending the EthicsPoint case management system across our international business, we have significantly enhanced oversight, consistency, and visibility into the concerns raised across our global operations. In 2025, we continued to mature our use of the system, deepening our analysis of key performance indicators including investigation cycle time, concern category trends, substantiation rates, and quarter-over-quarter and year-over-year reporting volumes. These insights enable us to identify emerging risks earlier, allocate investigative resources more effectively, and continuously refine our program.

## A Zero-Tolerance Stance on Retaliation

Retaliation against anyone who raises a concern in good faith or who participates in an investigation is strictly prohibited and treated as a serious disciplinary offense, up to and including termination of employment, in accordance with applicable local laws. Protecting those who speak up is fundamental to the integrity of our program and to the culture we are committed to sustaining.

## How Concerns Are Handled

Every report received through Speak Out is treated with the seriousness it deserves and is addressed in a sensitive and timely manner. Concerns are carefully reviewed and triaged to determine the appropriate response, with investigations of serious matters conducted under the oversight of senior, independent personnel. For the most significant concerns, we conduct root cause analyses and implement corrective actions to prevent recurrence - recognizing that transparency around the process and the response to an issue is often as important as the issue itself.

The majority of reports received through Speak Out continue to relate to workplace and human resources matters and are managed by local HR teams in coordination with E&C as appropriate. In 2025, we received 20,461 concerns, compared with 17,876 in the prior year - a trend we attribute in part to growing awareness of the channel and increased confidence among employees that their concerns will be heard and acted upon.

## Senior-Level Oversight and Accountability

Following the conclusion of investigations into substantiated serious concerns, findings and recommendations are reviewed by a cross-functional governance group that includes the Global Chief Compliance Officer, Global General Counsel, Global Chief Human Resources Officer, the International Ethics Committee, regional ethics committees, and the Director of Ethics and Compliance — International. Where warranted, outcomes may include disciplinary action against individuals, referral to local authorities, and updates to policies, procedures, controls, and training programs — ensuring that lessons learned translate into lasting improvements across the business.

A culture of integrity is sustained not by the absence of concerns, but by the consistent, fair, and transparent way in which concerns are addressed. Speak Out is - and will remain - a cornerstone of how we honor that commitment.

## Progress Against Goals For 2025

- ✓ Focus on improving data and reporting metrics. (Status - [as noted on this page](#))
- ✓ Improve investigation output. (Status - [as noted on this page](#))
- ✗ Improve substantiation rates for serious concerns. (Status - Rates fell slightly from 34% to 32%)

## 2026 Goals

- > Expand the sanctions compliance program across the international business.
- > Refresh the global Ethics Code.
- > Update the training programs for in-country investigators to increase capability for locally conducted investigations.

## Key Performance Indicators

### Environment

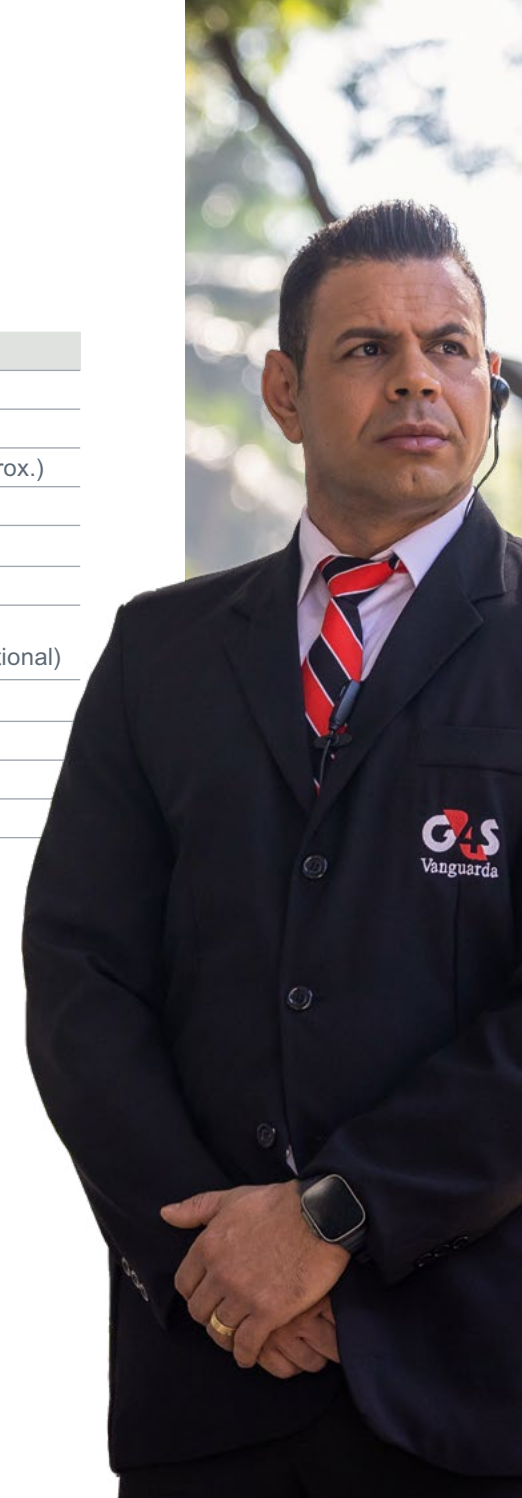
<b>Greenhouse Gas (GHG) Emissions</b>			
	<b>2025</b>	<b>2024</b>	<b>2023</b>
Carbon intensity: t/CO <sub>2</sub> e per \$M revenue - Market based	13	14	15
Carbon intensity: t/CO <sub>2</sub> e per employee - Market based	0.40	0.41	0.39
Total GHG emissions: t/CO <sub>2</sub> e - Market based	277,351	291,682	275,481
Total GHG emissions: t/CO <sub>2</sub> e - Location based	277,463	291,820	276,994
<b>t/CO<sub>2</sub>e - Market-based (Based on 97% measurement)</b>			
Scope 1	192,084	200,251	206,029
Scope 2	39,323	44,075	38,607
Scope 3 (air travel)	9,235	10,205	9,867
<b>t/CO<sub>2</sub>e - Location-based (Based on 97% measurement)</b>			
Scope 1	192,084	200,251	206,029
Scope 2	39,528	44,385	40,300
Scope 3 (air travel)	9,235	10,205	9,867
<b>Energy Consumption</b>			
Total kWh	90,464,484	94,654,814	102,403,804
Renewable energy: % (confirmed usage)	10%	12%	17%



# Key Performance Indicators

## Social

People			
	2025	2024	2023
Total number of employees	715,000	715,000	715,000
Total workforce (including subcontractors)	750,000 (approx.)	760,000 (approx.)	770,000 (approx.)
Female employees	22.5%	21.7%	21.6%
Female managers	27.6%	27.4%	26%
Employees: Internal promotions	24,000	28,800	26,000
Employees: Collective agreement coverage	19.04% (US) 29.6% (International)	22% (US) 31% (International)	18% (US) 32.5% (International)
Employees: Voluntary turnover	27%	32.5%	28%
Training: Online programs completed	6M	6.9M	6.7M
Training: Employees completing ethics/values programs (targeted groups)	80%	80%	89%
Training: Average hours mandatory training completed per employee	19	21	21
Training: Average hours non-mandatory training completed per employee	42	42	42



# Key Performance Indicators

## Social

Safety			
	2025	2024	2023
High consequence injury rate: Per 200,000 hours worked	0.57	0.46	0.24
Lost time injury rate: Per 1,000 employees	4.24	4.62	-
Work-related employee fatality rate: Per 1,000,000 hours worked	0.01	0.01	0.02
Work-related employee fatalities	21	17	25
- Attack	9	6	12
- Non-attack	4	4	6
- Road traffic	8	7	7

Human Rights			
	2025	2024	2023
Human rights audits	4 control audits	5 control audits	3 thematic audits
Migrant worker assurance program: % of migrant worker employees completing assurance interview	10.7%	18%	17%
Supplier ethical due-diligence: % of in-scope suppliers that completed an EcoVadis assessment	84%	75%	75%

## Governance

	2025	2024	2023
Number of cases raised via Speak Out	20,461	17,876	16,346
Employees feel able to speak out on unethical behavior	90.58%	-	-
Global Employee Engagement Survey: Response rate	60%	-	-
Global Employee Engagement Survey: Overall favorable score	94%	-	-



# ESG Reporting Frameworks

We actively engage with a range of globally recognized sustainability reporting frameworks.

Our commitment to transparency is reflected in our ongoing dialogue with the ESG community - including analysts, stakeholders, and independent ratings agencies. These interactions provide essential feedback that informs our long-term strategy on key ESG matters.



## CDP (formerly Carbon Disclosure Project)

Building on the established reporting of our international business, G4S, Allied Universal completed its first CDP submission in 2022. In 2025, our organization maintained its Discloser Status, receiving a climate change score of D.



## EcoVadis

Allied Universal undergoes rigorous annual assessments of our ESG practices through EcoVadis, a global leader in business sustainability ratings. These evidence-based assessments cover four pillars - labor and human rights, ethics, sustainable procurement and environmental matters.

Over the past 12 months, both Allied Universal HoldCo LLC and G4S Ltd have successfully secured a Committed Badge, underscoring our continuing journey toward sustainability. Driven by a four-point increase for G4S. Our entities continue to align closely on performance. To build on these results, we maintain regular contact with EcoVadis analysts to integrate their feedback into our operational improvements.

## 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.

Multiple Allied Universal subsidiaries, including US-based Enhanced Protection Services (formerly MSA Security), G4S Kenya, G4S Peru, and G4S Uganda are certified members of the International Code of Conduct Association (ICOCA).

**WE SUPPORT**



## United Nations Global Compact

Allied Universal remains committed to the ten universal principles of the UN Global Compact, integrating them into our strategies and policies. We report on our progress annually through our UN Communication on Progress.

G4S is a longstanding signatory to the UN Global Compact, and remains an active participant within the UK network, including representation on the governing Advisory Group.





# 2025 ESG Report

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