

# PEOPLE, CULTURE AND VALUES

Allied Universal employs a workforce of approximately 800,000\* people across the world. Our human resources strategies are integral to the success of our company.

We are undertaking a comprehensive review of our approach to ensure that our HR strategies meet the needs of our growing organization, identifying opportunities to harmonize our policies and procedures, and incorporating experience and best practice.

## Ethics, Values and Culture

We believe in building trust and long-term relationships with our stakeholders by doing business in the right way. This means always complying with local laws wherever we work and behaving in line with our values and policies, no matter what service we are providing. We also acknowledge that building and maintaining trust takes time and requires a constant focus.

There is always a right way to achieve success, and our values and Ethics Codes provide our teams with that behavioral framework. Through our culture, we constantly and consistently reinforce these behaviors. They are embedded in what we prioritize, what we recognize and how we work.

For our people, we demand zero harm and have zero tolerance for unethical behavior. We promote diverse viewpoints, encourage all opinions and reward those that exemplify our values.

For our customers, it means delivering great operational performance, recognizing the value and trust in our relationship, contributing to building safe, sustainable communities, and social value through our work.

Applying to every employee, from front-line workers to senior executives, these principles are enshrined in both the Allied Universal Ethics Code – covering our North American business – and in the G4S Ethics Code – applying to our international business.

In February 2021, G4S refreshed its Ethics Code, supported by wide-ranging employee communications. Since then, online training on business ethics has been cascaded. Initially focused on the management and supervisor population, the program is being extended to all employees in 2022.

The Allied Universal Ethics Code is updated annually and communicated directly to all employees across North America. Further communication and training on the principles set out in the Ethics Code are delivered throughout the year.

Importantly, all new employees are introduced to our values during

their onboarding, when they also receive an explanation of the behaviors expected in line with our values and the ways to raise any concerns if they see or hear anything that undermines them.

Our people and values underpin everything we do. Our values are the standards that we live by and that drive progress in our organization.

As our foundation, we prioritized the review and development of a new set of company values for the Allied Universal global group. We are proud to share our combined company values.

Download the Ethics Codes:

➔ [Allied Universal \(North America\) aus.com/ethicspolicy](https://aus.com/ethicspolicy)

➔ [G4S \(International\) g4s.com/ethicspolicy](https://g4s.com/ethicspolicy)

We will formally launch these new values and guiding statements in July 2022, supported by a comprehensive communications and awareness program to all employees. These values and guiding statements not only emphasize our global commitment, but support our reasons for being.

WE ARE  
**AGILE,  
RELIABLE  
AND  
INNOVATIVE.**

OUR  
**CARING**  
CULTURE PUTS  
PEOPLE AND  
**SAFETY**  
FIRST.

WE  
DELIVER THROUGH  
**TEAMWORK**  
AND ALWAYS  
ACT WITH  
**INTEGRITY.**



# PEOPLE, CULTURE AND VALUES (CONTINUED)

## Recruitment and Screening

The labor markets of many sectors are experiencing challenges across the world, and therefore it is critical that we continue to leverage our technology to increase the efficiency of the Allied Universal application process. Dedicated project teams are committed to this endeavor. Technological advances assist with streamlining and simplifying application processes, while recruitment campaigns showcase the diversity and social impact of our work, our people, and the development options and 'promote from within' career opportunities that exist at Allied Universal.

We have also developed plans to harness the value of our combined brands and establish new and compelling employment propositions. All too often, working in security is perceived as a stepping stone to another role rather than a destination career. Yet the work in our industry is both challenging and rewarding, with tremendous opportunity to make an important difference to the communities in which we operate and serve.

In 2022, we have launched our employer of choice strategy to help promote the opportunities at Allied Universal, in order to achieve our goal of creating a truly exceptional employee experience. Our Employer of Choice subcommittees and our newly created resourcing forums will strengthen our efforts in this area. The forums have been tasked with identifying the best recruitment practices that exist

within some of our businesses and embedding them as common practices across all of them.

In 2021 we implemented a new retention performance management (RPM) strategy across the US. Targeting newly hired security professionals, the RPM strategy incorporates a series of regular satisfaction surveys during an employee's first months with the company. The data is captured in a business intelligence system that is visible to all managers. The system automates alerts and specific follow-up actions, thus enabling any developing issues to be addressed early on.

Screening remains a critical component of our application procedures. During 2022, we will be reviewing our screening policies and processes to ensure that they continue to effectively address the risks we face and the recruitment needs of the organization.

## Learning, Development and Talent Management

During the complex integration of Allied Universal and G4S, our talent management teams have been collaborating to best support the development and retention of key people – sharing talent information within and across divisions and geographies where appropriate. We now have a clear understanding of our global high-potential talent pool in terms of skills, expertise, and diversity.

This year, we launched our employer of choice strategy,

incorporating 'I-Care' leadership and enrichment training programs. The key principle of 'I-Care' leadership is to treat others the way they want to be treated, instructing managers on the importance of:

- Connecting personally with their staff.
- Demonstrating interest and support.
- Providing guidance.
- Providing empathy.
- Providing compassion.

Targeting new account managers and operators, the mandatory enrichment training program covers 5-days and is designed to ensure managers have the technical and leadership skills to succeed within our business. Initially being rolled out across North America, our goal is to implement these programs globally in due course.

Given our organizational size and scale, we have a ready pool of talented people available. This means we are less reliant on sourcing new talent externally and can instead focus more efforts on developing people internally. With a wealth of promotion opportunities and a well-established Leadership Program, offered in all regions, there is tremendous opportunity for people to realize their career ambitions at Allied Universal.

Despite the pandemic, our Leadership Program continued in an online format, with 52 delegates graduating in 2021.



“The future is never mapped out for you, but the Leadership Program has taught me that the opportunities are endless, just so long as you work with integrity and treat people in the right way. Don’t be afraid of the unknown, it’s an opportunity to learn.”

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## KIM SENIOR

HEAD OF AUDIT,  
QUALITY AND COMPLIANCE  
HMP FIVE WELLS (UK)

Leadership Program Graduate

## Leadership Program

There are plans to extend the program to an additional 135 delegates in 2022, especially now that face-to-face delivery is possible again. Identifying and developing our future leaders via the program will help us as we continue to live our ‘promote from within’ culture, develop our existing employees and fill management vacancies internally.

In addition to running the Leadership Programs, our Learning and Development team have continued their efforts to improve and extend our online range of courses and learning materials. We already offer over 1,200 separate courses across the learning and development platforms in our North American and international businesses. These utilize an extensive range of books, briefings, courses and podcasts, many of which are available in multiple languages for employees to access at a time to suit their schedule and learning style preferences. The courses support orientation and onboarding programs for new employees, as well as the development of professional and operational skills for frontline staff.

During 2022, we will introduce new functionality to capture appraisal information online via our learning management systems to make the process easier and quicker. The new approach will also provide better links between the learning needs identified and the digital learning resources available.

# PEOPLE, CULTURE AND VALUES (CONTINUED)

## Diversity and Inclusion

We know that our success depends on us having employees who are as diverse as the world in which we operate and who are provided with equal opportunities that enable them to perform to their full potential. This only happens when we recruit from the widest possible talent pool and create an environment in which everyone is included and valued for the contribution they make.

Our recently established Inclusion Council, an international forum chaired by the Regional CEO for Europe and the Regional CEO for Africa & Middle East, assists with the development and implementation of our diversity and inclusion strategy. Over the past year, the Council's focus has been on two areas of under-representation – women in operational management and of ethnic minorities in management and leadership roles.

During 2021, recommendations from council members led to the development of a new Recruitment Code. The Code applies both internally and to all search agencies utilized when sourcing talent externally. It sets out the best practice guidance for sourcing a more diverse and representative range of candidates. The launch of the Code has been followed by closer scrutiny of our recruitment processes, and our talent and succession management to ensure that we are not inadvertently creating barriers that are hindering our progress towards more balanced representation.

Another of the Council's roles is to increase awareness of the importance of inclusion and to promote the right behaviors in our businesses. A broad variety of tools and events have been created to support this work, such as online resources on unconscious bias,

our cultural calendar and our annual celebration of Inclusion Week and International Women's Day.

In 2022, Allied Universal will launch the newly integrated diversity and inclusion strategy. Our team is committed to increasing diversity and inclusion across the organization, but in particular within our management population. We will support the work that we are undertaking to become the employer of choice – a company where we welcome everyone who shares our values and our commitment to doing business in the right way.



## Women in Security (Global)

Historically, the security industry has been a male-dominated field but we are addressing this imbalance, particularly with regard to the representation of women in management roles.

Currently 24% of our management positions are held by women. However, we already have a number of female business leaders around the world and they will inspire others to follow in their footsteps and seek a career with Allied Universal. They include:

SDG



### SANDRA RODRIGUEZ COUNTRY MANAGER URUGUAY

Sandra manages G4S Uruguay, a business employing 1,200 people that is increasingly focused on integrated security. She also chairs the Uruguayan Chamber of Security Companies, and even finds time to present a national TV show!

From her sales background, Sandra took advantage of seminars and other training programs to develop new skills which eventually led to a commercial management role and then, in 2017, to the position of Country Manager.

When asked about gender representation at G4S, Sandra is keen to point out that many of the roles in her senior team are now also held by women, reflecting the company's open door for gender integration and equality.

"I look at the capacity and desire for candidates to develop, not their gender. That has resulted in a natural balance in our office."

### JANET WALLSGROVE DIRECTOR, HMP & YOI PARC UK

Recognizing her long career of public service and the innovative programs she has overseen, Janet was awarded an OBE in the Queen's New Year's Honors List, earlier this year, for her services to the UK's prison service.

Under her direction, Parc consistently outperforms fellow establishments and regularly receives significant recognition and awards from external organizations including the Butler Trust, Royal College of Nursing and Koestler.

Identified by the UK Government as the best performing young offender's establishment in the UK, since first opening in 1997, the site has doubled in size to include specialized family, veteran, safer custody and drug treatment units and programs – all assisting offenders with appropriate support and treatment through sentence and upon release.

"There's always something to learn and that's why it's such a great job – every day is different and I'm constantly learning. It's gratifying to see how much has evolved but you've never really seen it all."

### NATTANICHA SUWANNASAKSIN MANAGING DIRECTOR THAILAND

With a background in commercial finance, Nattanicha joined G4S Thailand in 2011 and was appointed its Managing Director in 2018.

Overseeing an organization with more than 20,000 employees, Nattanicha is committed to driving her team and their business to succeed.

She recognizes the company's responsibility to advance workplace and industry standards, and in doing so provide rewarding employment opportunities for people from all parts of society. Nattanicha is especially aware of the importance of overcoming gender bias in the industry, often interceding with customers to promote the role of women in the services we provide them.

### CARESS KENNEDY PRESIDENT NORTHEAST REGION US

Caress Kennedy is always seeking out the next business challenge. She was hoping that her career would lead her to a company that she is proud to work for --a market leader, innovator, trend setter offering superior client relations initiatives as well as positive employee support. This is why she joined Allied Universal®.

Starting out as Vice President/General Manager for the New York region, she was later promoted to Managing Partner and now is President of the Northeast region where she oversees more than 26,000 security professionals in eight states.

"Working in the security industry is extremely rewarding as we make a huge difference in our security professional's lives, offering them competitive wages, benefits, top-of-the-line training and promotional opportunities," said Caress. "We also provide meaningful impact on our customer's environments, protecting their assets and their people."

# PEOPLE, CULTURE AND VALUES (CONTINUED)

## Employee Engagement

We strive to be an employer of choice. Our aim is to engage our people in meaningful work and for them to become advocates for the company and ambassadors for our brands.

To achieve this, we must ensure everyone has the opportunity to work in an environment that fosters development, promotes fairness, and offers equality of opportunity. We also need to ensure that our people have the tools and training required to work confidently and

competently, and to understand our vision and trust our leadership to get us there.

On our journey towards being an employer of choice, we need to understand how our people feel about the company and what more we can do to make Allied Universal a truly phenomenal employer.

In 2019, over 84% of the G4S employees responded to the most recent employee engagement survey, giving a fantastic overall favorable score of 84%.

Since that time, however, much has changed across the world, with the pandemic leaving many weary and disengaged. Connections with colleagues and the company have come under pressure in some places due to remote working and redeployment. To ensure we understand the needs of our employees, during these most challenging times, this year we are again reaching out to all of our employees to seek their feedback. Surveying employees across 96 countries in 42 languages is a

## A Great Place to Work (India)



In 2021, G4S India participated in an independent study to benchmark its practices against some of the best people practices in the industry, achieving certification by the Great Place to Work Institute.

The certification is a prestigious award, as the Institute is widely accepted as a global authority in recognizing high-trust, high-performance culture in workplaces. The Institute has conducted research on the characteristics of great workplaces for over 30 years.

The study involved two core components – a Culture Audit and the Trust Index.

The Culture Audit investigated our workplace's culture by asking managers a series of open-ended essay questions. This was followed by the Trust Index survey, which used paper and mobile phones to target 3,000 predominantly frontline employees. The information gathered was then subject to a robust validation process.



# PEOPLE, CULTURE AND VALUES (CONTINUED)

major undertaking. Clearly, we care deeply about our employees' views and are committed to acting on the answers we receive.

During 2021, our employee voluntary turnover rate was 33.5%. Over the past year, we have seen this increase as labor markets in many parts of the world continue to tighten. Our aim is to reduce our turnover rates by focusing on the topics outlined below to help us become an employer of choice and one where people wish to remain and flourish. Many of our businesses are already recognized as leading employers in their countries (see page 46). We celebrate these successes and will utilize their learning and approaches.

- Extending our reward and recognition opportunities.
- Improving communication and access to employee advancement.
- Caring leadership – responsiveness and accountability.
- Employee experience – more inclusive workplaces and addressing employee concerns.

## Progress in 2021 and 2022 to date

- Completed a review of our company values, resulting in the development of a new set of core values for the organization.
- Launched updated and refreshed Ethics Codes for North America and the international business, supported by communications and awareness programs and mandatory training for all employees.
- Launched our employer of choice strategy, incorporating:
  - 'I-Care' leadership
  - exceptional employee experience programs
  - a 'promote from within' culture
- Developed and implemented Allied Universal enrichment training
- Implemented a new Recruitment Code, setting out the best practices guidance for sourcing a more diverse and representative range of candidates.
- Launched our Resourcing Forums to identify and share good recruiting practices.

## Priorities in 2022

- Launch and embed the new corporate values for Allied Universal, supported by comprehensive training and awareness programs.
- Execution of our employer of choice strategy and the key programs to deliver 'I-Care' leadership, an exceptional employee experience and a 'promote from within' culture.
- Review relevant policies and procedures from across the organization to ensure a harmonized ongoing approach to our ethics code and people strategies, incorporating experience from both Allied Universal and G4S.
- Update International Ethics Code training to include a new section on anti-fraud matters.
- Execution of retention performance management strategy to increase employee retention and reduce voluntary employee turnover.
- Increase tracking and KPI data within the G4S Learning Platform to help us better record the training employees have completed and identify trends to help us update and refresh the materials.
- Undertake global employee engagement survey, targeting employees across 96 countries.

For more KPIs see page 56.

## Targets

- Year-over-year improvement in the number of female managers.
- Year-over-year improvement in global levels of voluntary employee turnover.
- Year-over-year improvement of internal promotions for filling all management positions.
- Match or exceed, the response rate and favorable score of the 2019 employee engagement survey.