Security Services

RFP 2024.0112

SUBMITTED BY:
Justin Tomlin, CPP

DUE DATE:
October 19th, 2023

LOCAL BRANCH
100 Pearl Street
Hartford, CT, 06103

COMPANY HEADQUARTERS
1699 S Hanley Road, Suite 350
St. Louis, MO 63144

CONTACTS
Justin Tomlin, CPP, Business Development
Robert Clark, General Manager
Joe Aragona, Director of Sales, Northeast
Don Giancioppo, Regional Vice President

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Letter of Transmittal

October 17, 2023

City of Stamford
888 Washington Blvd,
Stamford CT, 06901

Dear City of Stamford:

Thank you for the opportunity to submit this proposal to the City of Stamford. We appreciate your genuine interest in GardaWorld as your security partner. Our goal with this proposal is simple – to earn your business by providing facts and proof sources as opposed to unrealistic service claims. We will not overpromise because we don't want to underdeliver and de-value your security program. We will also not under-promise but will rather tell you exactly what we can do and demonstrate how we will do it as a promise to be kept.

GardaWorld is a global champion in security services, integrated risk management and cash solutions, employing more than 132,000 highly skilled and dedicated professionals. GardaWorld Security Services U.S. employs 40,000 of those employees and services 3,000 clients across the 48 continental states. Driven by a relentless entrepreneurial culture and core values of integrity, vigilance, trust and respect, we offer sophisticated and tailored security and technology solutions through high-touch partnerships and consistently superior service delivery. With a deep understanding that security is critical to conducting business and keeping communities safe, GardaWorld is committed to impeccable governance, professional care and the well-being of everyone. Thanks to a well-earned reputation, we are proud to be the long-standing security partner of choice to some of the most prominent brands, Fortune 500 corporations and governments.

We trust that this proposal will demonstrate our ability to deliver a significant ROI for the City of Stamford. Our one-stop-shop solution model allows us to tailor your security program to include more than physical guarding, but also to integrate a wide variety of service components which focus on streamlining operational continuity, creating additional value and return on investment, providing cost savings, and reducing risk.

Thank you again for your evaluation of GardaWorld. We are committed to providing the City of Stamford best-in-class security solutions, customized to meet your evolving needs. If you have any questions about any aspect of our service, please do not hesitate to give me a call at 857.276.6197.

Best Regards,

Justin Tomlin, CPP
Business Development Manager

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Table of Contents

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Proposal Response

Qualifications

We trust that this proposal will demonstrate our ability to deliver significant ROI for the City of Stamford as well as providing the following solutions to take your program to the next level:

At GardaWorld, our mission is to make the world a safer place while embodying four core values: Integrity, Trust, Respect and Vigilance. By identifying synergies between our company values, we can strengthen our partnership and service delivery approach which provides a stable business environment with strong long-term goals.

Unmatched Recruiting

For the City of Stamford, the success of a security program relies heavily on our ability to recruit and retain top talent. GardaWorld has developed a strategic recruiting philosophy that depends highly on a combination of local recruiters supported by our centralized Talent Acquisition Unit. In fact, we have increased our recruiting ratios over the last twelve months to select the best candidates. As of the end of 2022, GardaWorld only hires roughly 1 in every 15 applicants (compared to security industry standard of 1 in every 3 or 4). In addition, our recruiters are actively engaged and involved in our security programs, understanding the unique qualifications needed for each and every position and post across your account. These individuals proactively target recruit based on zip code location, as well as specifically recruit based on the profile and needs for each location.

Performance-Based Business Model

One of the four values on our seal is vigilance signifying our focus on quality assurance and transparent performance measurement. We believe customers are seeking complete transparency in their partnership with their contract security firm, and we are proud to offer The Truth Report, aligning directly with another of the four values on our seal of trust. The Truth Report provides clients with an analysis of objective service areas supported by real quantifiable data that simply does not allow for any component of our delivery system to be hidden. As a customer should expect, all positive AND negative results will be documented and reported in an unceasing effort to offer "standards beyond the standard."

Global Company with a Boutique Business Philosophy

Operating in all 48 continental states and with a global reach across five continents, GardaWorld is the largest privately-owned security services company in the world. Run by owner-operators, GardaWorld has maintained the personal touch and feel of a privately-owned boutique firm. Each client should feel like they are unique, made possible by our Customer First Service Program. Each employee should feel like they are a part of an extended GardaWorld family, made possible by our Benefits and Recognition Package. Based on our goal to be the best security company to work for and the best people to work with, we have always grown our business one client and one employee at a time.

What are you looking for in a security partner?

- Big company resources and service lines to meet all your security needs?
- Small company culture of high-touch customized service to meet your unique requirements?
- Trusted company built upon personal integrity and transparency?
- Staffing company capable of fulfilling all positions and posts with qualified personnel?
- Innovative company to bring cost-effective solutions that leverage the latest technology?

Across the security industry, only one company can fulfill all of these needs – GardaWorld Security Services. At GardaWorld, we are committed to delivering "Standards Beyond the Standard." What exactly does this mean in the context of the questions above?

Big Company Resources and Service Lines

- Largest privately-owned security services company in the world with over 132,000 employees on five continents
- Third largest security company in the United States with over 40,000 employees nationwide
- Services include manned guarding, virtual guarding, crowd management, integrated risk management and cash logistics
- We approach your security challenges holistically, delivering cost-effective solutions that combine the best in human expertise and technological advances

Small Company Culture

- Owner-operator business model resulting in an industry-leading Glassdoor employer rating
- Inverted organizational structure with a Manager/Supervisor to Security Officer ratio of 1:7
- Best-in-class and highly-attentive service delivered through our Customer First Service Program

Trusted Company Integrity and Transparency

- Our core values are worn in the seal on our uniform patch and carried by all personnel from security officer to senior executives in our Mission and Values Card
- Transparency and visibility of performance through the Truth Report KPI scorecard and eHub client dashboard

Staffing Company with Qualified Personnel

- Separate Recruiting and HR teams maintaining selective 1:15 applicant to hire ratio
- Richest 401(k) match achieving employee retention rates well above industry average

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- Employee recognition awards go to 1 in 4 employees increasing employee satisfaction

Innovative Company Cost-Effectiveness and Technology

- Hybrid service capability leveraging our ECAM virtual guarding camera and remote monitoring platform as a force multiplier to save significant cost through a reduction in manpower
- Combination of physical guarding and proprietary tech-based solutions
- Force multiplier to deliver efficient and effective solutions with savings often as a byproduct
- Highly effective economically and operationally

Glassdoor Ratings – Employee Validation

At GardaWorld, we understand that our product is our people and we work diligently to ensure our employees have the best experience and know that we truly care about them and their future. According to Glassdoor, GardaWorld has the highest employer rating of any security service provider industry-wide based on the following criteria – Career Opportunity, Compensation and Benefits, Culture and Values, Senior Leadership, Work Life Balance, Diversity and Inclusion, CEO Approval and Business Outlook. This results in our employees referring us to a friend more often than any other supplier. Most importantly, this survey reflects that you will receive happier, more motivated personnel from GardaWorld securing your business.

GARDAWORLD		SECURITAS		AUS	
Overall	★★★★☆ 4.0	Overall	★★★☆☆ 3.1	Overall	★★★☆☆ 3.1
Career Opportunity	3.8	Career Opportunity	2.8	Career Opportunity	2.9
Compensation & Benefits	3.6	Compensation & Benefits	2.7	Compensation & Benefits	2.7
Culture and Values	3.7	Culture and Values	2.8	Culture and Values	2.7
Senior Leadership	3.6	Senior Leadership	2.7	Senior Leadership	2.6
Work Life Balance	3.7	Work Life Balance	2.9	Work Life Balance	2.8
Diversity & Inclusion	4.1	Diversity & Inclusion	3.4	Diversity & Inclusion	3.4
Recommend to a Friend?	78%	Recommend to a Friend?	50%	Recommend to a Friend?	51%
CEO Approval	81%	CEO Approval	69%	CEO Approval	52%
Positive Business Outlook	70%	Positive Business Outlook	43%	Positive Business Outlook	39%

*Security Services Glassdoor ratings are as of August 2023.

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Award-Winning Workplace Culture

This year, 81% of employees said GardaWorld is a great place to work – 24 points higher than the average U.S. company.

GardaWorld is proud to be Certified™ by Great Place To Work®! Great Place To Work® is the global authority on workplace culture, employee experience, and the leadership behaviors proven to deliver market-leading revenue, employee retention and increased innovation. The prestigious award is based entirely on what current employees say about their experience working at GardaWorld.

GardaWorld — 81%

Typical Company — 57%

With an owner-operated focus, we maintain a high-touch "boutique" service model and family-oriented culture of employee engagement. This winning combination of "big company resources" with "small company culture" narrows our focus to building our business one employee and one client at a time, propelling us to best-in-class service delivering "standards beyond the standard" and an industry-leading Glassdoor rating from our employees.

4B+ Annual Revenue

30K+ Clients

1:7 Manager to Security Officer Ratio

1:15 Hire to Applicant Ratio

1 in 4 Employees Receive Recognition Awards

3.9 Industry leading Glassdoor Rating

Company Experience

Garda originated in 1995 in Montreal, Canada by Founder and CEO Stephan Cretier. Four years later, GardaWorld was formed as a result of a merger between Garda and Trans-Canada World Security Corporation. Today, GardaWorld operates on five continents including nearly 500 U.S and Canadian branch offices providing security, risk management and cash logistics services.

Corporate Mission and Values

Mission Statement

"To make the world a safer place by protecting our clients' people and assets everywhere"

Our people share one overriding mission: to protect what our clients hold dear – their people, assets and their reputations. Our services provide peace of mind, leaving our clients to focus on what they do best. GardaWorld is about trust and relationships. These are the building blocks of everything we do both internally and in the ways we make life more secure for our clients.

Vision Statement

"We envision a world in which our clients' people and assets are safe and secure. To achieve this vision, we will be the leading provider of security services and business solutions in the world, establishing ourselves as the trusted security partner of corporations, private clients and governments worldwide, and providing trustworthy, fully vetted security information on a global scale."

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Values

The GardaWorld seal embodies our values. It expresses the strength of our commitment to our clients and the bravery and decisiveness of our people. The lion represents the best of GardaWorld – a leader with a strong will to protect what its clients hold dear. Each of our employees takes great pride in being part of the GardaWorld community and playing an active role in our company's unique, inspirational success story.

- Our **integrity** is the moral force that drives everything we do, every day, and with everyone with whom we interact.
- We secure and strengthen the **trust** that our clients place in us to safeguard their people, assets and business.
- We are **vigilant** in mitigating risk and enabling our clients to safely and securely do business throughout the world.
- We win our clients' **respect** with the quality of our services and the absolute commitment of our people.

Customer First Service Program
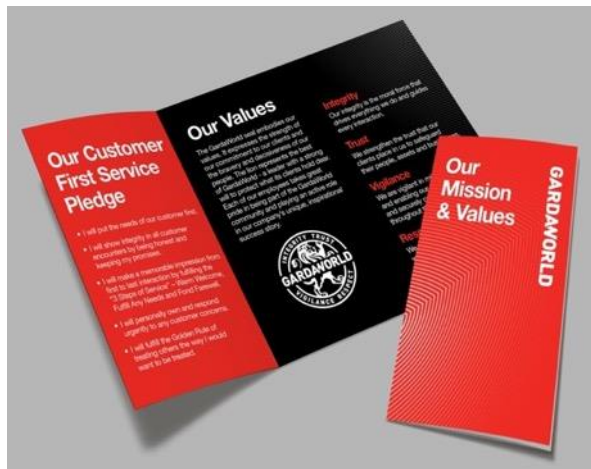
At the heart of our quest to deliver "standards beyond the standard" from the status quo in the industry is our Customer First Service Program. This proprietary program has been designed to deliver an exceptional customer experience at both the transactional level for our security officers and the relational level for our managers. Whether it is the thousands of touchpoints per day a security officer has with employees, tenants, guests and visitors at our client properties, or a high-level meeting one of our managers has with a client contact, this program teaches our employees to ask themselves the question – *how does this make the customer feel?*

All employees are required to complete the Customer First Service Program as part of the Welcome to GardaWorld pre-assignment training. Upon completion, all employees sign the **Customer First Service Pledge** – five principles that are printed on the Core Values Card issued upon hire. These five pledges are:

- I will put the needs of our customer first.
- I will show integrity in all customer encounters by being honest and keeping my promises.
- I will make a memorable impression from first to last interaction by fulfilling the 3 Steps of Service – Warm Welcome, Fulfill Any Needs, Fond Farewell.
- I will personally own and respond urgently to any customer concerns.
- I will fulfill the Golden Rule of treating others the way I would want to be treated.

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This training incorporates best practices developed within GardaWorld along with key principles from the Ritz-Carlton Legendary Customer Service Program. Topics include the "10-5" First Impression Rule, Professional Appearance, "3 Steps of Service" from the Ritz-Carlton Gold Standards and the "LEAP" concept to own customer concerns. The goal of this program is to prepare all uniformed personnel and non-uniformed management to deliver best-in-class service to all clients regardless of geographical market, facility type or scope of security service.

Approach to Sustainability

Our business is set apart by our focus on risk management and taking an equitable approach to all stakeholders – whether internal or external. We manage key ESG risks at a high standard, based on those areas that are material to our industry and business unit. Each business unit has developed robust management systems, policies and procedures, with safety and people at the heart of everything. Over the past two years, we have placed a significant focus on ensuring that our approach was aligned with our aim of creating value in a sustainable manner. A core aspect of that approach has been the development of sustainability pillars, and their alignment with the United Nations Sustainable Development Goals (UN SDGs).

The following are the key overarching pillars of our ESG and sustainability strategy:

- Security & Trust
- People & Communities
- Environmental Impact

Approach to Diversity, Equity and Inclusion

At GardaWorld, we foster a culture of respect and integration by developing policies to support the success of members of all cultural backgrounds, new immigrants, and women and men of all ages as members of our team. As an equal opportunity employer, diversity is not only a core belief but our reality. We focus on delivering this through:

- DEI Council
- DEI Training through Orientation
- DEI Training through In-service
- Supplier Diversity Focus
- Leadership and Management Training

At the core of our uniqueness, are our people – team players that stand apart from others via their expertise, collaboration, consistency and commitment. Together, we deliver peace-of-mind for our clients who operate in a complex world.

FAST FACTS

GardaWorld was named one of America's Greatest Workplaces for Diversity for 2023

34% of GardaWorld employees are women
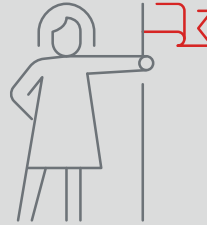
40% of GardaWorld's C-Suite are women

70% of GardaWorld employees are minorities

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9

Geographical Markets Served

As the largest privately-owned security services company, GardaWorld employs more than 132,000+ highly skilled, dedicated professionals who serve a diverse clientele in North and South America, Africa, Asia and Europe. Our global headquarters are based in Montreal, Canada.

Domestically, GardaWorld operates in 60+ security services offices across the United States headquartered out of St Louis, Missouri. When combined with the Canadian Security Division, GardaWorld operates 150+ offices in North America.

Delivering Comprehensive Security Solutions and Personalized Service

Our business model is a key strength that gives us a secure and flexible platform to pursue success. We operate globally through distinctly defined business verticals.

By doing so, we benefit from focused ownership with operational agility in each of our business markets while maintaining strong governance and economies of scale.

INTEGRATED SECURITY SERVICES				RISK MANAGEMENT
Physical Security	**Virtual Guarding**	**Crowd Management**	**Top-clearance Security**	**Actionnable Risk Management**
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TRUSTWORTHY protection every day, where it matters to you.	THE FUTURE OF SECURITY **PROPELLED BY YOUR REALITY**	*KEEPING THE GOOD ENERGY GOING*	Security, Medical, logistics. **Rapid Response Anytime, Anywhere**	**Experience-Based Security Risk Management, Anytime, Anywhere**
We reduce your risks with the right protection solutions, informed by local insights and delivered consistently.	We provide advanced technology and elite human integration to deploy innovative security solutions quickly.	We deliver world-class event operations, consistently.	We deliver best in class security, medical, logistics, and associated support services to U.S. federal state, local government, and commercial clients, both domestically and abroad.	We enable the world's most influential people, disruptive brands and prominent organizations to operate with confidence

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Manned Guarding	**Hybrid Technology**	**Integrated Risk Management**	**Crowd Management**

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ECAMSECURE — A GARDAWORLD COMPANY

CRISIS24

BEST — A GARDAWORLD COMPANY

Our security solutions are based on a comprehensive analysis of your requirements and vulnerabilities, and can integrate static, mobile and technological elements. Furthermore, our layered security plans include recommendations on equipment and personnel. Our licensed physical security guard duties include emergency response and first aid, access control of entrances and exits, scheduled perimeter patrols, security risk assessments, fire safety (prevention and protection), security systems monitoring (CCTV, alarm panel and key control), and concierge services.	Our Hybrid Security takes the strength of our manned guarding and unites it with advanced, evolving technology creating a powerful, unified security solution. This solution offers the potential implementation of a "force multiplier" by combining a reduced on-site manned guarding force with virtual guarding technology from ECAM. **ECAMSECURE** provides portable surveillance systems that combine AI technology and state of the art mobile security equipment to deter, detect, analyze and respond quickly to security threats. Our innovative solutions such as video monitoring, drone and virtual security officers make us industry leaders in surveillance and security services for sites of all sizes.	We are the only end-to-end true security experts in the market. Crisis24 is your one-stop integrated risk management provider powered by always-on intelligence, combining our extensive worldwide expertise with large-scale field capacity to provide rapid actionable risk management. Our Actionable Risk Management is backed by 30 years of in-the-field know-how, giving our experts the necessary and essential mix of intelligence, precision and swift response to provide tangible results on a global scale.	BEST is a nationwide provider of guest experience and event security staffing for stadiums, arenas, convention centers and other special event venues. BEST currently employs over 20,000 employees as ushers, ticket takers, security response teams, magnetometers operators, bag checkers, metal detectors, club personnel, suite attendants, access control, field/court security, VIP escorts and parking lot personnel. As a large-scale event services provider BEST has provided services to the nation's largest events to include the Super Bowl, World Series, Stanley Cup Finals, NCAA Men's Final Four, NCAA College Football Playoff, NFL Draft and MLB All-Star Game. BEST is honored to provide on-going services to the NFL, MLB, MLS, NBA, NHL, PGA and NCAA as well as some of the largest convention centers in the United States.

GardaWorld Clients	**ECAMSECURE Clients**	**Crisis24 Clients**	**BEST Clients**

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12

References

GardaWorld works in a variety of business sectors, such as financial services, critical infrastructure, natural resources, energy, healthcare, commercial and industrial properties, educational facilities, sports arenas and retail. We are a partner of choice for private companies, governments, humanitarian organizations, and multinationals with personnel all over the world.

Client References

Please see the following client references:

Bloomberg	The Hartford Insurance	WWE Entertainment
100 Summer Street	Phillip Kennedy	Janine Schlierf
Fenton Reese	Hartford CT	Stamford CT
Boston MA	860.970.1970	203.705.2225
718.614.7091		

Kimberly Clark
Brian Hickman
New Milford CT
817.705.2225

Work Plan

Leadership Philosophy

GardaWorld is proud to maintain a 1:7 Manager/Supervisor to front-line Security Officer ratio. Managers at all levels across GardaWorld serve those who wear our uniform. In support of the family-oriented culture designed around the concept of creating "engaged" employees, GardaWorld prescribes to the theory of the inverted org chart where management supports "up the line" to our most important asset, the security officer.

Security Officers

Shift Supervisors

Site Supervisors

Local Staff/Project Managers

Local/Strategic Account Managers

Regional Managers

Senior Managers

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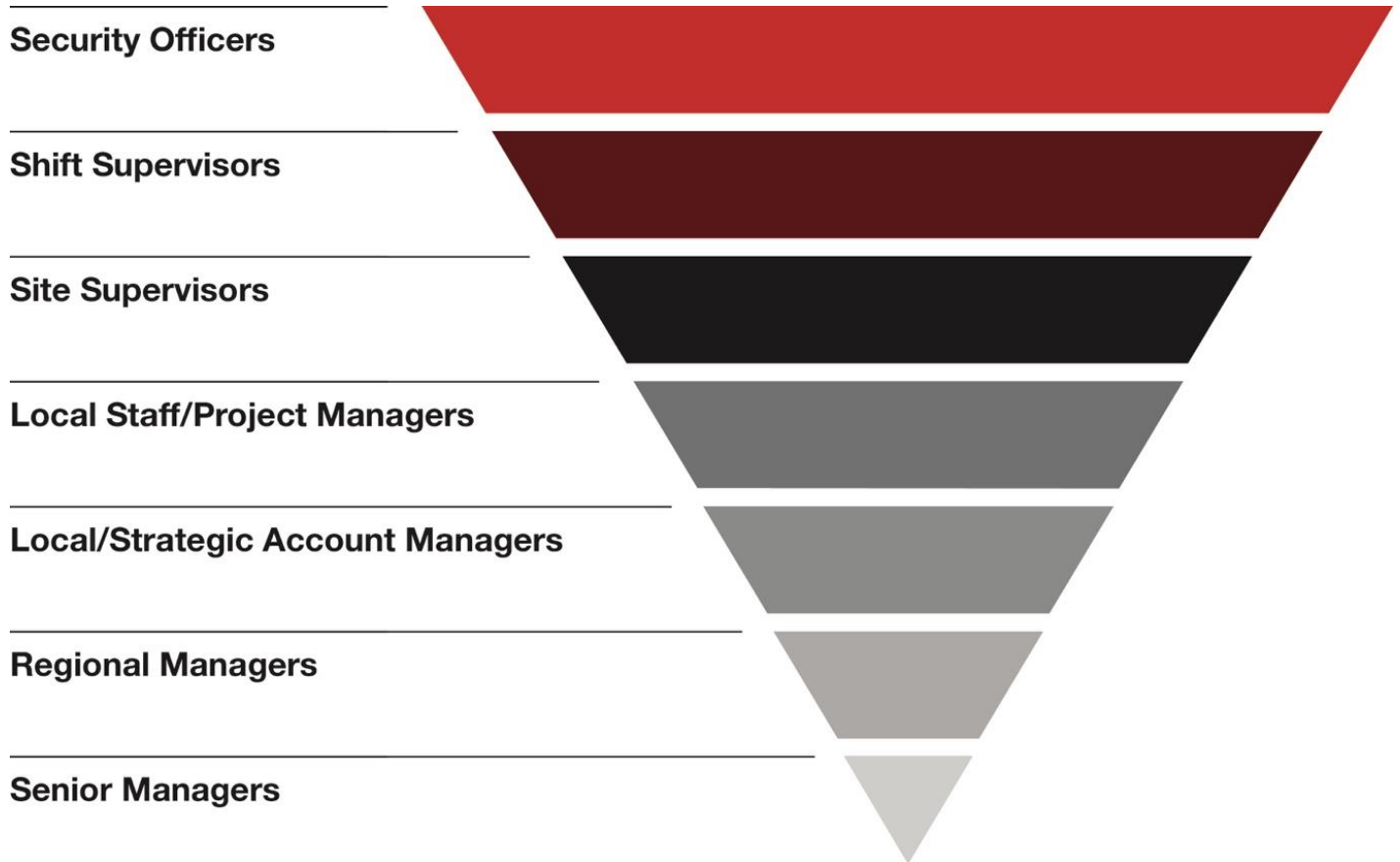
Security Services Corporate Organizational Chart

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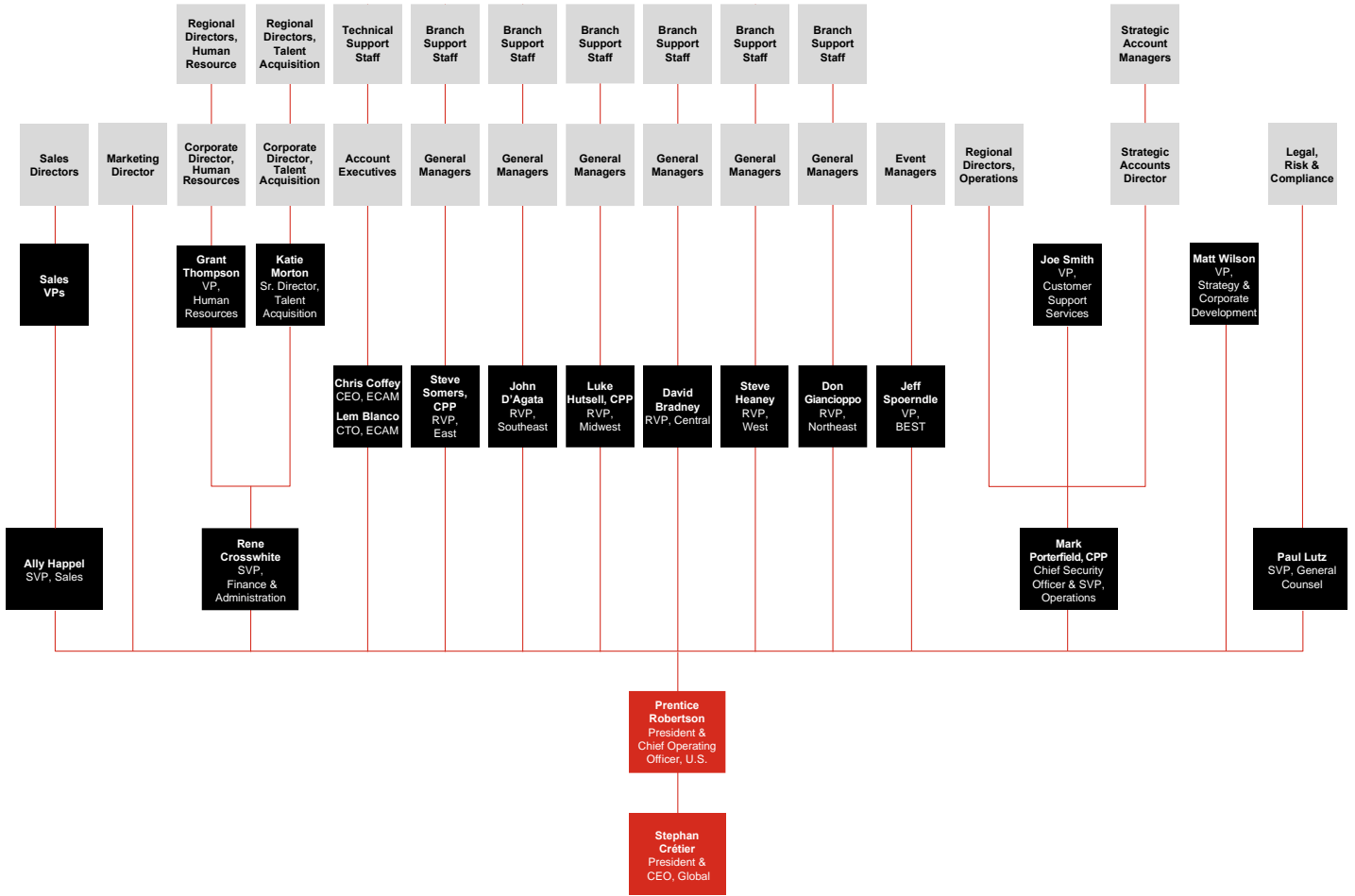
Your account will be managed locally by the New England branch. Also included within our services are initial transition management, after-hours inspections, KPI audit and administration, corrective action and escalation for security gaps or service issues, post order development and review, and all human capital management processes.
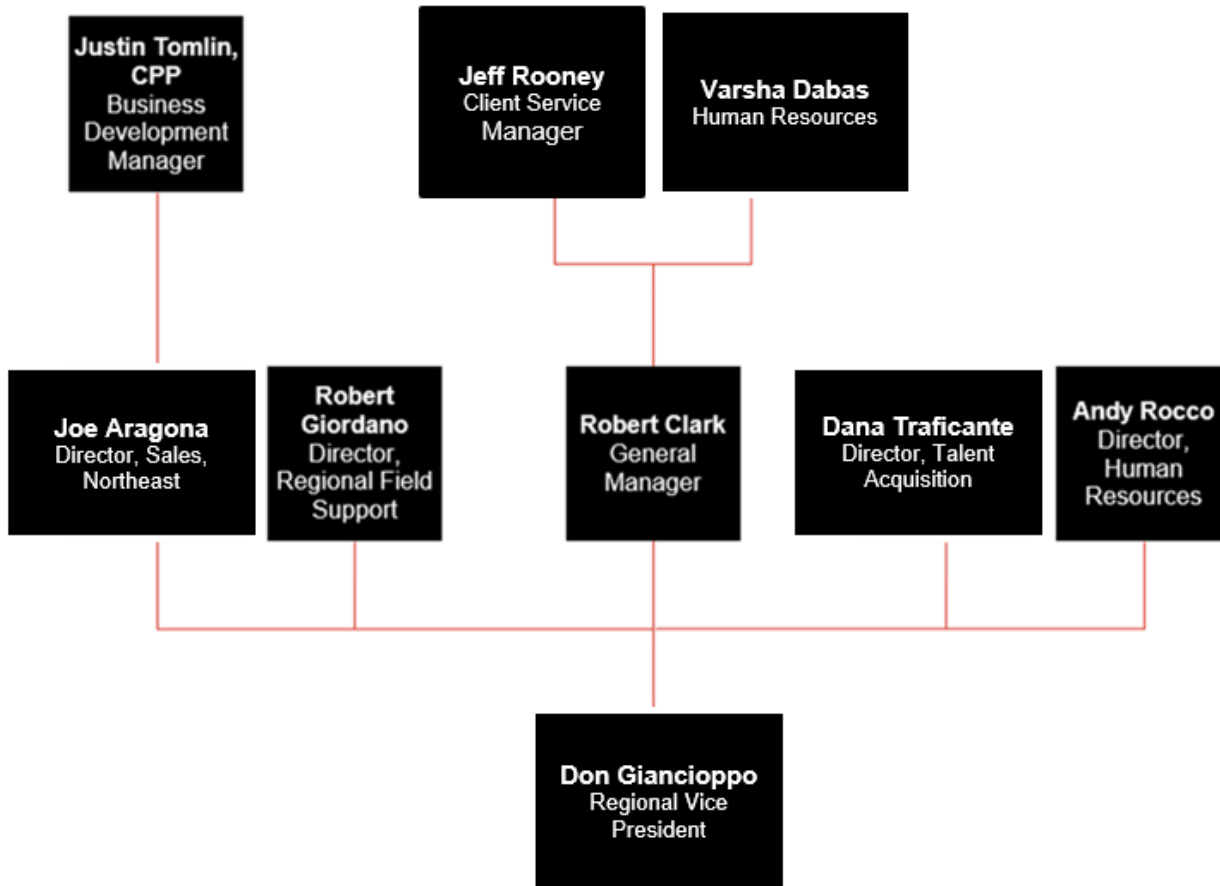
General Manager – Robert Clark

General Manager leads the local branch team and serves as the primary point of contact for our clients. The GM typically meets with clients monthly to go over KPI's, although this can be increased or decreased based on client preference. As the primary point of contact, site issues that could have a material impact on contract compliance are escalated to the GM to resolve.

Client Service Manager – Jeff Rooney

The Client Service Manager is responsible for supporting your on-site manager or supervisory team and the site personnel. Functional support from the CSM will include scheduling, payroll, training, uniforms, equipment, and inspections. The CSM typically visits every site a minimum of once weekly if not more frequently.

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Human Resource Manager – Varsha Dabas

The Human Resource Manager is responsible for shepherding the employment candidate through the onboarding process and pre-assignment training after the hand-off from the Recruiter. In addition, the HRM manages all local aspects of human capital management to include hiring, firing, progressive discipline, employee engagement and regulatory compliance.

Regional Support Team

In addition to the local support provided by our branch teams, GardaWorld also provides significant support to our clients through the active involvement of our regional operational leadership, regional HR guidance, centralized talent acquisition, national field support, national communications center and corporate support in accounting, finance, IT and marketing. These resources provide daily support to our branch and account-level leaders to allow them to focus their energy on leadership of our uniformed personnel and delivering exceptional customer service to our clients.

Regional Vice President – Don Giancioppo

GardaWorld is made up of geographical regions within each country. Each region is led by a Regional Vice President, who directly manages the GM's responsible for each of the individual branches. RVP's work in tandem with other functional regional resources to include the Regional Human Resources Lead, Regional Talent Lead, Regional Financial Analyst and Field Support Manager.

Director of Sales – Joe Aragona

The Regional sales leader provides functional coaching and guidance to all Business Development Managers and support for major RFP's as it relates to proposal, pricing and presentation responses and new account transitions.

Director of Operations, Northeast Region – Bob Giordano

The Regional Field Support Manager supports the RVP by focusing primarily on high-level operational tactical response for each branch office and client accounts in the region. In anticipation of major account transitions, accounts with negative operational efficiency trends, major technology implementations or the need to have an open management position filed during a time of turnover, GardaWorld has invested in Regional Field Support Managers. These managers are assigned to an RVP but are also interchangeable and can travel anywhere in the country as needs dictate to provide another line of defense in ensuring we are delivering "Standards beyond the Standard" to our clients.

Director of Human Resources, Northeast Region – Andy Rocco

GardaWorld has also designated human resources leaders for each region to work closely with the RVP of each region. Each Regional Human Resources Lead is a credentialed and experienced HR veteran who understands all aspects of HR to include hiring, firing, progressive discipline, benefits administration, employee engagement and regulatory compliance. The RHRL serves as the functional manager for all HRM's or HRC's in the branches.

Director of Talent Acquisition, Northeast Region – Dana Traficante

In addition to recruiters in the field, GardaWorld has recognized the critical importance of talent acquisition in today's economy. In response to this critical need, we have established a centralized Talent Acquisition team based at the corporate headquarters which includes a bullpen of recruiters in addition to a Regional Talent Lead to work closely with the RVP of each region to help manage job requisitions, drive recruitment strategies and act as functional manager for the front-line recruiters in the field.

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Corporate Support Team

Our U.S. guarding division headquarters in St Louis is home to the following resources for our local and regional management teams, uniformed personnel and clients.

Accounting and Finance Team
IT Team
Marketing Team
HR Support Team
Centralized Talent Acquisition Team
Benefits Team
Legal, Risk and Compliance Team
Executive Leadership Team

Journey of the Guard

GardaWorld recognizes that people are our product and primary sustainable competitive advantage. Our management team can only deliver upon our **Customer First Service Program** if we are attracting, developing and retaining highly qualified uniformed personnel. The Journey of the Guard depicts our investment in our people through our processes of Recruiting and Hiring, Training and Development, and Benefits and Recognition. Our goal is to create a best-in-class candidate and employee experience as our prospective employees become members of the team and journey through their life cycle with GardaWorld. We choose to call it Journey of the "Guard" because we are proud of the word "Guard!" A guard protects what is near and dear to our clients. A guard ensures peace of mind. A guard provides safety and security. A guard delivers exceptional customer service. We consider our 40,000 guards to be professional security officers, but proudly call them by the name that best depicts what they do every day – guard and protect your people, property and assets!

Recruiting and Hiring Process

To be the best, we seek the best.

As we have shifted from historically low unemployment rates to high numbers of unemployed who want to avoid coming back to work, qualified personnel remain difficult to come by. It is critical that any staffing company "think outside the box" when it comes to survival in business today. At GardaWorld, we are attracting talent by focusing on three primary drivers of our recruiting and hiring process:

- Centralized Talent Acquisition Platform
- Leveraging of Recruitment and Onboarding Technology
- Streamlined Hiring Process

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Centralized Talent Acquisition Platform

GardaWorld has implemented a centralized and shared platform of Regional Talent Leaders, Regional Recruiters and local processing/on-boarding staff that allows our recruiters to remain 100% focused on recruiting strategies and job requisition management while local HR Managers and HR Coordinators can shepherd the applicant through the completion of the hiring process. Our Recruiters are skilled salespeople – trained to "sell" employment candidates on the advantages of considering a career with GardaWorld. Traditional recruiting sources include:
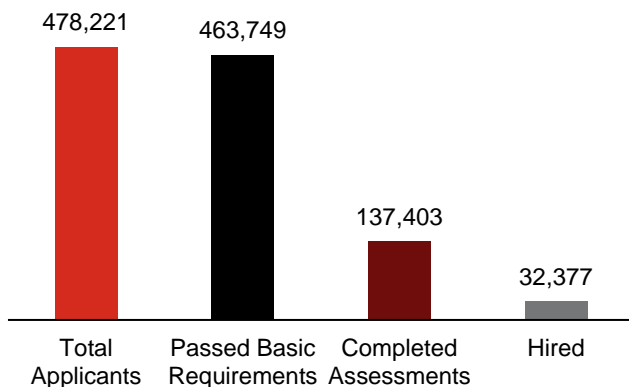
- Employee and Client Referrals
- Military and Veterans Groups
- Colleges, Technical Schools and Churches
- Social Media
- Job Fairs
- Direct Recruitment from Service Industries such as Retail, Restaurants and Hospitality

Local Office Recruiting Team + Centralized Recruiting and Talent Acquisition Program = 1:15 Hite to Applicant Ratio

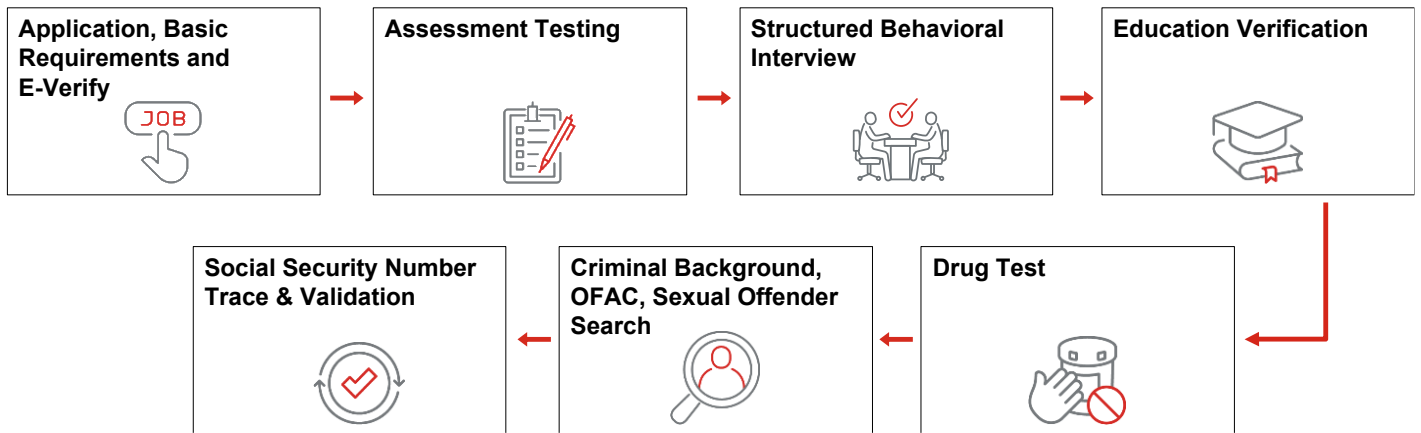**Leveraging Recruiting and On-Boarding Technology**

In addition to traditional recruiting sources, our Talent Acquisition Team also cascades job postings across many on-line recruitment websites. Furthermore, mobile optimization technology for easy mobile application and text communication has been leveraged to widely expand our pipeline of applicants. This approach allows us to maximize the efficiency of our recruiting efforts by increasing the quantity of candidates while improving the quality of candidates. In turn, this has helped the HR Managers and HR Coordinators in each branch to remain extremely selective. Using stats from 2022, the graph below reflects only 1 out of every 15 applicants was hired by GardaWorld out of over 478,221 total applicants.

2022 Applicant Activity

478,221	463,749	
		137,403
		32,377
Total Applicants	Passed Basic Requirements	Completed Assessments	Hired

Applicant Tracking, Assessments, Pre-Employment Background Screening and On-Boarding are processed through an Applicant Tracking System (ATS) managed by our HR Managers and HR Coordinators**.** This online system automates all job requisition postings via our career center at www.securityjobsus.garda.com as well as many online recruitment websites such as Indeed and Snagajob. In addition, the ATS sources candidate capabilities via a series of pre-qualification questions, tracks applicant flow and hiring trends, and documents and reports EEOC data and Affirmative Action requirements.

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Streamlined Hiring Process

Application, Basic Requirements and E-Verify		Assessment Testing		Structured Behavioral Interview		Education Verification

Social Security Number Trace & Validation		Criminal Background, OFAC, Sexual Offender Search		Drug Test	

Training and Development Program

To be the best,
we develop the best.

GardaWorld is committed to developing our security personnel and managers for the purpose of ensuring our clients highly-skilled officers while also creating a platform of career progression for all levels of our employees. At GardaWorld, the preparedness and performance of our security officers is a testament to the quality of our service offering and is indicative of our dedication to protecting our clients and reducing your risk. We provide one of the industry's most comprehensive development programs through the Training and Development Program, which includes the following essentials offered through a combination of classroom and on-site training, as well as over 1,000 on-line training courses.

Welcome to GardaWorld & ISOP Training	→	Orientation & On-the-Job Training	→	Monthly IQA & Quarterly In-Service Training	→	Continuous Education thru LMS Modules	→	In-Service, Specialized & Certified Training

ISOP and Welcome to GardaWorld Pre-Assignment Training

Prior to deployment to the client site, all employees must complete the Initial Security Officer Program (ISOP) or state-required equivalent, as well as Welcome to GardaWorld Orientation. The employee is paid for this training time.

- Nature and Role of Private Security Officers
- Observation and Incident Reporting
- Principles of Communications
- Principles of Access Control
- Principles of Safeguarding Information
- Emergency Response Procedures
- Life Safety Awareness
- GardaWorld Culture and Employee Handbook Policies
- GardaWorld Safety Training
- Customer First Service Program

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On-the-Job Training (OJT)

Once an employee completes ISOP and Welcome to GardaWorld, he or she begins site specific on-the-job training (OJT). OJT varies in length and content from one client to another and is primarily developed around the post orders and emergency procedures. OJT focuses on the site-specific duties to be performed by security personnel assigned to the client site and will include the following:

- Requirements and Duties of Post Assignment
- Performance of Special Assignments
- Emergency Procedures and Contacts
- Post Order Procedures and Processes – Post Specific

Individual Quality Audits (IQA)

A key component of training comprehension and retention of knowledge is a continuous education process. GardaWorld has developed 12 monthly topical training tests called Individual Quality Audits (IQA) which are designed to inspire ongoing understanding of critical concepts at each account. Where required and when utilized, IQAs are administered at the same time as personnel inspections are completed by GardaWorld site or branch level management. If requested by the client, the assessments can be customized to individual site locations. Remedial training will be conducted as necessary for those security personnel who demonstrate a lack of knowledge as evidenced through IQA results.

In-Service Training/Table-Top Exercises

In-service training classes are provided on a contractual basis at client request. These classes and training programs can be delivered through traditional classroom instruction, table-top exercises or on-line coursework, and cover a variety of topics such as Emergency Preparedness, Active Shooter, Non-Violent Crisis Intervention, Advanced Customer Service, Workplace Safety, CFATS, CVI, OSHA 10 Safety Training, First Responder and Bloodborne Pathogens – to name a few. In addition to labor costs, some of these courses include additional course material costs as well.

The majority of this training can be delivered at the local level, but GardaWorld also offers expert corporate resources with backgrounds in law enforcement leadership, the FBI and CIA. These expert resources are available upon request to come onto your site and deliver active shooter and emergency planning table-top training exercises, corporate investigations, physical risk assessments, etc.

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eLearning Continuous Education / Learning Series

The eLearning series are administered through our Learning Management System (LMS) developed in conjunction with a leading interactive training organization called Target Solutions. The LMS is an automated platform used for the administration, documentation, tracking and reporting of all our training programs listed below. The LMS manages training and educational records, distributes courses over the internet and automates record-keeping and employee registration. GardaWorld proudly offers over 1,000 on-line training courses to our employees.

Basic	Intermediate	Advanced
The Basic Security Officer Learning Series is the next level of employee development training beyond the Welcome to GardaWorld Orientation. This learning path consists of 10 online training modules available to our employees on a voluntary basis. Many of the topics in this series are similar to those assessed in Basic Training and serve to reinforce that information.	Upon completion of the Basic Security Officer Learning Series, our employees are invited to complete the Intermediate Security Officer Learning Series on a voluntary basis. This Learning Path consists of 9 online training modules. Many of the topics in this series are similar to those assessed in the Basic Series and serve to reinforce that information.	Once an employee has completed both the Basic and Intermediate Learning Series, he or she is eligible to begin training in our Advanced Continuing Education Learning Series. This series provides our employees with free access to over 1,000 different online training modules from Target Solutions covering nearly every topic relevant to the security field.
- Patrol and Observation - Note Taking and Report Writing - Importance of Documentation - Safety - Understanding Liability and Loss Prevention - Public Relations and Communications - Crisis Management - Access Control - Terrorism - Legal Aspects of Private Security	- Automated External Defibrillators - Elevator Safety - Facility Fire and Life Safety Systems - Fire Life Safety and Building Evacuation - Media Management - Workplace Violence - Bomb Threats - Harassment - Indicators of Terrorist Surveillance	

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Support for Front Line Leadership

The GardaWorld Way – Operational Training	• 2-day immersive in-person training held in each region • Kick off held in March 2023 for all MSS Is, CSMs, FSSs & PMs • Held every quarter to ensure no new hire goes 90 days
1st Week Training for all New Supervisors Hosted by Corporate	• Virtual training on Leadership Skill, Employee Engagement & Client Retention • 2-hour mandatory training
Drop in Learning	• 30 min. monthly training hosted by Corporate Employee Engagement Specialists • Focusing on Leadership Skills & Professional Development • Showing continued investment in front-line leaders
Hip Pocket Trainings	• 5 min. quick toolbox topic trainings built for leaders to have the tools to coach and train when time presents itself • Based on the monthly leadership development topic from 12 The Elements of Great Managing
12 The Elements of Great Managing	• Monthly leadership development topic sent out to all members of the leadership team from Corporate Employee Engagement Specialists • Follows the book 12 the Elements of Great Managing • Topics include: Knowing What is Expected of a Leader, Recognition and Praise, and Camaraderie at Work

eLearning Supervisory Learning Path I & II

The LMS includes two Supervisory Learning Paths. All GardaWorld employees moving into or hired for hourly Site Supervisor roles must complete the Supervisory Learning Path I online modules within the first 90 days on the job to remain in his or her supervisory role. Prior to moving into a higher-level position of salaried Project Manager (or Account Manager), an employee must complete both the Supervisory Learning Path I Series and the Supervisory Learning Path II modules. CSMs, NAMs and MSSs are also required to complete this learning path. These modules include:

Supervisory Learning Path I	Supervisory Learning Path II
• Principles of Leadership I • Principles of Leadership II • Effective Communications • Employee Performance Evaluations • Time Management • Behavior and Motivation • Counseling and Sexual Harassment • Substance Abuse • Discrimination and Affirmative Action • Career Development Opportunities	• Customer Service as a Security Function • Emergency Preparedness and Crisis Management • Handling Multiple Priorities • Leadership Principles • Professional Standards • Security's Role in Reducing Business Risk • Sexual Harassment • Supervisor Communication

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Specialized Training

GardaWorld's training curriculum provides courses and on-line modules that can be relevant to any vertical market segment that we serve, including Commercial Real Estate, Manufacturing/Industrial, Residential, Critical Infrastructure, Healthcare, Education and more. We work with our clients to select specialized training curriculum that is most relevant to each client site and industry, as opposed to a "one-size-fits-all" vertical market program.

Certified Training

In addition to market-segment training, GardaWorld also financially supports and encourages our managers' efforts to pursue the Associate Protection Professional™ (APP) and Certified Protection Professional™ (CPP) designations from ASIS International.

Employee Retention

To be the best, we retain the best.

Employee retention is a major challenge in today's labor market, but GardaWorld exceeds industry attrition standards by creating a welcoming environment during the onboarding process and taking special care with the new employee during the early days of employment. Research has shown that most hourly employees quit jobs where they don't feel welcome in the first 90 days – also known as regrettable loss. At GardaWorld, we place significant emphasis on helping our new employees feel at home not only during the onboarding and training process, but also during their first 90 days on the job. This includes personal check-in touchpoints during their first shift to make sure they have everything they need, at the end of the first week to make sure their training went well, and again at 30 and 90 days. In addition, during the first 30 days of employment, each new employee receives texts each day with facts about the company to give them a sense of belonging to something much larger than the site where they go to work.

Candidate and New Employee Experience

Candidate Engagement

Retention starts in recruitment with a positive candidate experience. To provide a 'standard beyond the standard' in our hiring process GardaWorld ensures every candidate scheduled for an in-person interview receives a "red carpet" experience. As part of the red carpet all-hands hiring process, any deemed member of a branch team (Ops, HR, TA) that makes hiring decisions is also a subject matter expert of all client-specific requirements and information for current open positions. GardaWorld utilizes a Client Profile Form (CPF) which outlines duties post by post for better job matching with candidates.

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Employee Engagement

GardaWorld overcomes regrettable loss through an elevated employee engagement experience. In addition to being introduced to their direct supervisor (CSM, Project Manager or Site Supervisor), every new employee is assigned for the first 90 days to an Employee Experience Manager, an embedded and employee-focused member of the operations team whose sole focus is to shepherd the new employee through their first three months of employment. The touchpoints are as follows:

Day 1: A phone call is made to all new employees on their first shift to ensure the new employee knows GardaWorld cares and they initially have what is needed for success. The phone call addresses any potential issues pertaining to the employee's ability to get to their jobsite, uniforms, first week scheduling, expectations outlined meeting expectations set, and any additional needs the employee may have.

Week 1: A physical visit is made at the employee's worksite along with a survey sent to every new employee at the end of their first week of work. The goal of the visit is to ensure the employee has visibility by management and feels prepared for their jobsite. The survey addresses the following areas:

- GardaWorld's performance in preparing the employee for their jobsite
- Confirming the new employee felt valued and respected during the hiring and onboarding process
- Confirming the new employee would recommend GardaWorld to a friend or family member

30 Days: In an effort to ensure all new employees feel part of the GardaWorld team and family, phone calls are made to each new hire who has reached 30 days. Additionally, all new employees receive a text message daily with an interesting 'factoid' about GardaWorld that gives the employee a sense of value and belonging of joining an organization with a larger purpose. Surveys are also sent out to the employee addressing the following areas:

- Regular scheduling
- Paycheck accuracy
- Supervisor and management accountability
- Anything additional needed in order to be successful in their role
- Confirming the new employee would recommend GardaWorld to a friend or family member

90 Days: At 90 days, GardaWorld congratulates our 'new' employees on their first three months of work via personalized emails. The content of the emails addresses the following areas:

- Confirming the employee feels satisfied after their first 90 days
- Explaining paths to career growth within GardaWorld
- Asking what they like most about working with GardaWorld
- Confirming the new employee would recommend GardaWorld to a friend or family member
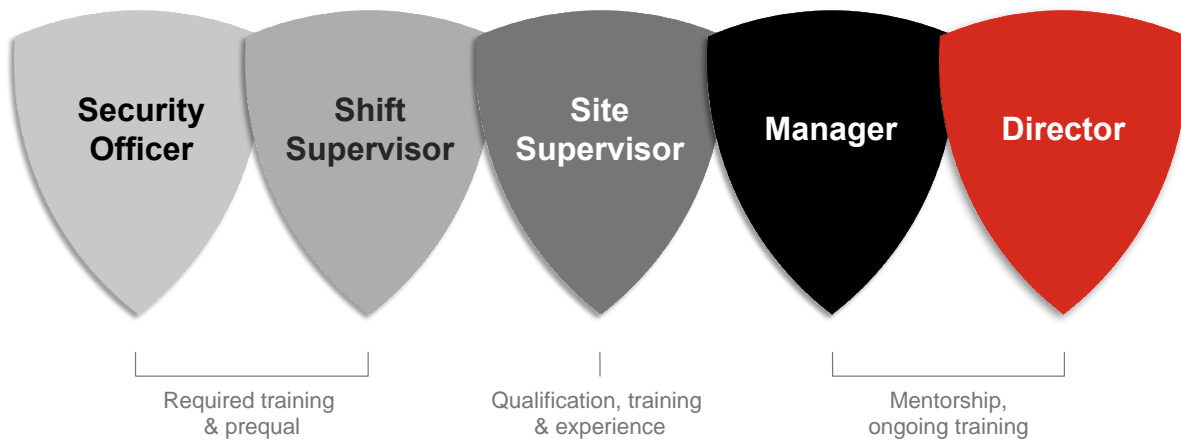
6 Months: While there are several touchpoints between 90 days and 6 months, a formal touch base email goes out to all employees who have completed their first 6 months at GardaWorld. The content of the email addresses the following areas:

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27

- Asking how the past 6 months have gone
- Confirming the employee feels like a valued, supported member of the team
- Making sure the employee is aware of career development opportunities
- Confirming the new employee would encourage their family and friends to come work at GardaWorld

These touchpoints are all IN ADDITION to the daily management touchpoints of the operational leadership team in directly managing the new employee.

Professional Development and Advancement

We support the development of our team members and reward employees with growth opportunities. Our employees are at the core of our success and, as such, we take pride in offering them a stimulating work environment. When site openings become available, we prefer to post positions internally and reward valued employees before searching externally.
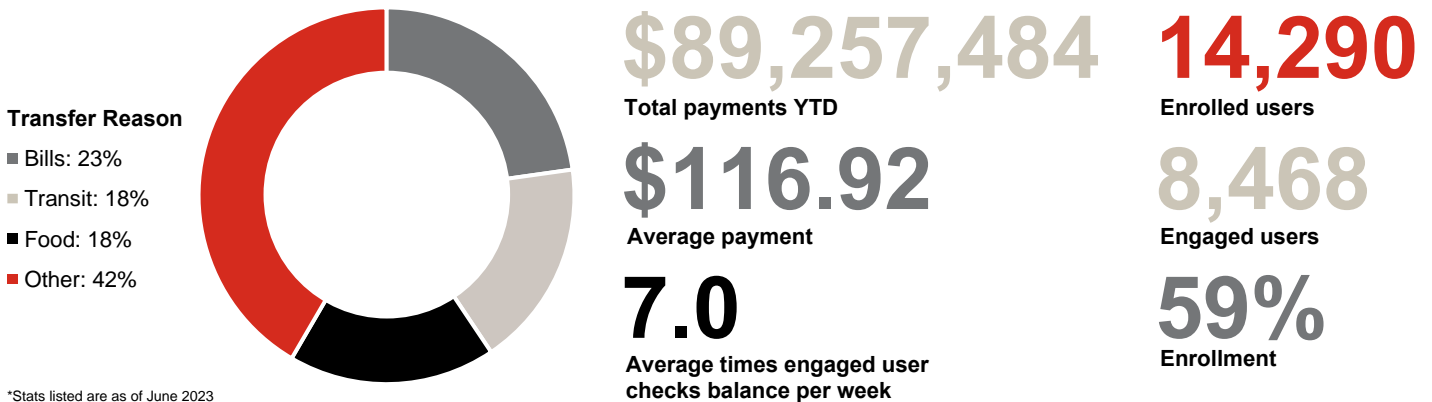
Security Officer	Shift Supervisor	Site Supervisor	Manager	Director

Required training & prequal	Qualification, training & experience	Mentorship, ongoing training

Comprehensive Benefits

GardaWorld has invested in one of the most robust employee benefits packages in the security industry to supplement our career-oriented focus and increase employee retention to about twice the industry average. A major contributor to our employee retention and employee motivation is the Benefits and Recognition Package, which includes outstanding fringe benefits including one of the richest 401(k) Retirement and Savings Plans in the industry and an employee recognition program through which we proudly gave out monetary incentive awards to 1 out of every 4 employees in the last year.

Medical Insurance	Life Insurance & Supplemental Benefits	401(k) Retirement Plan	Paid Vacation & Holidays
Direct Deposit & DailyPay	Employee Ethics & Compliance Hotline	Employee Assistance Program (EAP)	Employee Recognition Program

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28

DailyPay

GardaWorld has partnered with DailyPay, which allows employees early access to their earned pay. Current statistics include:

Transfer Reason
- Bills: 23%
- Transit: 18%
- Food: 18%
- Other: 42%

*Stats listed are as of June 2023

$89,257,484
Total payments YTD

$116.92
Average payment

7.0
Average times engaged user
checks balance per week

14,290
Enrolled users

8,468
Engaged users

59%
Enrollment

Employee Recognition Program

GardaWorld has developed an Employee Recognition Program that is second to none in acknowledgment of our security officers, supervisors and managers for outstanding performance and loyalty to the organization. GardaWorld proudly gave out employee recognition awards with monetary incentive to 1 of every 4 employees in the last twelve months. The program includes but is not limited to the following elements:

Officer of the Month/Year Awards

This award is internally selected by GardaWorld management staff and given to the employee each month in each branch office who best exemplifies the GardaWorld Values. Awardees receive $100 and a certificate presented at the client site by GardaWorld management. Each year, the 12 Officers of the Month are invited to a year-ending ceremony luncheon or dinner for each branch office where one employee is selected as Officer of the Year. Awardees receive $500 on the next scheduled pay day and special recognition at the ceremony.

- Officer of the Month (Distributed at each Branch/Strategic Account)
- Officer of the Year (Distributed at each Branch/Strategic Account and Company-Wide)

Customer First Service Awards

In alignment with our Customer First Service training, this award is externally driven by our clients who take the time to recognize employees for "above and beyond" behavior that truly exemplifies extraordinary customer service or heroic performance. Awardees receive $100 and special recognition at their site with both GardaWorld and client management (when available) presenting a Customer First Service Award certificate that embodies the client comments in the certificate.

Making a Difference Awards

The Making a Difference Challenge Coin is given by GardaWorld management to recipients who embody the spirit of the GardaWorld values in delivering best-in-class service to our customers regardless of client visibility to their performance. In the context of "catching people in the act of doing something right," this award is an on-the-spot recognition award. The Challenge Coin design will be updated each year for employees who are recognized multiple times in multiple years to ensure they have a growing collection.

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Safety Awards

GardaWorld is committed to fostering a culture of safety for both GardaWorld and client employees, which is why we continuously seek to identify and proactively eliminate safety-related risks. Employees are eligible to receive discretionary monetary awards for submitting safety suggestions that help reduce the risk of injury at client facilities.

Employee Longevity Program

We celebrate employee tenure at 5, 10, 15, 20, 25, 30, etc. years of service with certificates, gifts and public recognition from management.

Account-Based Recognition Programs

Many accounts have customized recognition programs that reward employees for exceeding account-specific objectives.

Referral Bonuses

Monetary awards are provided to employees who refer new employees and/or new accounts.

Lion Awards

The seal of GardaWorld that is worn on our uniform patches contains our four core values of Integrity, Trust, Vigilance and Respect circling an image of a lion. The Lion represents our strength and conviction as an organization – our pride if you will. Annually, GardaWorld recognizes our top performers in all functional management roles and regional Officers of the Year during The Lion Awards ceremony. Each nominee receives $500 and a Lion Award nominee trophy and each category winner receives $1,000 and a Lion Award champion trophy.

Operational Support

To deliver exceptional customer service, an organization must do a great job of leading people and managing processes. At GardaWorld, we are committed to best-in-class operational processes and technology tools that reinforce and equip our people to succeed while providing transparency into our service for our clients.

The Truth Report KPI Performance Report

The cornerstone of our commitment to quality assurance and Return on Investment (ROI) is our industry leading and proprietary performance measurement tool, The Truth Report. Drawn from the best practices of technology and engineering firms combined with our own internal productivity experts, GardaWorld has developed and designed this report specifically with the intent of capturing measurable performance data. To assess real service delivery. Unlike other performance scorecards, where subjectivity and opinion allow for negative results to be covered up, The Truth Report provides our customers with an analysis of 10 objective KPI's supported by real quantifiable data that simply does not allow for any component of our delivery system to be hidden. As a customer should expect, all positive AND negative results will be documented and reported in our unceasing efforts to offer "Standards Beyond the Standard."

Key Measurement Categories

Safety Violations

GardaWorld is held accountable to manage our contracts in the safest possible manner and strive for zero safety violations that result in a lost-time injury incident according to OSHA regulations. This category is a zero-tolerance policy, so this score is derived each month based upon whether or not there have been any safety incidents resulting in lost time for an employee.

Employee Retention

Employee retention is probably the most critical success factor of any contract. While this issue is a direct result of many of the actions in the other categories, it is very important that our management activities result in a high level of employee retention to ensure consistency of service to our customers. This score is derived based upon the retention percentages of staff from the beginning to the end of the month.

Forced Overtime (not including short notice extra coverage)

In the spirit of sufficient staffing, some positions will be filled with forced overtime hours of regularly assigned staff based upon call-offs, openings, or vacations. Through proper scheduling, this should be controlled and

GARDAWORLD

kept to a minimum. This score is calculated based on total weekly overtime hours worked by regular staff as a percentage of total hours and averaged for the number of weeks in the month.

Payroll and Billing Accuracy

It is critical that our branch and corporate support staff, in conjunction with on-site management, provide error-free payroll and billing services. This ensures that employees are paid properly and on time and customers receive accurate invoices in a timely manner. This score is derived from the average number of errors for each cycle period, regardless of contract size.

Inspection Frequency

Whether handled by on-site supervision, Management or branch personnel, it is incumbent upon us to "inspect what we expect." The following score is determined by the percent of personnel who are inspected at least one time a month and documented by inspection reports.

Inspection Results

All personnel inspections will receive a pass/fail score based upon a threshold calculated from the inspection / appraisal report. Key elements evaluated during the inspection are appearance, attitude, and job knowledge (evaluated via a separate IQA test that will be administered typically during the same visit as the inspection). This score will be ascertained based upon the average score of all inspection reports during the month.

Training Frequency

In addition to the recommended training program, GardaWorld management and supervisors are required to administer brief five-question training tests, known as Individual Quality Audits (IQA), to ensure ongoing understanding of key concepts at each account. This score will be derived based upon the percentage of personnel tested during the month.

Training Results

The IQA tests contain five questions on each test covering a variety of topics relevant to each customer site. This score will be ascertained based upon the average score of all personnel tested through the utilization of an IQA during the month.

Documentary Accuracy

Security reports should be factual, legibly written based upon observations and not opinions, completed in black ink, using clear and professional language. Since compliance in this area is so critical, reports written outside of the boundary of those rules or where an exception is found will be tabulated based upon percentage of total reports.

Customer Service Feedback

Unsolicited comments speak volumes about the professionalism and performance of a security staff. Whenever GardaWorld management or the client receives such comments from internal groups such as customer personnel or visitors, those comments will be evaluated and tabulated, utilizing a positive to negative comment ratio. If other means of quantifiable measurement are available (i.e., employee / tenant / visitor online surveys, customer satisfaction cards, etc.), these can be incorporated into this score.

Scheduling

Effective and efficient scheduling is equally as important as recruiting and retention in maintaining full staffing for our client sites. Utilizing an automated scheduling system called WinTeam (see more on the WinTeam

GARDAWORLD

system in the Technology section) which feeds into our payroll and billing processes, our operations teams develop master weekly schedules and communicate daily schedule changes systematically as open shifts are filled due to permanent openings, call-offs, vacations, etc. The goal is to ensure fully trained personnel are filling all required positions and accurate payroll and billing. The uniformed personnel also have a mechanism for automated clock-in and clock-out for shifts through an interactive tele-monitoring element of WinTeam called TeamTime (more on this in the Technology section) that results in immediate notification to GardaWorld management if call-in does not occur.

To reinforce our permanent site staffing to help fill the gaps on open shifts, we have two additional groups of employees called Special Response Officers (SRO's) and Flex Team:

Special Response Officers	Flex Team Officers
For those occasions where a regular security officer calls-off for duty, takes vacation or there is a permanent opening that we are in the process of filling, GardaWorld provides a team of Special Response Officers (SRO's) available to work any shift and cross-trained to work a certain number of sites. SRO's are full-time employees who are generally in training to be supervisors and are the highest paid security officer level employees in our organization (but the client is still billed at regular post rates), ensuring a high-quality replacement officer to our customers on those occasions when the regularly scheduled officer cannot be present. Our branches are required to maintain 1 SRO per every 750 hours a week of security coverage.	Flex teams are a bit different than SRO's in that they are generally part-time employees who are looking for some extra money for a shift or two per week. These team members will be paid at post pay and will be deployed to posts or sites that are a bit more basic in its duties that don't require a significant amount of training. Flex teams are often utilized to help staff ad hoc or temporary requests. Our goal is to have a pool of Flex Team members representing 10% of total staff headcount in each branch.

Emergency Response and Ad Hoc Services

GardaWorld is capable of providing emergency response services to address emergency situations caused by work stoppages, inclement weather or other acts of nature, as well as ad hoc services for clients in sectors such as retail and banking who have short-notice needs. For small-scale localized needs, resources are provided from our pool of Special Response Officers (SROs). For larger-scale needs, the emergency response personnel come primarily from a partnership with a well-respected special response firm with whom we have engaged and contracted for these services. The response is often short-notice. When the need for emergency response arises, first priority is given to existing security customers, followed by response to other prospective customers or agencies.

Emergency response personnel typically possess prior military, law enforcement or extensive security experience. In cases where there is a need for a police type of presence, GardaWorld has forged strong relationships with local law enforcement which enables us to provide off-duty police personnel.

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GardaWorld Branded Uniforms

GardaWorld branded uniforms are provided to all personnel. Uniform styles include the Military, Concierge, Polo and Cold Weather looks shown below. Some contracts include cleaning and maintenance of uniforms.

GardaWorld's Risk Management Program

GardaWorld's Risk Management Programs encompass the following key strategies to provide safe environments for our front-line officers, employees and support teams.

Risk Management

GardaWorld reviews operational risks and develops strategies designed to contain or eliminate the risk. This may be done through insurance or task forces to address specifically the risk presented. The General Counsel leads the team and works with international headquarters to ensure that GardaWorld is prepared for emerging risks presented by our growing operations.

Safety

The Safety Manager leads our national Safety Steering Committee as well as guides each Regional Safety Committee. The Safety Manager reports to the General Counsel and ensures that the company is briefed frequently on safety statistics and accident prevention strategies.

Compliance

Our Quality Assurance team assists our branches with compliance tasks. Through branch audits and periodic inspection of corporate functions, the QA team ensures that we are compliant with law and internal policies.

Crisis Management and Response/Emergency Preparedness

Our Chief Security Officer and General Counsel lead the crisis response team. They select resources specific to the crisis and deploy company resources to mitigate the issue.

Business Continuity

Our Information Technology team has a robust business continuity plan that is activated when business interruptions occur.

GardaWorld Safety Program

Safety is a priority at GardaWorld. A comprehensive Safety Program and Plan is maintained for utilization at all customer sites.

Safety Committees

In keeping with our philosophy that safety be at the forefront of what we do at all levels within the organization, GardaWorld has established safety committees to address and mitigate identified trends within the company. Current sub-committees to address specific hazards include the Slip/Trip/Fall Sub-Committee and the Auto Safety Sub-Committee. Additionally, each of our 6 operational regions either has, or will have, their own dedicated safety sub-committees to address local trends and/or concerns. The regional safety committees are chaired by the Regional VPs, while operational leaders and supervisors participate as they are the eyes and ears of the operations. All of these sub-committees roll-up into a Steering Safety Committee comprised of key leaders within the organization to raise awareness, drive action and inspire change.

Safety Manual

All of our safety policies and procedures are outlined in the, recently revised, GardaWorld Safety Manual. The manual not only outlines the company's commitment to safety but also acts as a guide for our officers on safety expectations. The Safety Manual is intended to prepare our officers for some of the hazards that they may encounter in their job duties while also giving direction on how to control the potential risks associated with those hazards.

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Safety Training

- Safety Assessment completed by all employees during Welcome to GardaWorld orientation
- On-the-Job training and ongoing education through our LMS
- Maintain training in accordance with standards of the National Safety Council

Safety Compliance

- Safety as the first KPI metric of The Truth Report scorecard (zero tolerance)
- OSHA incident tracking
- GardaWorld is a member of the following safety compliance programs:
  - Browz
  - AVETTA
  - ISNetworld

Technology Tools and Platform

Managing our officer force effectively means ensuring the tools they need go where they go. Mobile self-service tools increase productivity, efficiency and employee and customer satisfaction. The following capabilities provide officers with the tools to remain fully informed and connected.
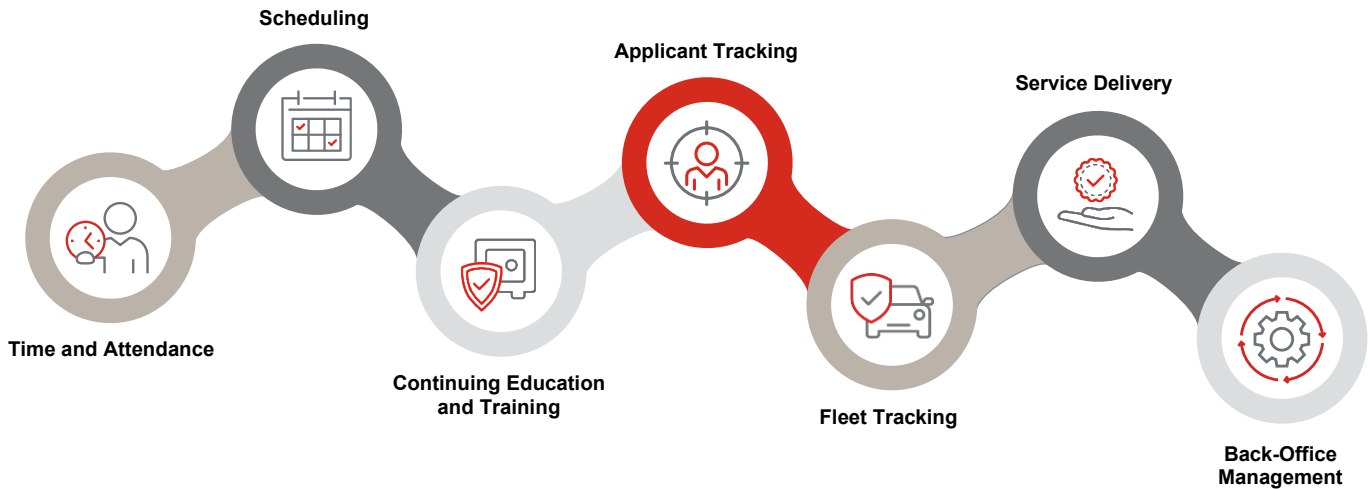
eHub Client and Employee Portal

At GardaWorld, our goal is to continue to earn your business every day and to continue to make it easier for you to do business with us. With that in mind, we are pleased to provide to our customers an account-specific portal which allows us to enhance communication, knowledge-sharing and reporting specific to your account. In addition, the information provided through this automated mechanism called eHub drives accountability and transparency from us to our customers and continues to increase the quality of our service.

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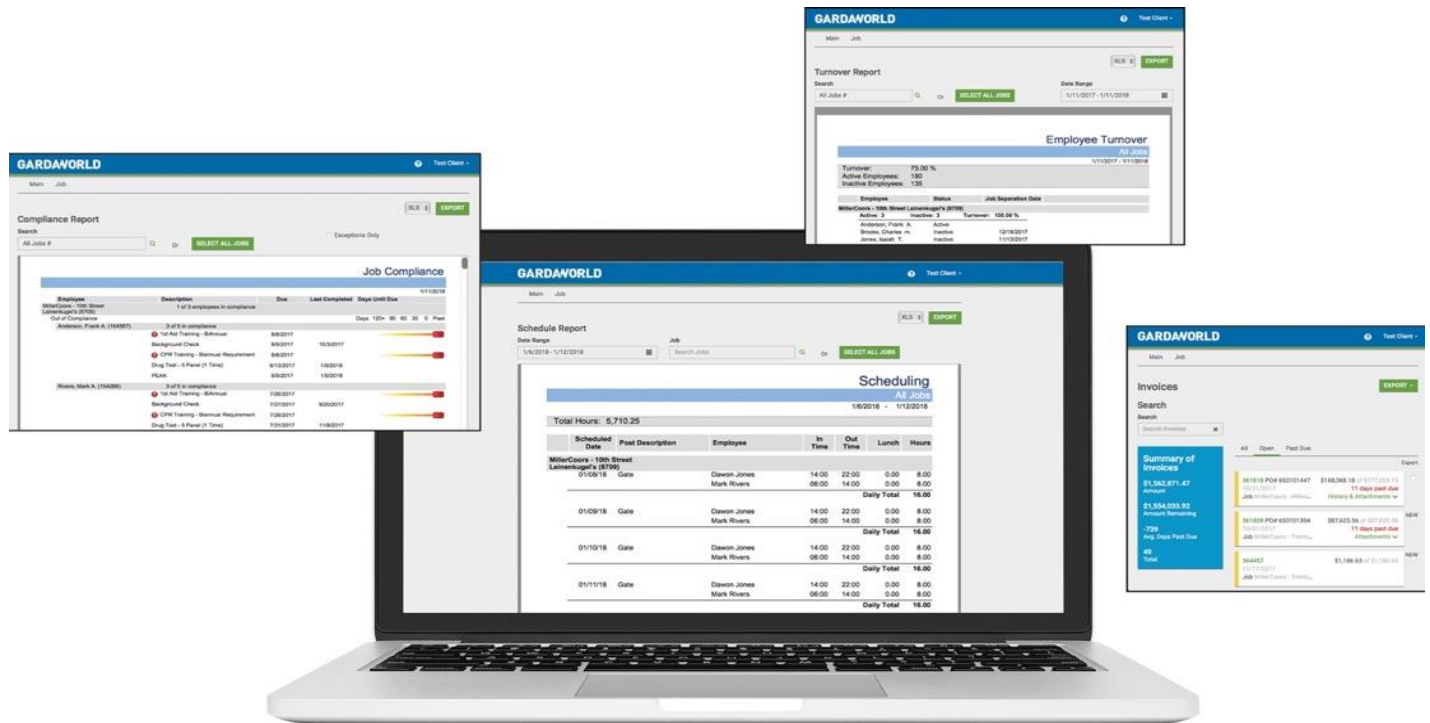
Through our client and account specific portals, GardaWorld clients can do the following:

Feature	Benefit
View current and past invoices and supporting documentation for the past 18 months	• Provides a repository for invoice reconciliation • Reduces billing-to-payment turnaround time
Print or export invoices in a variety of formats	• Export financial information for reports, projects, visuals and easy sharing • Maintain paper copies
Submit paperless requests for additional work	• Eliminates manual processes • Convenient and easy-to-use • Reduces response time
Receive request confirmations and view status of requests	• Reassures customers in real-time that requests are being addressed
View Employee Turnover Reports	• Review employee turnover by job • Increase knowledge-sharing
View Employee Roster Reports	• Understand exactly who is working your site(s)
View Compliance Reports	• Increases accountability that every employee meets the job site requirements
View employee inspections	• Increases quality of service • Provides accountability • Decreases paper and processing time • Automates inspection process • Photos add verification and clarity • Be notified when inspections have been completed
View results & deficiencies	• Decreases response time on deficiencies • Results display quality goals (see our Quality Assurance section for more details)
View scheduled work at job sites	• Stay informed on work performed at job sites • Ensures accountability
View messages, events, links, images and documents	• Receive job-specific or global information • Improve communication lines

WinTeam Automated Payroll, Billing & Scheduling System

GardaWorld utilizes a payroll, billing and scheduling system called WinTeam, a software product of Team Financial. This automated management system integrates scheduling, payroll and client billing and ensures that proper shift scheduling will drive correct payroll, which in turn will drive correct billing. GardaWorld proudly maintains a 99% payroll/billing accuracy rate. Some of the benefits of WinTeam include:

• Complete integration with payroll and billing to eliminate errors

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- Instant selection and availability status of personnel to accommodate scheduling changes and minimize scheduling inefficiencies such as unnecessary overtime
- Automated tracking of security officer training and capabilities to match with the Essential Functions Profile for your site

TeamTime Post Confirmation System

TeamTime is an automated, interactive tele-monitoring system that ensures officer safety and consistent post coverage. With TeamTime, security officers must telephone into the system at the beginning of the shift and at periodic intervals as identified in each contract. TeamTime logs the call and recalls back to the post for verification automatically. Failure to respond to TeamTime brings an immediate response from Client Services or Field Supervision so that we are proactively solving any potential open post situations.

GTrack Technology Tools
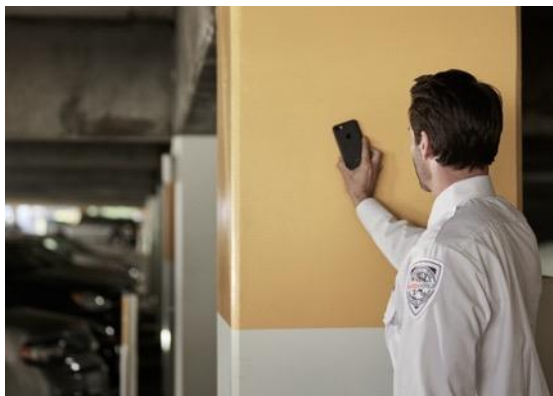
GardaWorld deploys a variety of technology solutions to Security Officers, managers and clients on the secure, virtual GTrack platform. Officers capture and report critical information from the field while supervisors can track their exact locations validated by NFC location data, geofences and real-time notifications. This presents you with an extraordinary "view" of your security operations. Patrol requirements and activities can be programmed to alert by text or email message when incidents occur or if emergencies are reported. Clients have access to events in 'near real-time', within seconds of their occurrence, providing a distinct advantage knowing that mission-critical activities are being mitigated in a timely and efficient manner.

The primary advantage of GardaWorld's GTrack technology platform is the ability to customize data gathering and reporting functions to meet the needs of each customer. GTrack is not a "one-size fits all" or a "cookie cutter" solution, but rather a scalable technology designed to fit the unique needs of each client and site.

GTrack is available on a PC or Android smartphone. GTrack for PC access is deployed using client-site computers and can be secured inside a client network with VPN technology. GTrack's mobile version is provisioned on secured Android site phones. Information is secured, archived and sharing between security officers, supervisors, managers and customers using report forms and activity tracking tools that synchronize between computer entry points and mobile units. GTrack for PC is an essential compliment to the GTrack mobile system Security Officers use for routine patrolling. Clients have access to their own portal with reporting options that can be customized with interactive graphs and tables.

GTrack for PC is always free to our customers who provide computer and internet access. Most functions found on the mobile platform are available to Officers who use the PC, including but not limited to:

- Time and attendance reporting - soon live links to GardaWorld payroll
- Filing electronic daily activity reports - developing site metrics
- Submitting incident reports - with options for supervisor approvals
- Add photos to reports from local drive storage
- Facilitating visitor management - reporting arrivals and departures
- Reviewing previous pass-down logs

GARDAWORLD

garda.com

39

- Accessing Post Orders - any PDF documents can be uploaded
- Track check-out and check-in of assets or key inventories
- Messaging to managers and Regional Communications Center dispatchers
- Employing customizable alerts and notifications

GTrack for mobile is the Android handheld portable platform that includes all reporting functions and modules available in the software system. The screen view accessed by officers is customized so they see only the applications, functions and modules that are authorized and required at the site. Unlike other security reporting software solutions, with GTrack for mobile or PC, there are no extra costs for any modules or components.

Mobile Officers have access to all the same tools as deployed in GTrack for PC. Added are access to text messaging, camera, and phone. All mobile GTrack site phones are setup to report location data and protected from tampering by a robust, vendor-managed Mobile Data Management (MDM) security application.

Officers sign-in with the same usernames and passwords as they would use with the PC access. The same report templates and workflows are deployed in the mobile environment with the same ability to add photos, video clips or text to illustrate and augment field observations or incidents reports. Officers verify their patrol routes with inexpensive Near Field Communication (NFC) tags. Time and attendance can be collected to meet company, contract, and labor agreement requirements. Scans or reports can be flagged to address compliance reporting. Guard tour reports can be immediately delivered to selected stakeholders or summarized in scheduled automatic reports, configured to the exact requirements of the site, contract or email recipient.

The unique nature of mobile technology and networks provide the Mobile Officer additional features not found on PC systems. These are valuable functions that help bolster productivity, compliance, and situational awareness.

- GPS tracking and reporting using pre-set geofences
- Place and time compliance using virtual GPS tags
- Seamless integration of virtual GPS tags, QR codes and NFC tags
- "Push" notifications to mobile devices
- Officer safety tracking and alerts linked to Regional Communications Centers

Workflows can be deployed on both GTrack for PC and mobile platforms to support real-time reporting for logistics and inspection system requirements. Whether used for GardaWorld internal quality control or customer reporting for truck or trailer tracking at control gates, GTrack is used at warehouses and transportation terminals nationwide to improve the efficiency and effectiveness of logistics and property inspection documentation. From truck gates, Security Officers can easily record essential data and images to control and report tractors, trailers or any other type of vehicle. The reporting templates can be easily

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customized to the needs of customers. Clients have real-time, 24/7 access to logs and reporting tools through password-secured web portals.

- Tractor license plates
- Trailer numbers
- Seal numbers, intact or damaged
- Inbound or outbound
- Driver License data
- Manifest numbers and images
- Notes

Across the country, GTrack is used by GardaWorld managers, supervisors and Field Inspectors to support essential and required internal quality control programs. A handheld field inspection and quality assurance system expedites officer assessments and improves the effectiveness of security operations. Information vital to the efficiency of operations, personnel, sites and/or equipment is easily captured and relayed to stakeholders for reporting compliance and analysis. The ability of Field Inspectors to complete their tasks without paper or office visits means they spend more time visiting sites, talking with GardaWorld Officers and 'inspecting what we expect'. Inspections include checklists, notes and images to document conditions, knowledge and appearances to ensure that GardaWorld personnel are meeting Company and customer contract requirements.

GTrack mobile can be also used to support Covid-19 'opening protocols by deploying simple occupancy monitoring tracking tools. With clear, visual, push-button images, Security Officers at entry control points can continuously report the number of people passing in or out of a checkpoint. If customers select occupancy limits, the officers are visually notified immediately if limits are approaching or reached. Notification to GardaWorld personnel, dispatchers or client stakeholders is made through text or email messaging as well as on-screen 'push' notifications for GTrack users.

Transition Plan

New account start-up procedures are critical to the success of any client relationship. It is the goal at GardaWorld to minimize the volatility of change by ensuring as seamless a transition as possible with very little involvement required of the client. In normal circumstances, we recommend a 30-day transition process for a successful start-up, although that time frame can be reduced in emergency situations and lengthened for large or complex applications. Depending on the scope of award with the City of Stamford, we would recommend a 30 day transition period.

The GardaWorld transition methodology is based on the U.S. Military's backward planning concept. First, we identify the critical event (contract start date) and when it must occur, then identify and create a list of all of the necessary actions that must occur prior to the critical event to ensure the desired outcome and manage backwards from that event. Across GardaWorld, we can cite a successful track record of relevant past performance and proven expertise in managing large, complex and multi-site locations. Experience gives us the confidence to design and support the business for any client in using "best in class" practices which are based on leveraging efficiencies, innovation, measurable results and continuous improvement.

Upon award of contract, we will immediately assemble and deploy a transition/program development team. This team will be comprised of key representatives and functional practitioners in the areas of security operations, human resources, benefits, training, finance and administration, with the size of the team

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determined by the size and scope of the transition. The critical objective of each individual assigned to the Transition Team will be to launch a transparent transition and design and initiate the appropriate business processes needed to support our new business opportunity.

Robert Clark has been selected, to serve as the Transition Lead for the City of Stamford. Other members of the transition team will include local, regional and national resources to ensure a seamless and successful transition.

Transition Timeline and Plan

As part of the transition, a detailed weekly Transition Matrix Spreadsheet will be provided that details and color codes 37 milestones in the areas of administrative, personnel, operations and legal to be completed each week and identifies the responsible employee for each task. This spreadsheet is updated and provided to the client's contacts on a weekly basis. We will provide a customized transition timeline for the City of Stamford upon award of the contract. Please see a transition timeline sample below:

Phase 1	Phase 2	Phase 3	Phase 4	Start up
• Transition Meeting with all Functional areas • Contingency Plan Developed • Equipment Needs Identified • Review Post Orders/Emergency Plan/Safety Program • Develop Job Descriptions & Work Schedules • Recruiting and Sourcing Initiatives Developed	• Confidential Discussion about Incumbent Personnel • Schedule Date for Orientations with all Current Personnel • Uniforms Finalized • Orientations with Current Personnel • Background Checks Initiated • Ongoing Recruitment of New Personnel • Contract Signed • Certificate of Insurance issued	• Uniforms and Equipment Ordered • Development of Post Orders/Emergency Plans • KPIs Developed and Approved • IQA Training Tests Developed and Approved • Billing Formats Finalized and put into Payroll System • Incumbent Personnel Complete W2GW and ISOP	• On-site Training for New Personnel • Uniforms and Equipment Distributed • Ongoing Recruitment for New Personnel • Post Orders/Emergency Procedures/Safety Program Finalized • All Background Checks Finalized • Weekly Transition Updates	• Start up Time – 0:00 or TBD • Site Supervisor Onsite • Client Services Manager Onsite • Other Management/ Leadership Onsite • Touch base with client on Day One

Suggested Technology Platform Upgrades

We integrate advanced technology and expert human resources to deliver security services that serve you better. They include:

Virtual Guard Platform

Our Virtual Guard Platform delivers comprehensive, cost-effective security plans. Our security experts work with you to design a program with maximum effective security and minimal operational impact.

Remote Monitoring

Virtual Guarding

Smart Access Platform

Our Smart Access Platform empowers high-speed cameras with machine-learning technology to monitor traffic, people and cargo with greater accuracy and less costs than traditional guarding.

SmartGate Platform

Virtual Gate Guard Platform

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Remote Monitoring Technology

Our Central Station is UL-Listed and TMA 5-Diamond Certified, with multiple levels of redundancy which ensures your site is protected 24/7.

Housed within our US-based, UL-listed, TMA Five Diamond Certified Command Center, our video monitoring security personnel are licensed and receive additional training from an in-house SIA Certified Trainer.

Two-way audio delivers on-site deterrence to potential threats, and instantaneous video verification reduces false alarms and response times while providing recorded footage for documentation and litigation.

Key features at a glance:

- Real-Time Crime Prevention
- Around the clock, evidence of intrusion, threat or suspicious activity alerts monitors who can immediately review the tapes and take appropriate action.
- Ul-Listed / TMA Five Diamond Certified
- Our Command Center meets the highest recognized standards for professionalism and technical sophistication.
- Integrated with local law enforcement
- Highly trained security personnel can not only immediately communicate with the appropriate authorities, but they can also remain in contact with law enforcement to guide them to the precise areas of suspicious activity.

Virtual Guarding Platform

ECAMSECURE is a powerful combination of AI-powered alerts, industry-leading detection hardware, state-of-the-art central station and a rigorous operator training program allowing us to deliver better service and lower rates to our customers. Our self-contained Mobile Surveillance Unit (MSU) can be built with HD, Thermal or Pan-Tilt-Zoom cameras, are easily deployed and require virtually no IT support. The MSU mini units can also be mounted to any internal or external location of your property with an electrical outlet.

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SmartGate Platform

For clients needing to fully automate or reduce guard costs incurred at facility entry and exit points, ECAMSECURE offers our SmartGate Platform.

Two-way audio and one-way video facilitate the communication between a guest at the facility entrance and the virtual guard at our Central Monitoring Operations Center. Accompanying cameras at the entrance record all activity and license plates for guards to see in real time, as well as refer to when needed for video retrieval or transaction reviews.

The Virtual Gate Guard is compatible with facilities that would like to keep a manned guard at the gate during certain hours but would like to save money and increase efficiency as well. ECAMSECURE's Virtual Gate Guard can be utilized by on-site gate attendants during high-traffic daytime hours. During low-traffic evening shifts, our virtual guards can serve as a cost-efficient way to reduce hours without sacrificing security.

Key features at a glance:

Automates routine tasks for more effective and efficient access control

Reduces or eliminates physical staffing with 24/7 intelligent monitoring

Can read and interpret any text (and other signs) on vehicles and uniforms

More sensitive and flexible than traditional license plate readers; can detect paper license plates

Automatically catalogs cargo container numbers for rapid records access and review

Virtual Gate Guard

For clients needing to fully automate or reduce guard costs incurred at facility entry and exit points, ECAMSECURE offers our Virtual Gate Guard Solution. Two-way audio and one-way video facilitate the communication between a guest at the facility entrance and the virtual guard at our Central Monitoring Operations Center. Accompanying cameras at the entrance record all activity and license plates for guards to see in real time, as well as refer to when needed for video retrieval or transaction reviews. The Virtual Gate Guard is compatible with facilities that would like to keep a manned guard at the gate during certain hours but would like to save money and increase efficiency as well.

ECAMSECURE's Virtual Gate Guard can be utilized by on-site gate attendants during high-traffic daytime hours. During low-traffic evening shifts, our virtual guards can serve as a cost-efficient way to reduce hours without sacrificing security.

Key features include:

Automates routine tasks for more effective and efficient access control

Reduces or eliminates physical staffing with 24/7 intelligent monitoring

Can read and interpret any text (and other signs) on vehicles and uniforms

More sensitive and flexible than traditional license plate readers

Can detect paper license plates

Automatically catalogs cargo container numbers for rapid records access and review

Crisis24 Global Security Risk Management Services

We are the only end-to-end true security experts in the market. Crisis24 is your one-stop integrated risk management provider powered by always-on intelligence, combining our extensive worldwide expertise with large-scale field capacity to provide rapid actionable risk management. Our Actionable Risk Management is backed by 30 years of in-the-field know-how, giving our experts the necessary and essential mix of intelligence, precision and swift response to provide tangible results on a global scale.

Organizational Risk

We provide in-depth intelligence, planning and training, as well as swift and actionable responses, to keep you ahead of emerging risks. We have the necessary team to prepare and guide your business continuity plans for any adverse event. Our services and strategic resilience planning help you remain competitive, agile and adaptive.

People Risk

We offer a broad range of risk management services aimed at keeping people safe, from individuals requiring highly customized protection to an entire workforce or higher education community. Powered by state-of-the-art proprietary technology, we provide global and hyperlocal intelligence, monitoring, communication, response, and assistance services that keep people protected and connected 24/7, anywhere in the world.

Asset Risk

No matter where in the world your sites and assets are located, Crisis24 is on hand to provide round-the-clock real time protection. Powered by leading proprietary technology for always-on site monitoring, backed by global and hyperlocal intelligence, we address any and all issues to help you prevent loss of assets and mitigate the impact of adverse events.

Cyber Risk

We are specifically trained to manage risk to digital systems and data, safeguarding against theft, damage, disruption and all other cyber-attacks. From pre-incident consulting to post-incident response, we help you protect your most valuable information assets.

Integrated Risk Management

Crisis24 supports organizational resilience and global mobility by looking after people, assets and operations globally. We pre-empt and manage situations that may threaten the resilience and security of your organization by providing actionable intelligence, protective systems and crisis management expertise, all from an in-house team of 125 analysts working with state-of-the-art technology. The foundation of our solution is the relevant, predictive, actionable, and timely intelligence produced around the clock through AI technology and our industry-leading analysts, regional subject matter and security experts. We have the largest collective analyst team in the private sector, Crisis24 can cover the full spectrum of intelligence

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support, from fully embedded intelligence analyst teams to hybrid solutions, to fully outsourced intelligence services with resources based around the world.

Our risk management solution knits everything together in one place: alerts, intelligence, people monitoring, asset monitoring, two-way communications, pre-travel training, response and crisis management are all undertaken by our multi-skilled team working through a single integrated technology platform. This enables you and us to see the big picture quickly with everything on one screen, make fast and effective decisions and pre-empt or respond to situations in the best way possible. Our software tracks and assesses global security events in real-time, cross references these with the locations of all your people and assets wherever they may be in order to identify who or what may be at risk and provides two-way communications and proactive and reactive expert support direct to those at the point of need to contain and mitigate the risks; all through one platform.

Services include:

Round-the-clock, real-time risk alerting on major incidents and imminent threats

Global health & security forecasts

Daily briefings and pushed alerts

Bespoke Risk Analysis

Travel planning and monitoring

Destination briefings

Part-Time and Full-Time Dedicated Resources/Intelligence Support

Virtual Operations Center

Medical & Security Assistance

Proactive Monitoring

Sites Risk Management

Work from Home Location Management

Online Security Awareness

LGBTQ Periodic Risk Intelligence and Security Monitor

Crisis24 provides a web portal and mobile app-based security risk management solution that protects your people, travelers, assets and facilities and give you the organizational resilience that
you need.

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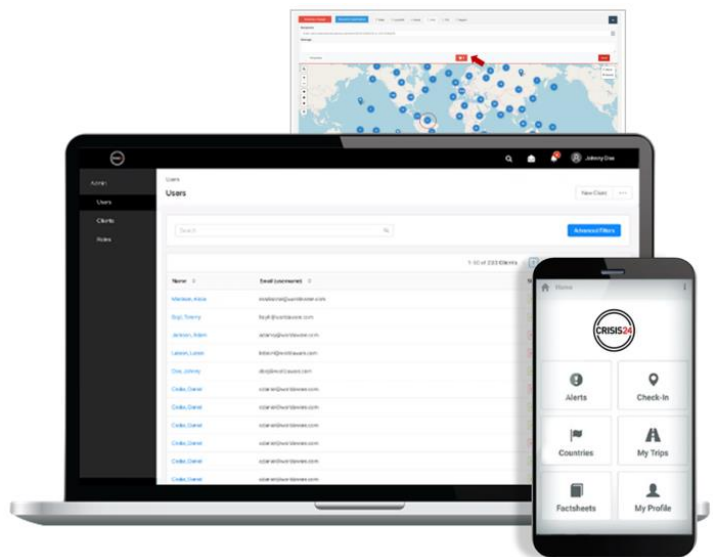
Crisis and Security Consulting

Crisis24 provides a full range of Security Risk Management services for organizations in every industry sector. Our consulting methodology is founded on international standards and our consultants are highly experienced in the development of corporate Security Risk Management solutions across varied and complex operating environments. This ensures a best-practice approach that is consistent and replicable across your business, and which enables the cost-effective protection of its assets, including people, property, information, operations and reputation.

In the last 5 years alone, Crisis24 has delivered over 500 risk management consulting projects in over 50 countries. We are also recognized and trusted by the insurance industry to provide our services as part of special risks insurance policies covering a wide range of perils, responding to 250+ incidents a year, including kidnap, extortion, cyber, contaminated products, product recall, and evacuations.

Security Risk Management	Pre-Incident Consulting	Crisis Response	Cyber Security Risk Management
Security Risk Management Program Review	Resilience Review	Natural disaster, political, security & medical evacuation	Information Security Risk Management Review
Security Risk Assessment	Crisis Management Program Review	All Hazards Crisis Management	Cyber Security Risk Assessment
Vulnerability Assessment / Site Security Survey	Crisis Management Planning	Kidnap and Extortion Response	Penetration (PEN) Testing
Security Management Policies and Plans	Contingency Planning	Product Risks Response	Disaster Recovery Plans
Outsourced / Embedded Security Advisors	Crisis Management Training	Cyber Incident Response	
	Simulated Incident Exercises	Digital Forensics	
	Crisis Communications Planning	Crisis Communications	
	Crisis Communications Training	Investigative Support	
	Crisis Leadership Training		

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Protective Solutions

Crisis24 Protective Solutions puts the safety of your people and assets, whether at home, work or abroad, front and center. Our clients have a discerning eye for the range, quality, and impact of our concierge approach, which includes executive protection, secure ground transportation, travel security, protective security solutions for enterprises, and more. What sets us apart in the industry is our truly global resources. From our unmatched expert personnel, pioneering technologies, one-stop protective resources and service-oriented mindset, we're able to deliver the highest quality protection to the world's most influential people, disruptive brands, and prominent organizations.

Two foundational features anchor Crisis24 Protective Solutions' delivery model: our always-on intelligence backed by advanced Global Operations Centers and our ability to attract the best talent for our elite team of protectors. Our reputation for integrity, confidentiality, and service-oriented approach makes us the trusted security advisor and partner to clients worldwide, no matter the scale.

Our Protective Solutions division has 23 years of successful worldwide experience, having protected at-risk people and enterprises in 119 countries. We support around half of the Fortune 500 companies, scores of prominent people/families, and other organizations facing unique risks. Our experts provide you with the safety and logistical support for public and private events, travel, secure ground transportation, and other special circumstances. We also maintain a separate, dedicated Security Operations Center, solely to support on-the-ground clients and protectors, allowing us to operate effectively, efficiently and at large scale across all time zones. Our services include:

Executive Protection

Journey Management

Secure Transportation

Residential / Estate Security

Corporate aviation security

Armed Security Officer (ASO) Program

Workplace Violence

Event Security

Event Security Pre-Planning and Advanced Work

Financial Information

Over the last three years, Security Guard Services represents 95% of GardaWorld's Revenue.

- Annual Revenues – 2020 $2.8 billion

- Annual Revenues – 2021: $2.9 billion

- Annual Revenues – 2022: $3.2 billion

Company Post Orders

Post Order Development

At a client's request, GardaWorld can design the post orders for your site security program through our proprietary post order template. Post orders are critical to the success of our services at your facility. These manuals are used to initially train our employees, provide refresher training, and provide rapid access to detailed information for handling complex or emergency procedures. They will be prepared to fit the specific needs of each post and will be kept current. Additionally, post orders will be audited regularly and updated and/or re-published every year at minimum. GardaWorld understands the importance of post orders and is able to update and incorporate special directions easily and efficiently.

Our security solutions, including post tours, are based on a comprehensive analysis of your requirements and vulnerabilities. Security officers can execute scheduled perimeter patrols, monitor access control of entrances and exits, provide alarm response, emergency response and first aid, and any other duties necessary to address security-related issues. All guards will be expected to follow current post orders.

GardaWorld can design the post orders for your site security program through our proprietary post order template. Post orders are critical to the success of our services at your facility. These manuals are used to initially train our employees, provide refresher training, and provide rapid access to detailed information for handling complex or emergency procedures. They will be prepared to fit the specific needs of each post and will be kept current. Additionally, post orders will be audited regularly and updated and/or re-published every year at minimum. GardaWorld understands the importance of post orders and is able to update and incorporate special directions easily and efficiently.

All post tour activity can be documented in our GTrack Technology Platform.

Fee Proposal Form

Focus on your return on investment (ROI) allows us to provide the best value for your security dollar through performance that exceeds your expectations and allows us to live up to promises made. The goal is never to offer you the lowest price, which brings with it high employee turnover, poorly trained security officers and high liability risk. Rather, we recommend a rate structure that will tender the best value, deliver quality service at a fair price, excellent performance and return on investment.

YEAR 1

Government Center, 888 Washington Boulevard: **$ 481,980.80**

Old Town Hall 175 Atlantic Street: **$159,622.40**

Stamford Community Health Center, 137 Henry Street: **$68,409.60**

Total Lump Sum Cost: **$710,012.80**

Position	Gov. Center Sup	Center Officer	Old Town Hall Officer	Street Community
Weekly Hours	40	296	112	48
Number of Employees	1	7	3	1
Pay Rate	**19.00**	**18.00**	**18.00**	**18.00**
Non billed Factor	0.24	0.23	0.23	0.23
Vacation	0.27	0.26	0.26	0.26
Training	0.16	0.16	0.16	0.16
Sick	0.27	0.26	0.26	0.26
Holiday	0.00	0.00	0.00	0.00
Holiday Worked	0.00	0.00	0.00	0.00
Holiday Not Worked	0.00	0.00	0.00	0.00
City Employer Tax	0.00	0.00	0.00	0.00
-	0.00	0.00	0.00	0.00
-	0.00	0.00	0.00	0.00
-	0.00	0.00	0.00	0.00
Total Labor	**19.95**	**18.90**	**18.90**	**18.90**
FICA	1.53	1.45	1.45	1.45
FUTA	0.12	0.11	0.11	0.11
SUTA	0.60	0.57	0.57	0.57
Workers Comp	0.55	0.52	0.52	0.52
General Liability	0.20	0.19	0.19	0.19
Total Payroll Costs	**2.99**	**2.84**	**2.84**	**2.84**
Uniforms	0.18	0.18	0.18	0.18
Background Checks	0.08	0.08	0.08	0.08
Group Health	0.00	0.00	0.00	0.00
Equipment	0.13	0.13	0.13	0.13
Other	0.01	0.01	0.01	0.01
Union H&W	0.00	0.00	0.00	0.00
Union Pension	0.00	0.00	0.00	0.00
-	0.00	0.00	0.00	0.00
-	0.00	0.00	0.00	0.00
Total Additional Cost	**0.40**	**0.40**	**0.40**	**0.40**
Total Cost of Sale	**23.35**	**22.14**	**22.14**	**22.14**
Overhead	2.68	2.54	2.54	2.54
Profit	0.81	0.76	0.76	0.76
Bill Rate	**26.84**	**25.45**	**25.45**	**25.45**

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YEAR 2

Government Center, 888 Washington Boulevard: **$500,232.32**

Old Town Hall 175 Atlantic Street: **$165,706.24**

Stamford Community Health Center, 137 Henry Street: **$71,016.96**

Total Lump Sum Cost: **$736,955.52**

Position		Gov. Center Sup	Center Officer	Old Town Hall Officer	Street Community
Weekly Hours		40	296	112	48
Number of Employees		1	7	3	1
Pay Rate		**19.70**	**18.70**	**18.70**	**18.70**
Non billed Factor		0.25	0.23	0.23	0.23
Vacation		0.28	0.27	0.27	0.27
Training		0.17	0.16	0.16	0.16
Sick		0.28	0.27	0.27	0.27
Holiday		0.00	0.00	0.00	0.00
Holiday Worked		0.00	0.00	0.00	0.00
Holiday Not Worked		0.00	0.00	0.00	0.00
City Employer Tax		0.00	0.00	0.00	0.00
-		0.00	0.00	0.00	0.00
-		0.00	0.00	0.00	0.00
-		0.00	0.00	0.00	0.00
Total Labor		**20.69**	**19.64**	**19.64**	**19.64**
FICA		1.58	1.50	1.50	1.50
FUTA		0.12	0.12	0.12	0.12
SUTA		0.62	0.59	0.59	0.59
Workers Comp		0.57	0.54	0.54	0.54
General Liability		0.21	0.20	0.20	0.20
Total Payroll Costs		**3.10**	**2.95**	**2.95**	**2.95**
Uniforms		0.18	0.18	0.18	0.18
Background Checks		0.08	0.08	0.08	0.08
Group Health		0.00	0.00	0.00	0.00
Equipment		0.13	0.13	0.13	0.13
Other		0.01	0.01	0.01	0.01
Union H&W		0.00	0.00	0.00	0.00
Union Pension		0.00	0.00	0.00	0.00
-		0.00	0.00	0.00	0.00
-		0.00	0.00	0.00	0.00
Total Additional Cost		**0.40**	**0.40**	**0.40**	**0.40**
Total Cost of Sale		**24.19**	**22.98**	**22.98**	**22.98**
Overhead		**2.78**	**2.64**	**2.64**	**2.64**
Profit		**0.83**	**0.79**	**0.79**	**0.79**
Bill Rate		**27.81**	**26.42**	**26.42**	**26.42**

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YEAR 3

Government Center, 888 Washington Boulevard: **$518,483.84**

Old Town Hall 175 Atlantic Street: **$171,790.08**

Stamford Community Health Center, 137 Henry Street: **$73,627.32**

Total Lump Sum Cost: **$763,901.24**

Position		Gov. Center Sup	Center Officer	Old Town Hall Officer	Street Community
Weekly Hours		40	296	112	48
Number of Employees		1	7	3	1
Pay Rate		**20.40**	**19.40**	**19.40**	**19.40**
Non billed Factor		0.26	0.24	0.24	0.24
Vacation		0.29	0.28	0.28	0.28
Training		0.18	0.17	0.17	0.17
Sick		0.29	0.28	0.28	0.28
Holiday		0.00	0.00	0.00	0.00
Holiday Worked		0.00	0.00	0.00	0.00
Holiday Not Worked		0.00	0.00	0.00	0.00
City Employer Tax		0.00	0.00	0.00	0.00
-		0.00	0.00	0.00	0.00
-		0.00	0.00	0.00	0.00
-		0.00	0.00	0.00	0.00
Total Labor		**21.42**	**20.37**	**20.37**	**20.37**
FICA		1.64	1.56	1.56	1.56
FUTA		0.13	0.12	0.12	0.12
SUTA		0.64	0.61	0.61	0.61
Workers Comp		0.59	0.56	0.56	0.56
General Liability		0.21	0.20	0.20	0.20
Total Payroll Costs		**3.21**	**3.06**	**3.06**	**3.06**
Uniforms		0.18	0.18	0.18	0.18
Background Checks		0.08	0.08	0.08	0.08
Group Health		0.00	0.00	0.00	0.00
Equipment		0.13	0.13	0.13	0.13
Other		0.01	0.01	0.01	0.01
Union H&W		0.00	0.00	0.00	0.00
Union Pension		0.00	0.00	0.00	0.00
-		0.00	0.00	0.00	0.00
-		0.00	0.00	0.00	0.00
Total Additional Cost		**0.40**	**0.40**	**0.40**	**0.40**
Total Cost of Sale		**25.04**	**23.83**	**23.83**	**23.83**
Overhead		**2.88**	**2.74**	**2.74**	**2.74**
Profit		**0.86**	**0.82**	**0.82**	**0.82**
Bill Rate		**28.78**	**27.39**	**27.39**	**27.39**

Total: Years 1,2,3
Lump Sum Cost: **$2,210,869.56**

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Notes to Pricing

Our rates are inclusive of the following:

- All wages and associated payroll taxes and insurance
- Paid vacations based upon GardaWorld's standard vacation policy
- Unscheduled overtime
- Complete sets of uniforms including outerwear and rain gear. ***Uniforms are provided free of charge (no deposit or purchase) to all security staff.**
- Group Life and Accidental Death Insurance
- 401k plan (with company match)
- Direct deposit or cash pay card
- Workers Compensation Insurance
- General Liability Insurance
- Employee Fidelity Insurance
- Compliance with state licensing
- Security Officer recruitment, background checks and screening, assessment testing
- ISOP and Welcome to GardaWorld Pre-assignment Training
- Initial OJT up to 12 per new officer. Additional training will be billable as incurred.
- Officer recognition and motivation programs
- Standard reporting forms
- Management, supervision, and support services
- Site Specific written test-based Post Orders
- GTrack Mobile - includes Android smartphone, equipment, unlimited data and voice plan and software licensing fee

Direct Bill Costs

The following cost items are not included in the billing rates above and will be direct billed as incurred:

Major Medical (Optional Direct Billed Item)

Signed Attachments

Contractor's Statement

Pursuant to Section 103.1 of the Stamford Code of Ordinances, I hereby provide the following:

If a joint venture, trustee, partnership, limited liability company or partnership, the names and addresses of all joint ventures, beneficiaries, partners or members:

Not Applicable

If a corporation, the names and addresses of all officers, and the names and addresses of all parties owning over 10% of its common stock or over 10% of its preferred stocks. If any of said stockholders is a holding corporation, the names and addresses of all persons owning a beneficial interest in over 10% if the common or preferred stock of said holding company.

President: Prentice Robertson

Assistant Secretary and Assistant Treasurer: Rene Crosswhite

Chief Security Officer: Mark Porterfield

Secretary: Pierre-Hubert Seguin

The names and positions of all persons listed hereinabove who are elected or appointed officers or employees of the City of Stamford.

Not Applicable

Name of Bidder/Proposer:___Don Giancioppo_____

Signature of Bidder/Proposer: X _____

Title:__Regional Vice President_____

Company Name:__Whelan Security Mid-Atlantic, LLC, dba GardaWorld Security Services__

Address:__980 Washington Street Suite110, Dedham MA, 02026__

Indicate if company submitting this proposal is: _____MBE _____WBE _____DBE

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<u>**City of Stamford**</u>
<u>**State of Connecticut Contractor Verification (in accordance with Public Act 16-67)**</u>

<u>**Compliance Affidavit**</u>

I, the undersigned, personally and on behalf of __GardaWorld Security Services__ , having
                                                                                      (Contractor)
been duly sworn, affirm and say that I have read, understand and am in compliance with Public
Act 16-67 Concerning the Disclosure of Certain Education Personnel Records, Criminal
Penalties for Threatening in Educational Settings and the Exclusion of a Minor's Name from
Summary Process Complaints, and that neither I nor said Contractor, to the best or my
knowledge, is in possession of any information indicating a finding of abuse or neglect or sexual
misconduct, or otherwise have knowledge of such a condition(s) for any employees working on
the project identified in RFQ/RFP or Bid S-__2024.0112__ . Further, if I or said Contractor
                                                    (RFQ/RFP or Bid Number)
become aware of any information indicating such a finding, or otherwise gain knowledge of such
a condition, I and/or said Contractor will immediately forward such information to the City of
Stamford.

Contractor Name:___Whelan Security Mid-Atlantic, LLC, dba GardaWorld Security Services___

Street Address:___980 Washington Street Suite110___

City, State, Zip:___Dedham, MA, 02026___

Title of person completing this form:___Regional Vice President___

Signature:_X _____

Printed Name:___Don Giancioppo___

Date:___10.17.23___

ACKNOWLEDGMENT

STATE OF _Massachusetts_

COUNTY OF _Norfolk_   ss._____

Date: _10/17/2023_

        Personally appeared _Donald V. Giancioppo_, as _Regional Vice President_
of the above named Contractor, and attested that the foregoing statements are true and accurate
to the best of his/her knowledge and belief on behalf of himself and said Contractor.

DIANE M. SCHAUL
Notary Public
Commonwealth of Massachusetts
My Commission Expires January 24, 2025

_____
Signature of Notary Public

My Commission Expires: _01-24-2025_

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Non-Collusion Affidavit

The undersigned, having been duly sworn, affirms and says that to the best of his/her knowledge and belief:

1. The prices in this Proposal have been arrived at independently without collusion, consultation, communication, or agreement with any other Proposer or with any competitor for the purpose of restricting competition.

2. Unless otherwise required by law, the prices, which have been quoted in this Proposal, have not been knowingly disclosed by the Proposer and will not knowingly be disclosed by the Proposer prior to opening, directly or indirectly, to any other Proposer or to any competitor.

3. No attempt has been made or will be made by the Proposer to induce any other person, partnership or corporation to submit or not to submit a Proposal for the purpose of restricting competition.

Name of Proposer: Don Giancioppo

By: Garda World Security Services

Print Name: Donald Giancioppo

Title: Regional Vice President

ACKNOWLEDGMENT

STATE OF Massachusetts

COUNTY OF Norfolk   ss.

Date: 10/17/2023

Personally appeared Donald V. Giancioppo, as Regional Vice President of the above named firm, and attested that the foregoing statements are true and accurate to the best of his/her knowledge and belief.

DIANE M. SCHAUL
Notary Public
Commonwealth of Massachusetts
My Commission Expires January 24, 2025

Signature of Notary Public
My Commission Expires: 01-24-2025

EFFECTIVE: 2/24/09

PROPOSER'S INFORMATION AND ACKNOWLEDGEMENT FORM

RFP No: __2024.0112__

Date: __10.17.23__

Proposer's Name: __Don Giancioppo__

Street Address: __980 Washington Street Suite110__

Dedham	MA	02026
City	State	Zip

Business Telephone: __857.276.6197__

Email: __Don.giancioppo@garda.com__

Unique Entity ID: __N/A__   Tax Id. No.: __43-0769651__

Indicate (Yes/No) if company submitting this proposal is:

__No__ MBE   __No__ WBE   __No__ DBE
(If yes, attach relevant certification)

Signature: __X__ _[signature]_   Date: __10/17/23__

Printed Name: __Don Giancioppo__

Title: __Regional Vice President__

Addenda Acknowledgement – check and note date of addendum

☒ Addenda No. 1	☐ Addenda No. 2
☐ Addenda No. 3	☐ Addenda No. 4
☐ Addenda No. 5	☐ Addenda No. 6
☐ Addenda No. 7	☐ Addenda No. 8
☐ Addenda No. 9	☐ Addenda No. 10
☐ Addenda No. 11	☐ Addenda No. 12

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Form W-9
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer
Identification Number and Certification

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Give Form to the
requester. Do not
send to the IRS.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
Whelan Security Mid-Atlantic

2 Business name/disregarded entity name, if different from above
DBA GardaWorld Security Services

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC   ☒ C Corporation   ☐ S Corporation   ☐ Partnership   ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
1699 S Hanley Road, Suite 100

Requester's name and address (optional)

6 City, state, and ZIP code
St. louis, MO, 63144 / Remittance Address: Kansas City, MO 64184-3886

7 List account number(s) here (optional)

Print or type.
See Specific Instructions on page 3.

Part I   Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number
| | | | – | | | – | | | | |

or

Employer identification number
7 1 – 0 9 6 6 2 1 1

Part II   Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here   Signature of U.S. person ▶ X   Date ▶ 10/17/23

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

• Form 1099-INT (interest earned or paid)

• Form 1099-DIV (dividends, including those from stocks or mutual funds)

• Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)

• Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)

• Form 1099-S (proceeds from real estate transactions)

• Form 1099-K (merchant card and third party network transactions)

• Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)

• Form 1099-C (canceled debt)

• Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.

Cat. No. 10231X   Form **W-9** (Rev. 10-2018)

PART V - Bidder Hiring and Recruitment Practices   (Page 5)

1. Which of the following recruitment sources are used by you? (Check yes or no, and report percent used)				2. Check (X) any of the below listed requirements that you use as a hiring qualification (X)		3. Describe below any other practices or actions that you take which show that you hire, train, and promote employees without discrimination

SOURCE	YES	NO	% of applicants provided by source	(X)		
State Employment Service	☐	☑		X	Work Experience	At GardaWorld, we have rolled out a program that we call, Journey of the Guard. We use a two-tiered approach to Talent Acquisition, combining local office recruitment teams and a centralized recruiting & talent acquisition program. This supports the quantity of personnel we are able to attract while also letting us hire best-in-class personnel. All employees go through Welcome to GardaWorld training and Initial Security Officer Program training. They receive job site orientation and on-the-job training as well. They undergo individual quality assessments monthly on critical topics such as Harassment & Discrimination, Terrorism, and De-escalation techniques. GardaWorld also offers over 2,000 continuous education courses through our learning management system, Vector Solutions. We retain our employees by providing them with quality supervision and leadership, employee recognition programs offering comprehensive benefits and professional development and advancement. We offer different schedules and diverse work assignments spanning multiple industries. We encourage diversity and are proud to be an equal-opportunity employer.
Private Employment Agencies	☑	☐	75%		Ability to Speak or Write English	
Schools and Colleges	☑	☐	5%		Written Tests	
Newspaper Advertisement	☐	☑		X	High School Diploma	
Walk Ins	☑	☐	10%		College Degree	
Present Employees	☑	☐	10%		Union Membership	
Labor Organizations	☐	☑			Personal Recommendation	
Minority/Community Organizations	☐	☑			Height or Weight	
Others (please identify)	☐	☑			Car Ownership	
	☐	☐		X	Arrest Record	
	☐	☐			Wage Garnishments	

Certification (Read this form and check your statements on it CAREFULLY before signing). I certify that the statements made by me on this BIDDER CONTRACT COMPLIANCE MONITORING REPORT are complete and true to the best of my knowledge and belief, and are made in good faith. I understand that if I knowingly make any misstatements of facts, I am subject to be declared in non-compliance with Section 4a-60, 4a-60a, and related sections of the CONN. GEN. STAT.

(Signature)	(Title) Regional Vice President	(Date Signed) 10/17/23	(Telephone) 857,276,6197