



## NORTH AMERICA

### TRANSFORMATION AND SPECIALIZATION

Organic sales growth remained favorable in 2019, despite the strong comparatives. Our IT and business transformation initiatives progressed according to plan. These activities will be the foundation for our continued growth and value creation, with productivity improvements and efficiency gains in all operations.

Specialization is also a focus area. In 2019, we restructured the operations into client segments and solution-specific business units that create synergy effects and allow us to deliver tailored security solutions and expertise to our clients. At the same time, we increased the number of branch managers. With smaller client portfolios, the branch managers can not only spend more time with each client to better understand their specific needs, but also be closer to the security officers.

### THE MARKET

The North American security market is continuing to experience aggressive con-

solidation, something that requires us to engage in disciplined strategic planning and execution.

Unemployment rates in North America remain very low, making the labor market challenging as employers compete to attract top talent. To strengthen our employer brand, we have introduced the SecuritasCommitment program, which supports employee development and well-being.

### A SUSTAINABLE BUSINESS

In addition to SecuritasCommitment, we offer our employees development opportunities that help them carry out their assignments in the best possible way and also support the pursuit of other professional and personal goals. In the US, we have an exclusive partnership with a university to offer several security certificate programs as well as financial benefits to help our security officers earn associate and bachelor's degrees.

Securitas has a large vehicle fleet and to reduce our climate footprint we have

set a goal of converting more than 25 percent of our North American fleet to electric vehicles by the end of 2020. We are also actively seeking diverse suppliers.

### GOALS AND PRIORITIES IN 2020

In line with our strategy, we will fully leverage our vast data assets and advanced analytics to increase productivity and strengthen our service offering. We believe this will confirm our position as the leader in intelligent protective services. Given our size in the security industry, we will continue to drive the implementation of fair wages and benefits for our security officers. Diversity is also a prioritized area to remain an employer of choice.

### Santiago Galaz

Divisional President  
Security Services North America

Santiago Galaz was Divisional President Security Services North America until December 31, 2019. From January 1, 2020, Santiago Galaz is Executive Chairman Security Services North America.

