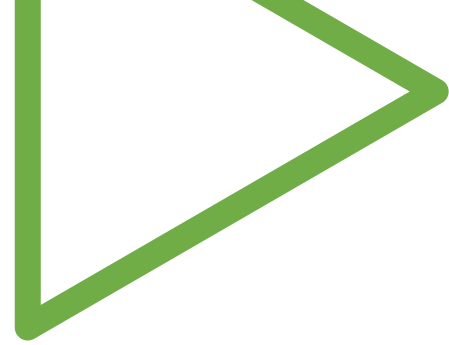


Corporate research – looking at the ESG reporting and beyond

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This project is co-funded by
the European Union
VS/2019/0292



Why research?



Improve the conditions
in a workplace,
company or sector



Address information
asymmetries



**Strengthen our
bargaining position**



Develop comprehensive
campaigns



Use of creative tactics

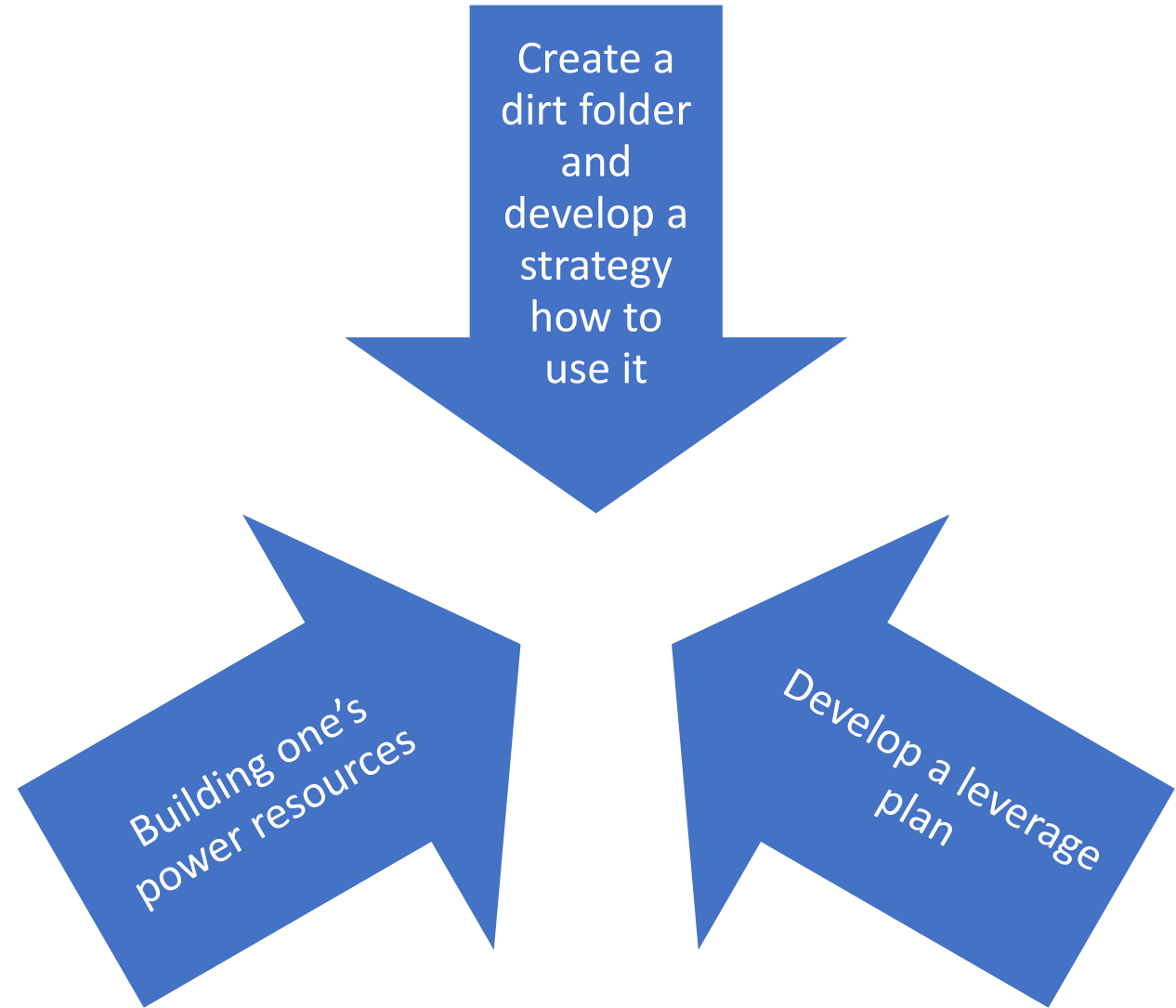


Meet new challenges

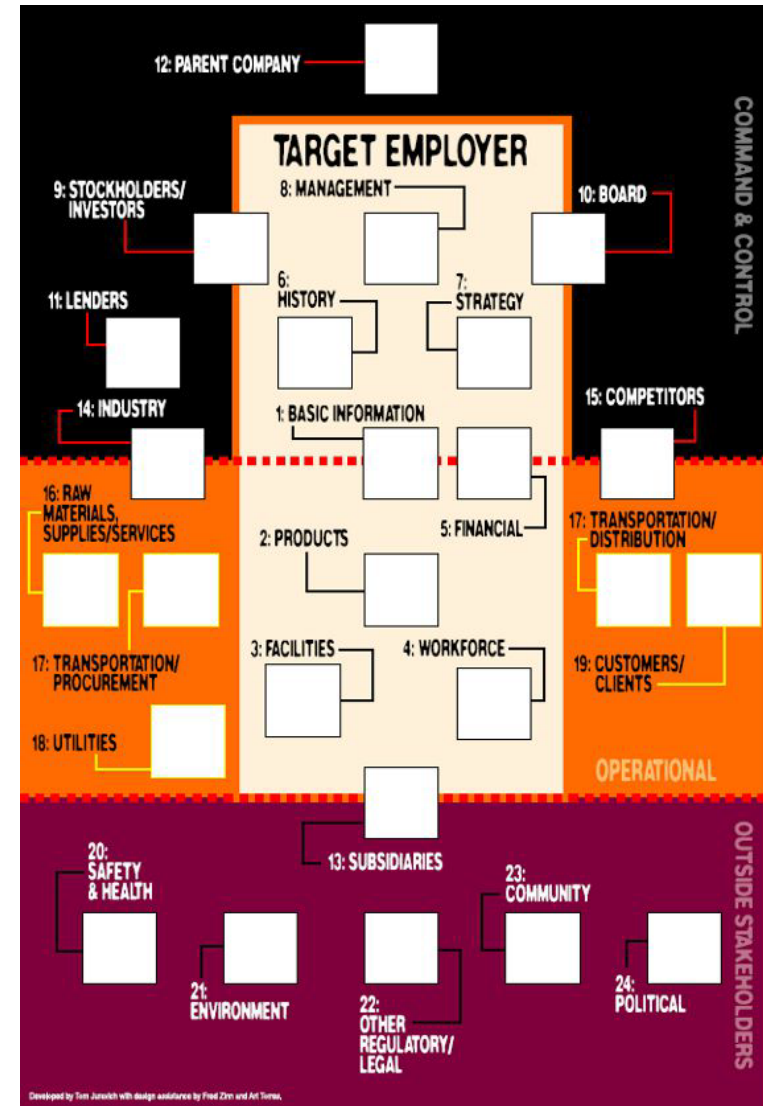


Maximise union
resources

How to use the research?



Developing a research plan for your purposes



Business Structure

G4S Ownership

Recent Acquisitions

Markets & Clients

Leadership Team

Labor Relations

Legal and Regulatory Issue

Research Tasks

20 November: Final
Presentation to UNICARE

- 1) CSR/Labor Rights;
& Coronavirus
- 2) Investors
- 3) Brand Image
- 4) Insurance
- 5) Financial Reporting and
Business Strategy
- 6) Competitive Advantage
& Global Social Dialogue

In our meetings, we will discuss the
your preliminary findings on a given
topic as well as introduce the next
research task.

The screenshot shows a Microsoft Word document with a list of links under the heading "Locations & Background". The links include:

- <https://www.hc-one.co.uk/> (official company website)
- https://www.carehome.co.uk/care_search_results.cfm/searchgroup/79334
- <https://www.carehome.co.uk/news/article.cfm/id/1649082/hc-one-to-open-second-care-home-in-birmingham-next-month>
- <https://www.carehome.co.uk/carehome.cfm/searchref/200030258EAA>
- https://uk.linkedin.com/company/hc-one?ik=public_profile_topcard-current-company
- https://en.wikipedia.org/wiki/Hc_One

Under "Covid-19", the links include:

- <https://www.thetimes.co.uk/article/view-from-front-line-in-care-homes-agonising-struggle-with-covid-19-tm9h3pp9>
- <https://www.carehome.co.uk/news/article.cfm/id/1634738/Over-1000-COVID-19-test-results-delayed-by-more-than-a-week>
- <https://www.dailyrecord.co.uk/news/scottish-news/more-200-residents-die-scandal-22047532>
- <https://www.theguardian.com/uk-news/2020/may/14/care-firm-hc-one-faces-losing-licence-at-coronavirus-hit-skye-home>
- <https://www.nytimes.com/2020/05/25/world/europe/coronavirus-uk-nursing-homes.html>
- <https://www.wired.co.uk/article/care-homes-coronavirus>
- <https://www.eastendmagazine.org/2020/08/details-of-more-deaths-at-hc-one-care-homes-threat-to-operating-licence/>
- <https://www.thetimes.co.uk/article/ministers-bungled-response-to-coronavirus-triggered-care-homes-crisis-says-chai-patel-of-hc-one-nv439rjw>
- <https://www.thecarersenvironment.com/story/33688/hc-one-facing-possible-legal-action-over-covid-deaths>

Other links include:

- <https://www.carehomeprofessional.com/hc-one-care-home-rated-weak-for-care-and-support-during-pandemic/>
- https://www.theguardian.com/society/2019/feb/28/profit-hungry-firms-gambling-care-homes-stakes-too-high?CMP=twit_g
- <https://www.carehomeprofessional.com/hc-one-care-home-rated-inadequate/>
- <https://www.examiner.com/news/15019212-vulnerable-residents-were-pushed-slapped-and-ridiculed-by-employees-at-plasgow-care-home-in-year-long-catalogue-of-abuse/>
- <https://www.independent.co.uk/news/uk/home-news/shocking-footage-shows-elderly-residents-being-taunted-and-abused-at-essex-care-home-9303888.html>

Under "Company Growth & Development", the links include:

- <https://www.carehomeprofessional.com/images/documents/6193/Cf20report%20of%20SP%20070720-21.pdf>
- <https://www.whfp.com/2020/09/18/home-farm-court-action-ceased-as-care-inspectorate-drops-case-against-hc-one/>
- <https://www.carehomeprofessional.com/big-interview-dr-chai-patel-ceo-hc-one/>
- <https://www.carehomeprofessional.com/hc-one-in-talks-over-450m-bupa-care-home-deal/>
- <https://www.breitbart.com/2021/03/11/hc-one-confirms-moss-park-care-home-at-cash-is-among-52-for-sale/>
- <https://www.business-live.co.uk/commercial-property/north-east-care-home-giant-19953329>
- <https://www.fairsherald.co.uk/health/talks-knaard-manor-care-home-on-union-list-of-sell-offs-by-owners-hc-one-3351177>

Understanding Ownership & Management

Why?

- Management and owners are not the same
- Some of the same institutional shareholders own competing companies
- Investors have ESG criteria for the companies they invest in
- Teamsters discovered that a major owner of a company is Gates Foundation

Europe

EXCLUSIVE Top investors to call for improved working conditions in care homes

By Elizabeth Howcroft



Management & Decision-makers

Shakers & Makers

- Executives
- Board of Directors
- Decision-Makers

Why?

- Management promises certain things to the shareholders and investors
- CEO Compensation / Share-buybacks
- see business structure as well as well which investors/owners' interests are represented
- Links & Donations to Political Parties
- Persons in charge of subsidiaries



Baroness Couttie

Independent non-executive director



Baroness McGregor-Smith

Mitie's CEO (2007-2016)
Present Conservative life peer



Simon Venn

Chief Government & Strategy officer

- ❖ Mitie has political links with the Conservative party, and these should be explored in more depth.
 - ❖ UNI Europa could investigate Baroness Couttie and Baroness McGregor-Smith
 - ❖ UNI Europa could investigate the outsourcing of the Covid-19 contracts to Mitie and the individual(s) that played a role in facilitating this.

They picked up a [£32m direct deal from the DHSC to set up and operate COVID-19 testing sites](#)

UNICARE: ACALISCARE CORPORATE PROFILE
Last Updated: 20/08/2020

Prepared by: Karol Florek (research consultant)

Amer Pacha is a Partner and Business Development manager for [Acalis](#) Monaco, and a director of the new subsidiary in the UK, [Acaliscare Technologies Limited](#). He is of Canadian nationality living in Monaco.

Frank Bamelis is Bart's cousin and (former?) co-investor in Leeward Ventures, a Luxembourg investment fund which was compulsorily liquidated due to financial irregularities creating a liquidity crisis for Senior Assist and forcing the sale of most Belgian operations.

Juan Francisco Marinovic Vial is the new CEO of [Acalis Latin America](#), in this role since June 2020. Previously he was the General Manager of [Medicenter SA](#), a medical diagnostics company in Santiago, and worked in a managerial role at [Materactiva Private Equity](#).

Roderick Peters was until June 2020 the CEO of [Acalis Latin America](#), and has been in this role since the company was founded in 2009. He is also in the management team of My-Assist in Belgium since October 2018, and previous to the company's restructure, was the Chief Development Officer of Senior Assist. He appears to live in Belgium, which might explain why he was replaced as CEO. According to IFC's disclosures, in 2016 he was a 15% shareholder in Seniority Chile SA.²⁰

Table 2 Pension funds that hold shares in G4S³⁰

| # | Investor | Country | % of outstanding shares | Value (\$) |
|-----|--|----------------|-------------------------|------------|
| 56 | California Public Employees' Retirement System | United States | 0.20% | 8,344,187 |
| 61 | Nuveen LLC | United States | 0.17% | 7,217,039 |
| 67 | MLC Investments Limited | Australia | 0.12% | 4,753,670 |
| 69 | California State Teachers Retirement System | United States | 0.11% | 4,427,308 |
| 70 | Sjunde AP-fonden | Sweden | 0.11% | 5,832,666 |
| 72 | Shell Asset Management Company B.V. | Netherlands | 0.10% | 4,184,010 |
| 78 | BAE Systems Pension Funds Investment Management Ltd. | United Kingdom | 0.08% | 3,158,803 |
| 83 | PGGM Vermogensbeheer B.V. | Netherlands | 0.07% | 2,889,974 |
| 92 | Caisse de Depot et Placement du Quebec | Canada | 0.06% | 1,547,659 |
| 94 | PSP Investments | Canada | 0.05% | 2,189,824 |
| 95 | Florida State Board of Administration | United States | 0.05% | 1,952,089 |
| 106 | Fjärde AP-Fonden | Sweden | 0.04% | 1,665,377 |
| 156 | British Columbia Investment Management Corp. | Canada | 0.02% | 562,047 |
| 201 | Vestcor Investment Management Corporation | Canada | 0.00% | 112,148 |

Information sources – Outside and inside

Industry
magazines

Court documents

Government
documents

investopedia.com

yahoo! finance

LinkedIn

Google Google
Google

Insider sources of information

- Company website & Documents
- Company Intranet
- Conference calls (you can listen to them if you check out the days)
- Press Releases (businesswire)
- European Works Councils

Don't forget to talk with the workers and employees themselves!

| | MAJOR KEY ACCOUNT DEVELOPMENTS | COUNTRIES | TERM | EFFECTIVE DATE |
|--|--|---|-----------|----------------|
| | WINS | | | |
| | Amniball Northern Ltd | UK | 7 years | Q1 2018 |
| | International air carrier | North America | 5+2 years | Q1 2018 |
| | Royal Philips | Americas, Netherlands, UK and Singapore | 5 years | Q2 2018 |
| | Kaysen Entegre | Turkey | 5 years | Q2 2018 |
| | Elazig Hospital | Turkey | 5 years | Q3 2018 |
| Shire → | Pharmaceutical segment company | North America | 3 years | Q3 2018 |
| | Professional service company | Netherlands | 5 years | Q3 2018 |
| | Victoria Schools | Australia | 5 years | Q3 2018 |
| | Retail company | UK | 5 years | Q3 2018 |
| | USB Bank | UK | 5 years | Q4 2018 |
| Vodafone/Telefonica - CTIL or Huawei → | Technology services company ⁹ | Global | 5 years | Q1 2019 |
| | Oxleas NHS Foundation Trust | UK | 5 years | Q2 2019 |
| BT Group → | Telecommunications company | UK | 5 years | Q2 2019 |
| | EXTENSIONS/EXPANSIONS | | | |
| | City and County of Denver Aviation | North America | 3 years | Q1 2018 |
| | International investment bank | UK | 3 years | Q1 2018 |
| | IT and telephone service provider | UK | 5 years | Q1 2018 |
| | Aviva | UK | 7 years | Q2 2018 |
| | BMW AG | Germany | 5 years | Q3 2018 |
| | Eastern Health | Australia | 3+3 years | Q3 2018 |
| | Vattenfall ¹⁰ | Nordic | 7 years | Q1 2019 |
| | Nordea ¹¹ | Nordic | 5 years | Q1 2019 |
| | PostNord | Nordic | 2 years | Q1 2019 |
| | Property NSW | Australia | 5 years | Q1 2019 |
| | UBS ¹² | UK and Switzerland | 7 years | Q1 2019 |
| | Swisscom | Switzerland | 5 years | Q1 2019 |
| Barclays → | | | | |
| Vodafone/Telefonica CTIL or Huawei → | | | | |
| | LOSSES | | | |
| | ArcelorMittal | France | - | Q2 2018 |
| | Ipswich Hospital NHS Trust | UK | - | Q2 2018 |

In the meantime, they have also won Santander's contract in the UK

Google – What do you find?



Google news



Google Maps



Google scholar (court cases; academic articles)



Google.com + [company name] + pdf documents



Google.com: [address]

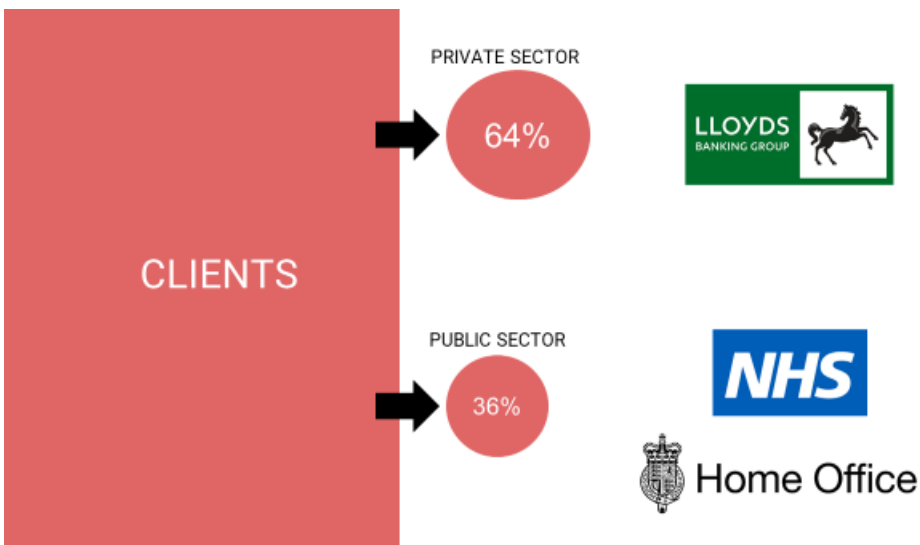


Google.com: [company name] + subsidiaries

Mark's example: Securitas AB

Narratives and Numbers – Revenues & Profits (Mitie)

| £m | HI 20/21 | HI 19/20 | Change |
|----------------------------|--------------|----------------|----------------|
| Technical Services | 367.5 | 470.6 | (21.9)% |
| Maintenance & Repairs | 303.4 | 374.4 | (19.0)% |
| Engineering Projects | 56.9 | 86.8 | (34.4)% |
| International | 7.2 | 9.4 | (23.4)% |
| Business Services | 500.0 | 490.7 | 1.9% |
| Security | 298.4 | 279.6 | 6.7% |
| Cleaning | 169.4 | 169.6 | (0.1)% |
| Office Services | 32.2 | 41.5 | (22.4)% |
| Specialist Services | 104.9 | 116.7 | (10.1)% |
| Care & Custody | 50.7 | 55.5 | (8.6)% |
| Waste | 33.5 | 39.8 | (15.8)% |
| Landscapes | 20.7 | 21.4 | (3.3)% |
| Group Total | 972.4 | 1,078.0 | (9.8)% |



Financial highlights

Financial highlights

(for the year ended 31 March 2021)

£2,589m

Revenue including share of joint ventures and associates¹
19.1% higher than the prior year

£2,560m

Group revenue¹
(FY20 £2,174m)

£63.4m

Operating profit before other items^{1,2,3}
(FY20 £86.1m)

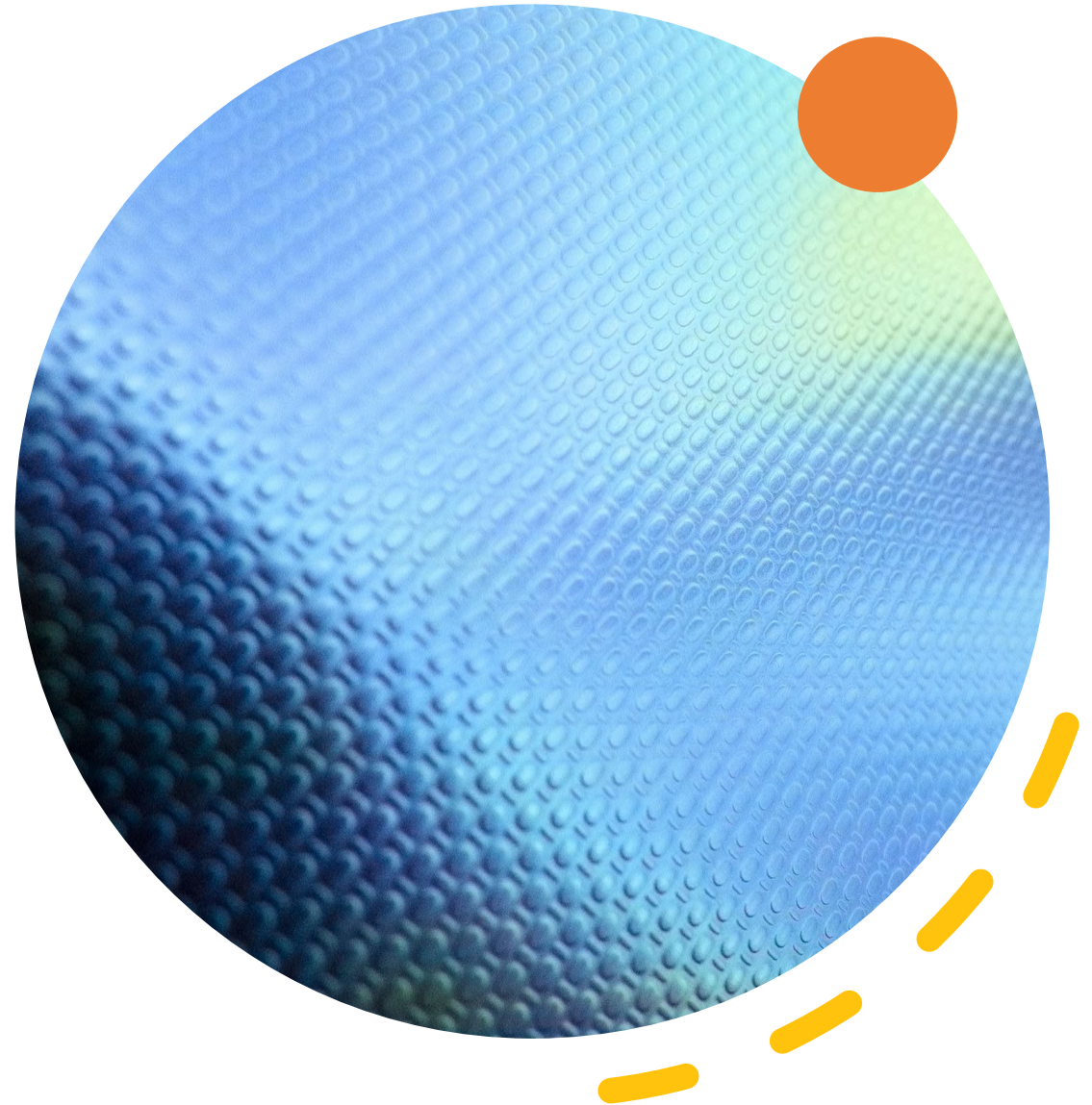
£8.3m

Operating profit^{1,3}
(FY20 £64.6m)

Follow the money

- **Identify Profit centres** - to organize workers at TRICO Marine in the Gulf Coast, The Offshore Mariner's Union discovered that the company's most profitable segment was not in the Gulf but in the North Sea and shifted the focus of their campaign.
- **Identify Creditors/Outstanding Loans** – Whom does the company owe money? Steelworkers campaign against Ravenswood Aluminum was pressure on the NMB Postbank in the Netherlands, one of the firm's major lenders (Juravich and Bronfenbrenner 1999)
- **Capital structure** refers to the mix of debt and equity employed by the firm. It is measured by the debt-to-equity (D/E) ratio

5. Business Stakeholders & How to leverage them



Employees

- Full-time employees / part-time employees
- Agency workers
- Subcontractors
- How many are unionised
- Turnover per employee – compare to competitors
- Employee Review websites



Treatment of workers:

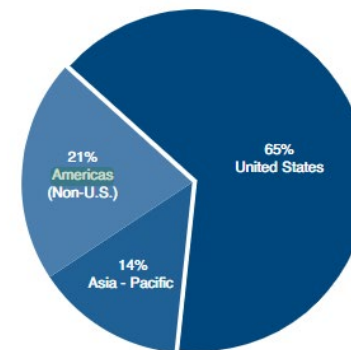
Brinks - 2.7 stars, 883 employee reviews, 32% CEO approval.

Loomis - 2.8 stars, 587 employee reviews, 0% CEO approval*.

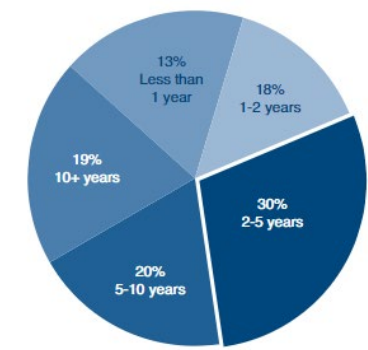
Prosegur - 3.6 stars, 685 employee reviews, 74% CEO approval.



By Geography



By Tenure



Ethical, Environmental and Labour Standards

- ESG and Corporate Social Responsibility
- Which Of xxx's Ethical, Labour, Human Rights And Environmental Policies Can Trade Unions Use To Improve Labour Standards?

Code of Ethics



- We must obey the law and act ethically in everything we do
- Our Company encourages a culture of openness where employees can raise their concerns without fear of retaliation
- We maintain an workplace that is free from harassment, intimidation and other inappropriate or unprofessional behaviour
- We comply at all times with Brink's established safety and security practices, policies and standards
- Our basic rule is that we always abide by the laws of the countries where we operate
- We respect universal human rights

Brand image & Reputation

- Values
- Marketing
- Awards, Recognition & Standards
- Giving back to the community



Mitie

AWARDS AND RECOGNITION



CSR/Human and Labour Rights - Brink's values

- We create an environment where employees feel comfortable participating.

- We engage in constructive conflict and value diverse perspectives.



Our goal: bring every employee home safe every night

- We act with honour and integrity.

- We respect each other



Thank you all for
participating

Thank you all for participating

Mark.bergfeld@uniglobalunion.org

