

# Transformation Overview

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P.O. Box 1109  
Dallas, TX 75001

[www.aventiv.com](http://www.aventiv.com)

**SECURUS**  
Technologies®



**allpaid**

# Taking Action

Under Platinum Equity's ownership Aventiv-Securus has:

## Improved Accessibility + Affordability

- Reduced call rates 45 percent to less than \$0.11 per minute
- Renegotiated 200+ contracts to eliminate outlier rates
- Cut third-party fees 50 percent
- Eliminated all higher first-minute rates on phone calls
- Launched pilot subscription plans that reduce rates by over 50 percent while increasing call time by 60 percent
- Called for reduction and elimination of site commissions to improve affordability
- Implemented taxpayer-funded model in NYC and San Diego
- Began offering an agency-paid/taxpayer funded model to all customers
- Provided 53.2 million free calls totaling 439.7 million free minutes, and 7.4 million free video connections in response to COVID-19
- Now provides four free stamps and one free 10-minute call per week for every incarcerated account holder

## Installed New Leadership + Human Capital

- Replaced & rebuilt leadership team with 10 new senior executives
- Established independent advisory board with diverse, experienced voices
- Launched new DE&I programs that are yielding measurable improvements
- Invested in Second Chance hiring

## Reformed Past Practices

- Discontinued costly Outbound Voicemail service in favor of more affordable options
- Settled with Consumer Financial Protection Bureau (CFPB) to correct past practices related to electronic funds transfers
- Memorialized ban on contracting practices under prior ownership that limited in-person visitation

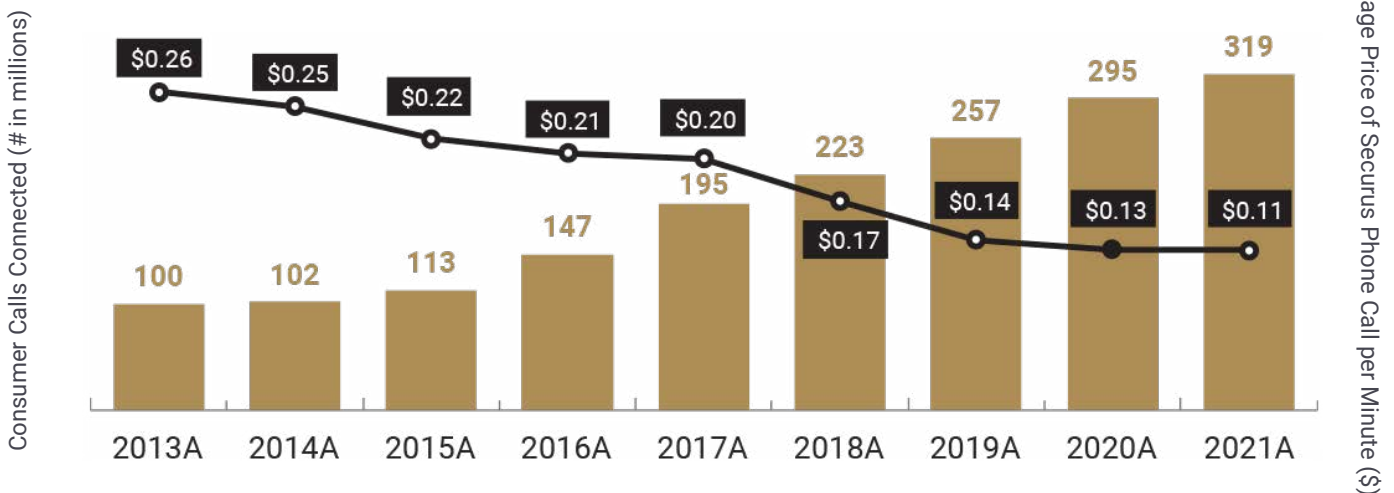
## Embraced Regulation and Reform

- Dropped longstanding opposition to regulation, adopted collaborative approach
- Embraced rate caps derived from Federal Communications Commission's (FCC) data-driven approach
- Supported the Martha Wright Reed Act

## Invested in Technology to Improve Outcomes

- Invested over \$300M in infrastructure and technology since 2019
- Launched industry's first new tablet in 3+ years
- On pace to deploy more than 600k free tablets by the end of 2022
- Expanded job training and education platform
- Created new post-incarceration services business unit

Number of people connected has increased while price has decreased



# The following is an overview of Platinum Equity's investment in Aventiv Technologies, parent company of Securus Technologies, and efforts underway to transform the company.

## Overview

### Investment Overview

Platinum Equity acquired Securus in November 2017 from ABRY Partners. The company is headquartered in Dallas and provides telephone, email, education, entertainment and security services to the corrections industry in the United States.

Affiliates of Securus include several related businesses, including JPay, a money transfer and email services platform; AllPaid, a government services provider that manages payment processing; and Aventiv Technologies, the umbrella parent company focused on diversified technology products and services.

Customers comprise approximately 3,450 correctional facilities in all 50 states, providing services that impact approximately 1.1 million incarcerated individuals.

### Criminal Justice Reform and Social Justice Concerns

Within the scope of their operations, both the industry and the companies that operate in it have long faced calls to reform certain business practices and make products and services more affordable. Beyond that, they have also received attention in the context of a broader debate over social justice, criminal justice reform and mass incarceration in America.

Platinum Equity wholeheartedly supports efforts to reform business practices in the corrections services industry, and we are acting as change agents to make Securus a responsible industry leader in affordability, accessibility, accountability and transparency. Areas of focus include pricing, privacy, data security and other issues that have been highlighted by policymakers and advocates for both customers and consumers.

## Reform in Action



### Installed New Leadership

Hired **ten new executives** to help drive the transformation, including new CEO David Abel



### Reduced Rates by 45%

Under Platinum Equity's leadership, Aventiv reduced call rates by 45% from 2017 to 2022



### Reduced Avg. Cost to \$0.11 Per Minute

Aventiv drove rates for phone calls down to \$0.11 per minute by the end of 2021

That reform-minded theme is consistent with Platinum's fundamental investment approach: We specialize in turnarounds, acquiring companies that can benefit from leadership focus and operations support to transform into responsible, productive market leaders.

Such changes are driven not just by profit considerations, but by a whole range of other factors that go into defining a company as an industry leader.

To be clear, we are not public policymakers and the larger debate over mass incarceration is more expansive than our reach. We are not in the private prisons business, and we do not operate for-profit corrections institutions that are more central to the mass incarceration debate.

But we do own a company that provides services to public and private corrections facilities; we have the power to effect change in the businesses we run; and we have a responsibility to act in a way that is consistent with both our fiduciary duty to investors and our obligation to manage environmental, social and governance issues in a responsible way.

We are not public policymakers, but we are not unaware of the policy debate and its relevance to both the company's customers, which are corrections institutions that contract for these services, and its consumers,

who are predominantly incarcerated individuals and their families who use and, in some cases, are charged for the services.

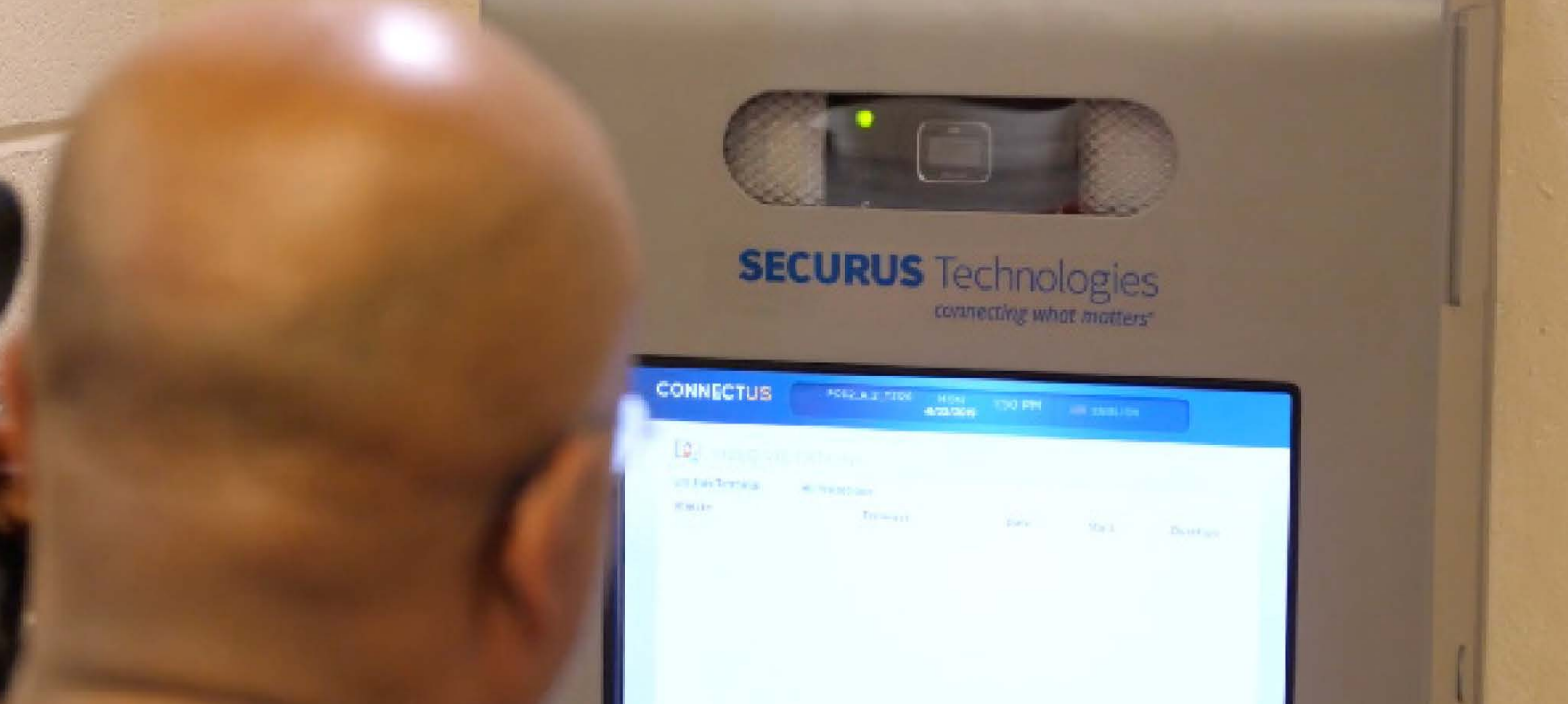
Upon acquiring the business, Platinum launched a transformation agenda that included management changes, price reductions, policy and business practices reform and technology investment. Among other critical leadership changes, we went outside the corrections services industry to recruit technology and government services executive Dave Abel to lead the transformation program.

Further underscoring the importance of the reform agenda, we subsequently named Mr. Abel as President and Chief Executive Officer of both Securus Technologies and its parent company, Aventiv Technologies, in January 2020.

As his first order of business, Mr. Abel accelerated the reform program and announced an ambitious multi-year program that he pledged would "acknowledge past criticism, pursue present opportunities and lead future innovation."

In the interest of both transparency and accountability, we have worked with Aventiv to publish a [transformation agenda](#) and encouraged all parties to track our progress.





## Past Practices

We are acutely aware that prior to our ownership, the company and the industry engaged in certain business practices that could fairly be perceived as pro-customer but anti-consumer.

Some of those practices had already been discontinued by the time we acquired the company. For example, in offering video connection technology some Securus contracts limited in-person visitation hours. That practice was discontinued in 2016, prior to Platinum's ownership, and we have directed management of the company to ensure that it is not resurrected in any new contracts.

## Using Technology to Improve Outcomes

It is important to underscore that the company and the industry provide a broad array of services that benefit incarcerated individuals, including not just communications technology but also education and job search tools designed to smooth post-incarceration reentry and help reduce recidivism, as well as law library access, entertainment programming, free e-books, mental health materials and other tools.

## Reform in Action

### Reduced call rates 45%

Renegotiated **200+** outlier contracts; Now, more than half of all calls cost less than \$1.00

### Providing Relief During COVID-19

Since the beginning of COVID, Aventiv has provided over **53 million** free calls, **7.4 million** free video connections, and over **34 million** free stamps

### Investing in Infrastructure

Aventiv has invested over **\$300 million** since 2019 to equip facilities with infrastructure needed to support modern communications technology, including more than **\$100 million** in 2022 alone



Through its partnership with Ashland University, the Securus Technologies Lantern program provides educational content to correctional facilities around the country. Lantern students have earned more than 50,000 college credits and thousands of degrees.

The company's education platform is the largest digital education program in corrections, offering a full-service education platform with the capability to support college courses, high school equivalency prep, GED prep and personal development content from a network of reputable academic partners.

The platform has created the opportunity for more than 1.1 million course enrollments across more than 171,000 incarcerated students and enabled those in college programs to earn almost 120,000 college credits and more than 600 degrees.

We are actively engaged in expanding and improving those services, while at the same time improving policies and business practices at the company. We are meeting with all impacted parties, including not only the law enforcement and corrections agencies who are the company's customers, but also with advocates for incarcerated individuals, their families and friends who are the company's consumers.

### **Technology and Product Diversification**

Some have questioned the company's commitment to continue decreasing calling rates for incarcerated individuals and supporting programs to reduce recidivism given the perceived impact those trends would have on financial performance.

What that fails to recognize is that a core component of Platinum's investment strategy is based on product diversification away from core telecommunications, and away from business lines driven solely by the average daily population of corrections facilities. The company is investing substantial resources to expand its product portfolio to include not only more and better products and services for corrections agency customers and incarcerated consumers, but also post-incarceration services that can help people develop skill sets necessary to be successful outside an incarceration environment.

The team at Securus has met with leaders and participants of job training and placement organizations operating both inside and outside of correctional facilities to benchmark employment best practices and help inform development of reentry support services.

As one example of that work, in 2023 Securus launched a partnership with Honest Jobs, the nation's leading job board for people affected by the criminal justice system. Incarcerated users can access the Honest Jobs application for free on Securus tablets, providing visibility to second-chance employers and potential job opportunities so they can prepare for applying and interviewing once released.

Separately, the company is also expanding its product portfolio of technology solutions outside of corrections entirely.

### **Calls to Divest Securus**

Platinum Equity has invested considerable financial and operational resources in Securus with a demonstrable reform agenda that is lowering rates, reducing the company's reliance on telecom, and developing new technologies, products and services that benefit incarcerated individuals. Our objective is to turn Securus into a successful, responsible market leader, and then to divest it. The path to exit runs through our transformation and reform program. If we succeed, we believe we will have delivered a positive outcome for the company, its customers and the consumers it serves.

## **Reform in Action: Progress thus far**

### **New Leadership**

In January 2020, we [appointed technology and government services executive Dave Abel](#) as President and Chief Executive Officer of both Securus Technologies and its parent company Aventiv Technologies.

Mr. Abel joined Securus as President in April 2019, recruited from outside the industry to bring new ideas and urgency with respect to accelerating and expanding the reform agenda and technology transformation mandated by Platinum Equity. He is an experienced executive with a long career in helping governments use technology to improve mission effectiveness and lower costs to taxpayers and consumers.

Prior to joining Aventiv, he founded and ran a business focused on performance improvement and software automation. As an executive at IBM and a partner at PwC, he was responsible for turning around and growing service and software businesses worldwide. While applying technology to some of society's greatest challenges, he is known for balancing the often-competing needs of security, privacy and consumer value.

Mr. Abel is the most visible example of a sweeping overhaul of management under Platinum that installed 10 new senior executives, including: CEO, Chief Operating Officer, Chief Information Officer, Chief Information Security Officer, Chief Human Resources Officer, Chief Product Officer, Director of Product Management-Education and General Manager of a new Post-Incarceration Business Unit.

# New Leadership



## **Dave Abel | President & CEO of Aventiv-Securus** **Joined as President in 2019, appointed CEO in 2020**

Accomplished technology and government services executive, recruited from outside the corrections industry to expand and accelerate reform agenda and technology transformation.

Experienced executive with long career in helping governments use technology to improve mission effectiveness and lower costs to taxpayers and consumers.

Founded a business focused on performance improvement and software automation; former executive at IBM and a partner at PwC, was responsible for turning around and growing service and software businesses worldwide



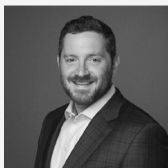
## **Yusef Jackson | Advisor to Platinum Equity** **Joined in April 2021**

Helping expand and implement operational transformation to make current products and services more affordable and accessible, and develop new offerings that help create better outcomes for incarcerated individuals.

Decades of experience as an attorney, entrepreneur, and business executive leading

corporate turnarounds, as well as a lifetime of driving structural change to confront systemic racism alongside his family.

Proven track record bringing civic groups, religious leaders, local officials, impacted communities, and businesses together for shared causes and mutual goals.



### **Alex Dougherty** **Chief Operating Officer**

- Expertise leading enterprise transformation efforts for technology-enabled businesses
- Lockheed Martin, AlixPartners' Aerospace & Defense practice



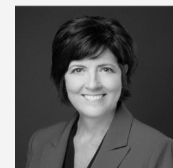
### **Alisha James** **SVP/GM Post-incarceration Services**

- Community justice expert with experience creating second-chance/re-entry services
- Founder/CEO of QuickTouch, Community Supervision division of Tennessee DOC



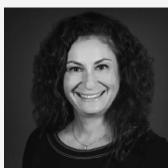
### **Evon Jones** **Chief Technology Officer**

- Experienced at using technology to improve customer value, efficiency, and quality
- Hallmark, Liz Claiborne, The Dial Corporation, Bausch and Lomb, American Express



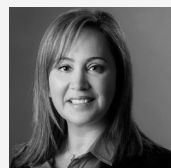
### **Cindy Pechal** **Chief HR Officer**

- 30+ years experience supporting organizational transformations
- Kaleidoscope Partners, Alcon Labs, Deloitte, E&Y, Grant Thornton



### **Melanie Sankaran** **Chief Information Officer**

- Deep background with leading-edge information security in the financial services industry
- Fidelity, Experian, Wells Fargo, Foundstone, E&Y



### **Margita Thompson** **Chief Communications & Community Engagement Officer**

- Broad experience in communications, public policy and community relations
- URW, California Resources Corp., Disney, Health Net



### **Brian Walsh** **Director of Product Management-Education**

- Expert in Second Chance education with expertise in the US Second Chance Pell Grant Experimental Initiative
- Vera Institute of Justice, Washington College in Prisons Program



### **Alex Yeo** **Chief Product Officer**

- Proven track record developing new products in support of complex business transformations
- North West Company, McKinsey, McDonalds China, SE Community Development Council (Singapore)



**In April 2021, Yusef Jackson** joined Aventiv's as a senior executive and advisor to Platinum Equity. He helped expand and implement the operational transformation and brought new voices and perspectives to the effort. Mr. Jackson has decades of experience as an attorney, entrepreneur and business executive leading corporate turnarounds, as well as a lifetime of driving structural change to confront systemic racism alongside his family through organizations including Operation PUSH, Rainbow PUSH Coalition, and the Jackson Legacy Foundation.

Mr. Jackson oversaw the formation of [Independent Aventiv Technologies Advisory Board](#) that brings a diverse range of voices and additional intellectual capital to bear in support of the transformation. In 2022, Mr. Jackson joined the advisory board and transitioned out of his executive role with the company. He still serves as a consultant to Platinum Equity.

The Advisory Board, made up of leading experts in rehabilitation, reentry and education, is led by Teresa Hodge, a formerly incarcerated leader who now dedicates her life to reentry through her non-profit, [Mission Launch](#). The Advisory Board has brought new expertise, greater diversity and higher degrees of urgency and accountability to Platinum's transformation of Aventiv. Starting with the full Advisory Board's series of meetings throughout 2022 momentum has grown, including the launch of a "Justice Sandbox" pioneered by Hodge and Aventiv to leverage technology and empower formerly incarcerated entrepreneurs to help those working towards reentry.

In concert with the Advisory Board, Aventiv conducted three listening sessions with incarcerated groups to gain pre-release perspective for the development of reentry

applications, onsite workforce development programs, job search challenges and barriers to employment success.

Aventiv also launched Sec2nd Acts podcasts with Advisory Board member Andre Norman, providing incarcerated individuals with inspiring content produced by people who have created a successful second chance for themselves.

In addition to formally launching the full Advisory Board, Aventiv has also continued expanding its leadership team. In 2022, Aventiv hired Brian Walsh as the Director of Product Management-Education to help improve and diversify the company's educational offerings.

Walsh committed his career to educational technology in the U.S. prison system, providing technical assistance at the Vera Institute of Justice to dozens of colleges in the U.S. Second Chance Pell Grant Experimental Initiative and leading the Washington College in Prisons program for the Washington State Board for

# Independent Advisory Board



**Teresa Hodge, Chairwoman  
President,  
Mission Launch Inc.**

Formerly incarcerated NGO leader now dedicated to using technology to address recidivism and improve reentry



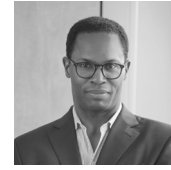
**Jeff Carlisle  
Partner, Lerman Senter**

Former Chief and Deputy Chief in the FCC Wireline Competition Bureau with 25+ years of experience in the wireless, satellite and cable communications industry.



**Tricia "CK" Hoffler  
CEO, CK Hoffler Firm**

An icon in the legal community, who served as the 78th president of the National Bar Association.



**Yusef Jackson  
Lawyer, Investor,  
Justice Advocate**

25+ years of experience in corporate turnarounds in diverse industries, and as a leader in social justice, civil rights and community service



**Andre Norman  
Founder, Academy of Hope**

Formerly incarcerated and now dedicates his time to inspiring incarcerated individuals and advocating for programs that support second chances.



**Jane Oates  
President, WorkingNation**

Formerly served as Assistant Secretary of Employment & Training Administration at the Department of Labor, now dedicated to mitigating the employment gap in the U.S.



**Rick Raemisch  
Executive Director,  
Colorado DOC**

A globally recognized leader in prison reform with a proven track record of reforming solitary confinement practices in the U.S.



**Antonio Tijerino  
President and CIO, Hispanic  
Heritage Foundation**

Leads national non-profit focused on identifying and supporting Latino leaders in the classroom, community and workforce through innovative programs in tech, STEM, entrepreneurship, finance, media and entertainment, and social justice.



**Lloyd Trotter  
Founder and Managing  
Partner, GenNx360 Capital  
Partners**

Former Vice Chairman of General Electric and President and CEO of GE Industrial, where he was responsible for a \$28B business with nearly 80,000 employees worldwide.



**Dr. Nicol Turner Lee, Ph.D.  
Senior Fellow and Director,  
Center for Technology  
Innovation**

Noted researcher and scholar at the Brookings Institute. She is currently focused on the intersection of race, technology and criminal justice.



**Greg Winston  
Superintendent, New River  
Valley Regional Jail Authority**

Nearly 30 years supporting correctional facility services, particularly focused on information technology, building maintenance and housekeeping, medical, commissary, telecom and food services for incarcerated individuals.

Community and Technical Colleges.

### **Affordability and Accessibility**

Prices for Securus calling services have been driven down by 45 percent since Platinum Equity acquired the business, to an all-time low of less than \$0.11 per minute, inclusive of all fees and commissions. In October 2021, only 0.005 percent of the total calls made on the company's systems cost more than \$20 – and over half of Securus' calls still cost less than \$1.

The company developed and deployed new technology to reduce reliance on third-party payment services, eliminating their fees and bringing savings to impacted consumers by an average of 50 percent in the total cost of each call.

Securus also renegotiated more than 200 contracts with corrections agency customers to eliminate legacy outlier rates. For example, the "\$22 for a 15-minute call" often cited in reports critical of the company has been eliminated entirely and today not a single call on the system exceeds the \$15 for 15-minute threshold.

In direct response to requests from advocates and justice-impacted families, Securus

piloted new subscription calling plans that allow consumers to pay a monthly fee rather than a per-minute charge. Data showed the subscription plans increased connection time for families by more than 27 percent while reducing their calling rates by 50 percent.

Aventiv is collaborating with the FCC to modify and improve these subscription programs and to create a regulatory path that would allow for national adoption.

As a result of these and many other initiatives, the company exceeded commitments made in 2020 to reduce call rates by 15 percent, achieving a 25 percent reduction in call rates as of 2021.

Expanded cost-saving initiatives also extend beyond just reducing calling rates, and include programs that provide discounted stamp packages, free eCards and free and discounted premium media. Aventiv exceeded its commitment to provide at least one free communication per week and now offers four free stamps and one free ten-minute phone call per week.

At the same time Aventiv is investing in innovative new ways to make connections more accessible and affordable, the company is



continuing to review its legacy offerings and is eliminating outdated products or services that don't align with its affordability commitments.

For example, the company announced that its Outbound Voicemail service, which had been criticized as too costly, would be discontinued effective January 31, 2022. Third-party fees and other costs made it cost-prohibitive, and the company determined it was in the consumers' interest to focus on other products and services that can be offered at more affordable prices.

Communications technology over the years has evolved to deliver calls through Voice over Internet Protocol (VoIP), rather than through traditional analog systems. In states where telecommunications are not subject to state regulatory caps by use of VoIP, Aventiv committed to work with agencies to honor the state regulatory price caps. Aventiv has also worked with institutional partners to rework pricing to align with traditional telecom caps where needed, and honor requirements for federal and state assistance.

### **Leading the Industry Away from Site Commissions**

Site commissions – charges imposed by prison and jail operators that act as the equivalent of a facilities tax charged to consumers – account for 33 percent of the out-of-pocket consumer call charges on average and can rise to more than 70 percent in some jurisdictions.

While many important corrections budgetary operations are currently funded by site commissions, they significantly increase costs and are one of the largest obstacles to further meaningful reductions in the prices paid by incarcerated individuals and their friends and families.

At Platinum's insistence, Securus broke with history and industry norms and became the first corrections telecom service provider to publicly oppose site commissions and encourage prison and jail customers to reduce or eliminate them. Aventiv implemented zero

commissions plans in places like New York, San Diego, and Connecticut, passing savings on to the consumer.

Securus currently offers commission-free and agency-paid pricing models on every contract, the first and only provider in the industry to do so.

### **Embracing Regulation and Reform**

In another significant departure from past practices and industry norms, under Platinum ownership Securus has dropped longstanding opposition to additional regulations and adopted a collaborative approach to federal and state legislation and regulation.

Last year, Securus announced its support for the FCC's move to cap rates for interstate phone calls at 12 cents per minute, down from the previous 21-cent-per-minute cap. The company has taken important steps to cooperate and collaborate with lawmakers and regulators on

## **Reform in Action**

### **Empowered connection during the COVID-19 pandemic**

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**53.2+ million** free calls

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**439.7 million** free minutes

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**34+ million** free stamps

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**7.4 million** free video connections

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**450,000+** free monthly newsstand subscriptions

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**800,000+** free games

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**500,000+** free movie rentals

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## COVID-19 Response

On March 13, 2020, the day COVID-19 was declared a national emergency in the United States, Securus began offering free and discounted services to every one of its state and county corrections agency customers. Since then, the company has provided 53 million free phone calls, totaling 439.7 million free minutes; 7 million free video connections, 1.5 million of which were in 2021; 12.7 million free email message stamps to more than 448,000 incarcerated individuals and their families; 34 million free stamps, of which 14 million were distributed in 2021.

In addition to the calls themselves being free, there are no funding or transaction fees associated with those calls.

Further, the company has provided additional free calling cards, or “compassion credits,” to connect incarcerated individuals who have fallen ill during the pandemic with their loved ones.

Securus also has provided free phone calls between incarcerated individuals and public defenders in certain locations where permitted.

Beyond communications connections, Securus also provided free access to select games and movies on its tablets in facility locations where permitted. In 2021, more than 800,000 free games, 450,000 free monthly newsstand subscriptions, and 500,000 movie rentals were downloaded or accessed without charge.

All of those actions to support individuals impacted by COVID-19 are part of Platinum’s broader effort to transform the company and make services more accessible and affordable for incarcerated individuals and their loved ones.

## Deploying Improved Technology

In July 2020, Securus unveiled the company’s next generation tablet for use in correctional facilities, the JP6S. The JP6S is the industry’s most evolved tablet specifically constructed to improve quality of life for incarcerated individuals. It was the first major tablet launch in the corrections industry in more than three years.

Tablet technology plays a vital role in the rehabilitation and reentry process, and the JP6S will continue to support the positive impact handheld technology has had on the country’s incarcerated population.



By the end of 2022, the company will have put 600,000 active tablets in the hands of incarcerated individuals throughout the United States with a goal of ensuring that everyone who is incarcerated has access to this technology, for free.

To make tablet usage more accessible, Aventiv also enhanced the tablet user-experience with self-service capabilities through Amelia – a digital, AI-based tool that offers real-time digital solutions to incarcerated individuals.

In an effort to improve technology on the provided tablets, Aventiv partnered with a third-party SMS provider to build a digitized reentry application for those released from incarceration. Aventiv is already in discussions with more than ten other customers to expand this offering and began beta testing in 2022.

### **Education, Reentry and Recidivism**

Educational and training resources have shown to make a meaningful impact on an individuals' success in reentry and overall recidivism rates.

In 2021, Aventiv expanded educational offerings to include musical studies, rehabilitation and religious studies and various other educational topics.

It developed new partnerships with organizations such as Google for certifications and skills courses and an upcoming Edovo partnership that will provide extensive, self-paced GED prep, literacy and certification programs with incentive-based learning.

Other new and upcoming partnerships include offerings from community colleges Ozark Technical College and Rio Solado College, along with a new contract with Dallas Leadership Foundation, an organization serving minority communities, utilizing educational tools.

As a result, of Aventiv's new programs and opportunities, there has been a 23 percent increase in student enrollment in post-secondary

Pell Grant programs and more than 1,000 Lantern students earned a college degree since program inception.

Beyond broader educational tools, Aventiv sought to make literacy tools more available in partnership with Florida's first corrections-specific digital literacy program. Leon County's Family Time and Tales allows parents and children to stay connected through thoughtful, impactful reading sessions.

This includes free video connect sessions for parents and children who are enrolled in the program, which are held at the LeRoy Collins Leon County Main Library to create a warmer, more friendly environment for children.

### **Diversity, Equity and Inclusion**

Aventiv has expanded its Diversity, Equity & Inclusion (DE&I) and Learning and Development teams to accelerate and expand DE&I initiatives focused on culture, community impact and supplier diversity. The company formed a new partnership with Korn Ferry, a leading global organizational consulting firm, to help advance its human capital goals. The program aims to identify and place minority candidates in the company's workforce and emphasizes Second Chance Hiring by identifying and placing candidates who are formerly incarcerated individuals.

Aventiv also signed the Getting Talent Back to Work pledge from the Society for Human Resource Management and committed to give hiring opportunities to deserving individuals with a criminal record.

These efforts are making a measurable impact. In 2021, minorities represented 52 percent of annual promotions (up 24 percent) and women represented 52 percent of annual promotions (up 30 percent). For the year, 6 percent of Aventiv's full-time employee new hires were formerly incarcerated or have a criminal justice record.

In addition to increasing Second Chance Hiring inside the company itself, Aventiv is expanding these principles into its commitment to fully

support Second Chance Hiring, Aventiv expanded these principles into its procurement standards, vendor relations, and thought leadership.

In the last year it has created differentiators to use Second Chance Hiring as a value add when selecting partners for contracts and have encouraged its existing partners to consider Second Chance Hiring.

In partnership with the Regional Black Contractors association, Aventiv has conducted meetings and facilitated working groups to share best practices in Second Chance Hiring.

### **Working with Advocates for the Incarcerated and Justice-Impacted Families**

In addition to engaging the Advisory Board, Aventiv has convened quarterly in-person and virtual consumer forums directly with formerly incarcerated individuals and their families to hear firsthand about their experiences and how to better serve them which has helped inform current and future development efforts. The subscription pilot program, for example, was a direct result of conversations held during these listening sessions.

There are also many advocates working hard right now on criminal justice reform. We welcome their input and respect their passion. Both the Platinum and Aventiv teams have met with many directly and their input has helped inform and accelerate the transformation.

It's important to note that our reform agenda includes many of the priorities advocates are calling for, including:

- Further reduction in the cost of telephone calls and elimination of so-called outlier rates;
- Further reduction in the cost of money transfers;
- Public position by the company calling for the elimination of site commissions

- Agreement to offer commission-free and fully agency-paid options to every corrections agency customer;
- Greater transparency, including independent third-party reporting on all costs related to telecommunications;
- Greater listening and responsiveness, including quarterly meetings with families and individuals personally impacted by incarceration

These reforms are meaningful, and in keeping with our commitment to be change agents in this business and this industry. We don't expect them to be praised by all critics, but we are undeterred in our resolve to adopt meaningful reforms in this business and this industry.

### **Transparency**

To promote accountability, we have insisted that Aventiv publicly report on its progress every step of the way. The commitments the company has made and the actions taken to achieve its objectives are available [here](#).

In 2021, Aventiv pledged to produce a report of product performance and service levels. To make this commitment a reality, Aventiv elevated Chief Information Officer Alex Yeo to Chief Product Officer and General Manager, to oversee all Aventiv product offerings across Technology, Media & Communications; Payment Services; Monitoring Solutions; and Post-Incarceration Services and initiate project innovation at a larger scale.

Through a cross-functional approach involving sales and operations teams, Mr. Yeo is using real-time measurement and transparency as guiding tools to improve consumer and customer service and tracking progress through a targeted reporting program.

Aventiv has committed to publishing updated product performance and service level reports to ensure it is consistently accessing accurate and actionable data to accelerate progress, from a better baseline.

# Transformation Agenda

Aventiv's transformation is centered around its effort to open the architecture of what has historically been an insular industry, and not just hear but respond to the concerns, criticism and constructive counsel of a range of stakeholders. Platinum Equity put special emphasis on a process that sought input from consumers and justice-impacted experts with lived experience, so that it can make better products and provide more affordable, accessible services responsive to real needs.

## New Commitments

Change at Aventiv is a daily, ongoing process, informed by data and regularly refreshed input from experts and advocates, consumers and customers. Even as the company maintains progress on previous commitments, Platinum and Aventiv are looking at new and innovative ways to expand and accelerate the transformation process.

In addition to current commitments, Aventiv has expanded its focused on new reforms in the following five areas:

- Making money transfers more affordable
- Intensifying its focus on reentry
- Using innovation to protect privacy
- Enhancing engagement and responsiveness



## Keep Making Connection, Communication More Affordable and Accessible

Affordable communication is inseparable from effective rehabilitation and reentry because of the human connections it sustains and fosters. Aventiv has seen firsthand and has heard repeatedly from experts and those with lived experience that more frequent communication with friends and family leads to better outcomes in rehabilitative justice.

Outside the walls of correctional facilities, for the most part, communication is inexpensive because access to infrastructure from wireless technology to high-speed broadband is near ubiquitous. That's not true in correctional facilities, where Aventiv must build and deploy technology infrastructure for modern technology, often from the ground up, working to address some of America's remaining technology deserts. Because of the unique safety and security requirements that must be factored into a correctional facility's communication infrastructure, fees and costs are higher. As Aventiv continues to iterate and expand on its commitments, providing accessible and affordable communications services to keep incarcerated individuals and their loved

ones connected remains a central focus, alongside providing more affordable and accessible ways to connect for those who may be unable to afford even the lowest-priced services. Aventiv plans to offer more free services and lower costs by implementing the following initiatives.

### Commitments:

- Aventiv will collaborate with regulators to restart a pilot subscription program that in its trial period grew free calling by 25 percent while reducing costs by 50 percent.
- Aventiv will continue offering one free 10-minute call each week and four free stamps a month





## Make Money Transfers More Affordable

Access to money is an important part of obtaining resources inside the walls of correctional facilities, including services widely acknowledged to play an integral role in successful reentry. Many of Aventiv's consumers' families and loved ones are unbanked and have limited access to technology and options to send money.

With its consumer in mind, Aventiv is committed to doing for money transfers what it did and is doing for phone calls – and find innovative ways to lower consumer costs. Aventiv has started transforming money transfers by building on what it learned from its progress reforming phone calls and have begun work reducing the costs of money transfers by testing different solutions to find the best ones.

### Commitments:

- Aventiv is testing simpler pricing programs to make money transfers more accessible.
- Aventiv is configuring lower price options for consumers to ensure money transfers are more affordable.
- Aventiv will continue to be transparent by piloting new options in the marketplace and reporting back semi-annually with a progress report and plan to fully implement.



## Intensifying Focus on Reentry

Reentry must begin the day someone enters the system, not the day they leave it. Platinum Equity believes Aventiv has the unique opportunity to reach more people earlier with education, training and services through high-quality and safe technologies to make reentry successful.

For too long, correctional facilities have been technology deserts, which impacts a number of factors including recidivism and reentry.

Among Platinum Equity's most important initiatives is the growth of Aventiv into a technology company that can provide smarter products and services that contribute to better reentry outcomes and eradicate these technology deserts.

### Commitments:

- Aventiv will expand free-to-consumer education and skill-training on its platform.
- Aventiv will use its position in the industry to advocate for reducing barriers to employment for people with criminal records.
- Aventiv will ensure equitable access when creating content and applications via tablets.
- Aventiv will prioritize apps and content developed by those with lived experience of incarceration.



## Using Innovation to Protect Privacy

Aventiv is entirely committed to protecting the civil liberties of all those who use its products while keeping incarcerated individuals, correctional staff and the public safe and secure. The company's correctional agency customers require that it record outbound calls to help prevent and detect attempts to threaten victims or coordinate criminal activity.

At the same time, Aventiv provides all of its customers a variety of safeguards to prevent the recording of "Private" calls including calls to attorneys, clergy and medical personnel. In extraordinarily rare instances, however, factors outside of the company's control can contribute to the inadvertent recording of calls to phone numbers which users intended to be Private. Estimates have placed this occurrence at well under one-tenth of one percent of the call traffic.

When that happens, Aventiv takes immediate efforts to resolve the issue, including removing these call recordings

from the database so they cannot be accessed and coordinating with the impacted customer to ensure the number is treated properly going forward.

Instead of defending the minuscule number of times a call to a Private number is inadvertently recorded, Platinum Equity is determined that Aventiv lead the industry and take concrete action to address even those factors outside of our control. Thus, Aventiv is acting to provide a new and innovative solution.

### Commitments:

- Aventiv will be the first company in the industry to pilot an attorney-registration portal program in 2023.
- Aventiv will fully deploy the attorney-registration portal nationwide in 2024.
- Aventiv will launch a major outreach and public education effort to drive understanding and adoption of attorney-registration portal.



## Engagement and Responsiveness

Platinum Equity believes it is vital that Aventiv open up the architecture of its company to receive and respond to inputs and work with an array of stakeholders, from consumers and customers to regulators and policymakers.

In response to this demand signal, Aventiv has already interwoven collaboration with regulators and a data-driven approach to its overall transformation process. It has acted on some of the outputs of these initiatives by building an Advisory Board of experts and advocates in reentry, rehabilitation and education and piloted subscription calling plans after hearing directly from consumers about the importance of budget predictability.

### Commitments:

- Aventiv will hold Town Hall Meetings with consumers and affected communities facilitated by the Aventiv Advisory Board.
- Aventiv will build a "Justice-Impacted Sandbox" to facilitate ideation and innovation and create and distribute content by those with lived incarceration experience.
- Aventiv will organize four Hackathons to inspire rapid ideation.
- Aventiv will organize two Demo Days to receive live feedback to product teams.
- Aventiv will identify and develop partnerships with 3-5 justice-impacted groups to develop and onboard its tablet platform applications.
- Aventiv will hold quarterly Advisory Board meetings and engage with subcommittees on a regular, ongoing basis.
- Aventiv will continue to attend National Advocacy Forums around the country for input and partnership.