



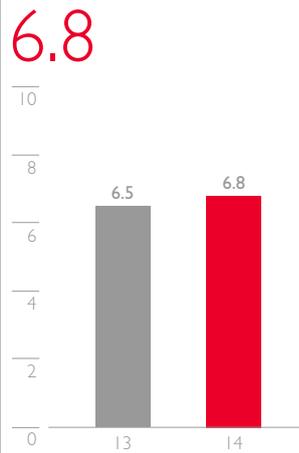
Key performance indicators

Our progress in implementing our key strategic objectives is measured using key performance indicators (KPIs) for the group.

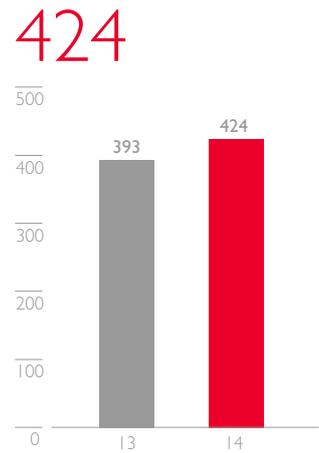
In addition to the group's financial KPIs of revenue growth, operating cash flow, and profit, managers across the group are also incentivised to achieve personal objectives. These are agreed on an individual basis and are usually linked to business plan milestones.

Financial KPIs

Underlying¹ revenue (£bn)



Underlying¹ PBITA (£m)



Description

G4S has an organic growth strategy based on strong market positions in structural growth markets. We are investing in improved customer service and sales and business development people, and aim to build long term relationships with customers.

We believe there is still great potential to sell more complex solutions which tend to have longer contract terms and higher margins

The group has a number of initiatives – called Accelerated Best Practice – to drive efficiency and operational improvement across the group.

Performance

In 2014, revenues grew 3.9% to £6.8bn (2013: £6.5bn), with organic growth of 8.9% in emerging markets and 1.4% growth in developed markets.

In 2014, PBITA grew 7.9% to £424m (2013: £393m) as a result of these initiatives starting to benefit. PBITA in emerging markets was up 10.3% and in developed markets PBITA increased by 12.3%.

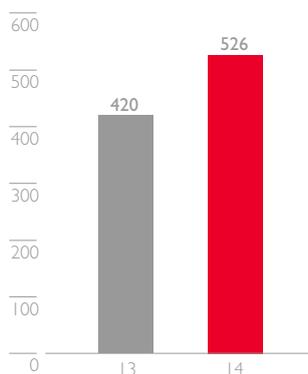
- Key Transform our culture through our people and values
- Invest in organic growth and customer service
- Make our organisation more productive
- Actively manage our portfolio and performance
- Embed disciplined financial and risk management

Link to strategy



Cash generated by operating businesses (£m)

526



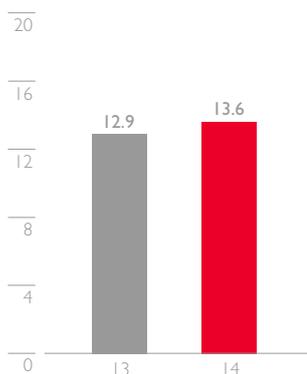
A key priority for the group is to drive improved cash generation, through better working capital management and capital discipline.

Total cash flow from continuing operations in 2014 increased 11% to £553m (2013: £496m). Cash generated from operating businesses was £526m (2013: £420m), up 25% excluding one off corporate items of £27m (2013: £76m) per page 93.



Underlying¹ EPS (pence per share)

13.6



G4S is looking to deliver sustainable growth in earnings over the long term.

In 2014, underlying earnings increased 11.7% to £210m (2013: £188m). As a result of the share placing in August 2013 and the subsequent increase in average number of shares in issue, EPS increased 5.4% to 13.6p (2013: 12.9p).



1. To clearly present underlying performance, specific items have been excluded and disclosed separately – see page 90. For basis of preparation and an analysis of specific items see page 91.

Non-Financial KPIs

In 2015, examples of performance contracts of senior managers include personal objectives aligned to their respective roles, such as customer retention for business unit managers, succession strategies for human resources roles and cost savings for procurement roles. We believe that strong employee relationships help to deliver excellent customer service.

- Values including Safety first
- People and Organisation
- Operational excellence
- Business development

HR standards and KPIs

In addition, our businesses are required to report monthly on key metrics relating to:

- Safety first
- Industrial relations
- Employee retention
- Recruitment

The objectives and targets are focused on maintaining the G4S values, including Safety First and driving sustainable profitable growth.

