



## I. Transform our culture through our people and values

# Strengthening capability

Our strategic review in 2013 identified the need to strengthen our resource and capability in a number of key areas of the business – leadership, senior line management, sales and business development. We have also strengthened our teams in IT, procurement, finance and risk management.

### 2014 highlights

114

new senior appointments to the global leadership team

Safety first

new value

New

whistleblowing policy created

### 2015 priorities

- Increase health and safety focus on road safety
- Extend health and safety leadership training to a wider population
- Implement an online system to better capture and record health and safety incident data
- Enhanced whistleblowing hotline and case management system to be implemented globally
- Global engagement survey to be undertaken and fed back within the organisation
- Design and implement a new single regional leadership programme for middle managers

Our financial performance is underpinned by recruiting, developing and deploying the best people against our most important opportunities by applying our group values in everything we do and by delivering outstanding customer service.

## The group values are:

### Safety first

We prioritise safety management to protect the health and well-being of our colleagues and those around us.

### Customer focus

We have close, open relationships with our customers which generate trust and we work in partnership for the benefit of our organisations.

### Integrity

We can always be trusted to do the right thing.

### Best people

We employ the best people, develop their competence, provide opportunity and inspire them to live our values.

### Performance

We seek to improve performance year on year to create long-term sustainability.

### Teamwork and collaboration

We collaborate for the benefit of our customers and G4S.

### Expertise

We develop and demonstrate our expertise through our innovative approach to creating and delivering the right solutions.

Our plans to improve customer service are outlined in more detail on pages 20 and 23. How our values are integrated into the group's strategic priorities is covered throughout the Strategic Report and in this section we discuss:

- i. Safety first – protecting colleagues and those around us
- ii. Integrity – being trusted to do the right thing
- iii. Best people – employing the best people and providing opportunity



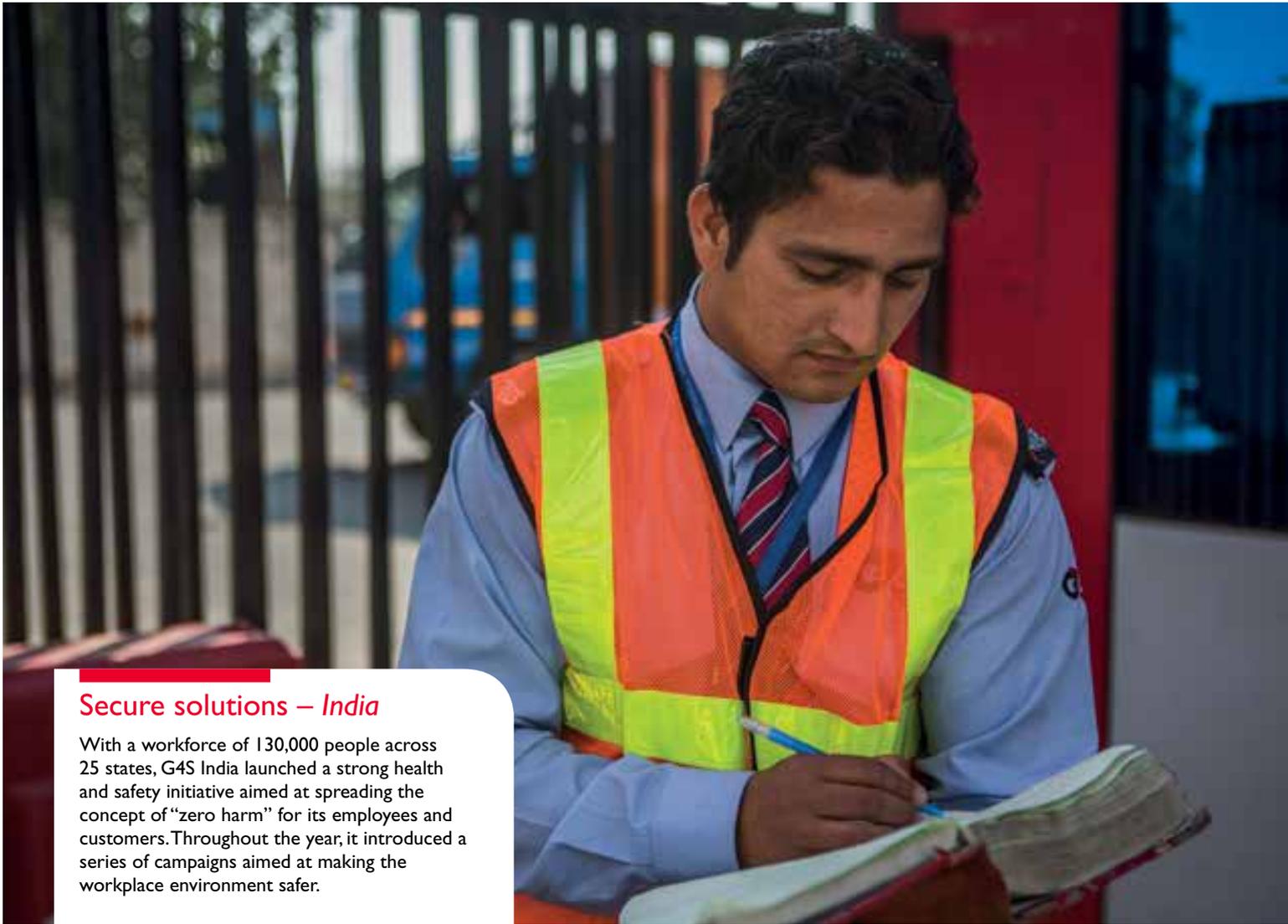
### Nuclear power – United States

At one of the newest and largest nuclear power facilities in the United States, the G4S Regulated Security Solutions team has worked safely for nearly 11 years since a recorded lost-time accident, and worked nearly 2 million safe man-hours by implementing a comprehensive behaviour-based safety programme.



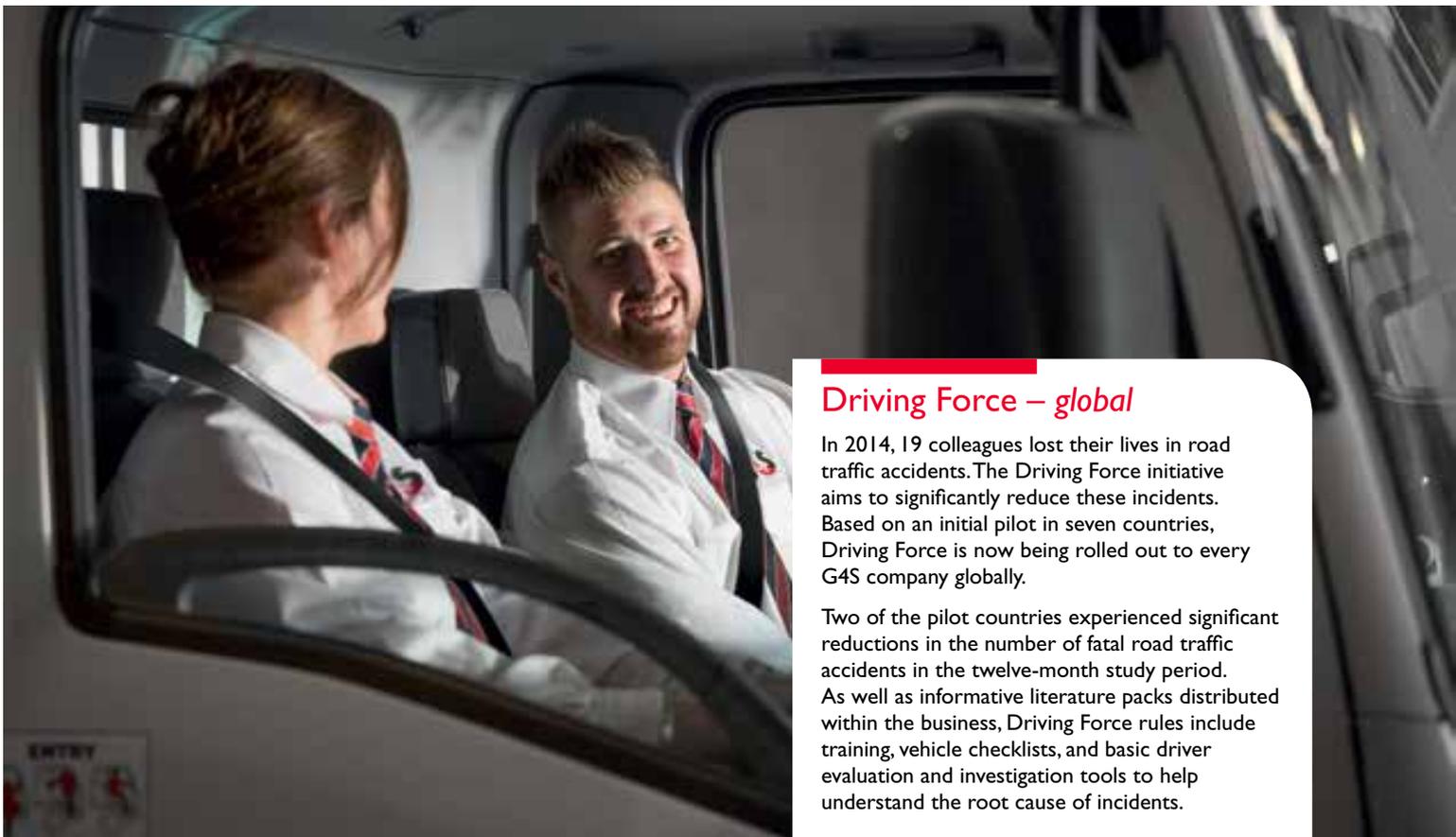
### Ethical employment partnership – global

Since 2008, G4S has had an ethical employment partnership with UNI, the global union federation. G4S was the first UK company to enter such a partnership, which drives improvements in employment standards across the global security industry, while helping to ensure that employee and union rights are respected throughout the company.



### Secure solutions – India

With a workforce of 130,000 people across 25 states, G4S India launched a strong health and safety initiative aimed at spreading the concept of “zero harm” for its employees and customers. Throughout the year, it introduced a series of campaigns aimed at making the workplace environment safer.



### Driving Force – global

In 2014, 19 colleagues lost their lives in road traffic accidents. The Driving Force initiative aims to significantly reduce these incidents. Based on an initial pilot in seven countries, Driving Force is now being rolled out to every G4S company globally.

Two of the pilot countries experienced significant reductions in the number of fatal road traffic accidents in the twelve-month study period. As well as informative literature packs distributed within the business, Driving Force rules include training, vehicle checklists, and basic driver evaluation and investigation tools to help understand the root cause of incidents.

## Achievements

Our performance management approach addresses both non-financial and financial performance in an integrated way and is outlined in more detail in the key performance indicators section of the Strategic Report on pages 32 and 33.

### Safety first

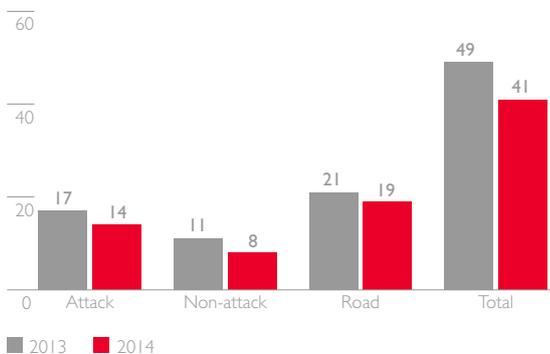
The nature of our work and the environments in which we operate can expose some of our employees to a high risk of harm. Mitigating and managing these risks so that our people return home safely every day is our paramount concern. Tragically, colleagues from across the group are injured and sometimes killed during the course of their work. Any death or injury is unacceptable and in 2014 we have invested in additional health and safety resources with the aim of preventing such incidents across the group and to learn from those which do occur so that we can address the root causes.

The continued effort to improve the safety of our staff is led from the top of the organisation with personal leadership from each member of the Group Executive Committee supported by human resources experts and 108 safety professionals across the group.

Processes and practices across the group are challenged frequently by our health and safety professionals, and critical country reviews, carried out by experts who are independent of the business under review, highlight learning points following every serious incident.

To ensure that our managers take ownership and responsibility for improving health and safety, we recently re-designed incentive plans to ensure that avoiding harm to employees, and to those with whom we come into contact during the course of our business remains the focus for managers across the organisation. Improved health and safety performance will continue to be a key area of focus in 2015.

### Work-related fatalities by category

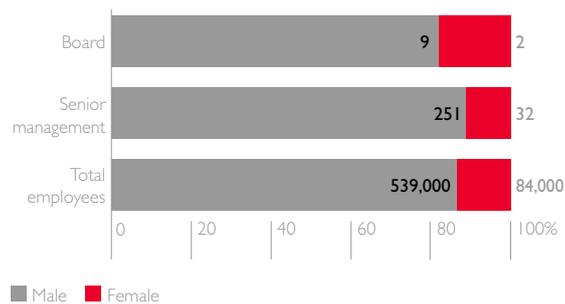


### Best people – building capability

Since April 2013 we have strengthened our global leadership team materially, with 114 appointments to our top 220 executive roles. Of the 114 appointments, 50 were internal promotions and role changes and 64 were external hires. These changes have been focused on senior line management, sales and business development. We have also strengthened our teams in IT, procurement, finance and risk management.

The senior leadership programme is being re-launched in 2015 to better reflect the strategic priorities of the group. A new cohort of senior managers with potential to move to more complex roles will be identified to participate. The programme, which started in 2005, will support and challenge participants to contribute to sustainable business performance and continue their own personal leadership development. Every element of the programme will explicitly promote the G4S values and draw on good practice from existing G4S senior leaders around the world.

### Gender diversity (%)



Please see page 58 for the board's policy on diversity

### Employee engagement

Our employee engagement programme is based on the internally developed PRIDE model:

- P**rotect their basic needs
- R**espect them as individuals
- I**nvolve them in the business
- D**evelop their skills and potential
- E**ngage them fully

More information on all of these areas can be found in our CSR reporting framework, including our CSR report and [www.g4s.com/csr](http://www.g4s.com/csr). We are currently planning our next global employee engagement survey in 2015. The survey is based on the PRIDE model and the principle that where employees feel Protected, Respected, Involved, Developed and Engaged, they are more likely to perform at their best, provide customers with exceptional service and be great advocates for the organisation. The last global study was undertaken in 2013 and received over 380,000 responses – a 62% response rate. Feedback from the 2013 survey and the forthcoming 2015 survey is shared with the relevant business leaders, so that we can address areas which employees have highlighted as in need of improvement. Examples where feedback has resulted in change include:

- enhanced health and safety leadership and training
- increased internal communications
- leadership programme launched in the Americas
- increased training resources being offered in Latin America and Europe

### Performance management

During 2014 we re-defined our performance measures and incentives for our employees and our approach continues to address both non-financial and financial performance in an integrated way. Performance indicators include measuring customer needs, and achieving sustainable profit and cash flow, and provide clear and strong alignment between management priorities and shareholder value.

### Integrity

Ethical conduct is not just a solution to the challenges of legal compliance, but a means of doing business which provides customers, employees, partners and communities with the confidence that they are working with an ethical organisation. Acting with integrity across the world is a key element of our business strategy and a positive differentiator.

### Business ethics and anti-bribery and corruption

Every year we review our business ethics policy to ensure it reflects the current business and political environment and addresses any risks which may exist. Implementation of the standards described in the policy is the responsibility of local managers. These are subject to review through our internal and external audit programmes and from investigations triggered by whistleblowers or colleagues raising concerns with their managers.

As outlined in more detail on page 31, part of the remit of the Regional Risk and Audit Committees which were established in 2014, is to ensure compliance with our robust anti-corruption policies and embed the Integrity value across the regions. Compliance statements are now signed by the businesses and regions on a quarterly basis.

In 2014, we completed a review of our global whistleblowing policy and practices against the principles of the UK Whistleblowing Commission's Code of Practice, making a number of changes as a result of that review. We have selected a new global hotline provider and will be implementing a new global whistleblowing system in 2015. We are also implementing a new case management tool which will enable us to capture information on whistleblowing cases across the group and to analyse trends and issues raised on a more systematic basis. We have re-established our ethics steering group – which was first created to ensure our compliance with the requirements of the UK Bribery Act – to ensure the appropriate focus on whistleblowing and ethical behaviour across the group and make sure that we are constantly challenging ourselves to meet the highest standards.

From time to time, concerns about the conduct of our colleagues or our business partners are brought to our attention. We take all such concerns seriously and work with internal audit and external investigators to ensure all issues raised are addressed appropriately. Information on current issues can be found on page 21 in our CSR report.

### Human rights

Our human rights framework supports the continued development of an ethical and sustainable business model that encourages the improvement of standards, job creation, community support and broader beneficial impacts on societies throughout the world.

The framework is being embedded across the group, along with newly-developed processes for assessing the group's human rights risks in many areas such as bidding for contracts, entering new markets and analysing our existing countries of operation. These practices are driven by an annual assessment of human rights risks and a series of assessments and reviews in markets where risks exist.

Where risks or concerns are identified, action is taken to make sure that we put in place processes to mitigate or reduce any risk. In some cases, this means that a business or operation can be scrutinised intensely by either G4S or independent experts. For example, in the spring of 2014, the board commissioned an independent review into the group's operations in Israel. The findings from the review were presented to the chairman of our CSR Committee and to a number of the Group Executive Committee members, and were published on the group's website in the interests of transparency.

More detail on human rights risk assessment can be found in the Risk Management section and the group's separate CSR report.



### **Ebola response – Africa**

Responding to the outbreak of Ebola in the region, G4S Sierra Leone, in conjunction with our G4S Africa head office, developed an Ebola awareness programme for employees, incorporating posters, handouts and training. Symptom testing, hand washing facilities and the provision of personal protective equipment were implemented at G4S offices as part of the programme of increased preventative measures, and a comprehensive contingency plan was developed. These measures greatly assisted in the prevention of infection and subsequently have been shared with other affected countries such as Mali, Nigeria and Guinea.



### **Compliance and Investigations – North America**

The United States' second largest school district, serving one million students and 90,000 employees, worked with the G4S Compliance and Investigations team to reduce workers' compensation fraud and abuse losses. The organisation-wide programme saved the customer more than \$10 million in fraudulent claims and resulted in 24 arrests and convictions.