



Our values  
at work



Securing your world

Corporate Social Responsibility Report 2014

As the world's leading global integrated security company, with operations across six continents and more than 623,000 employees, G4S is one of the world's largest private employers.

G4S plays an important role in society. We make a difference by helping people to operate in a safe and secure environment where they can thrive and prosper.

Our size and scale mean that we touch the lives of millions of people across the world and our goal is to ensure that we make a positive impact on the communities in which we work.

In this report we feature the important work carried out by our colleagues that makes us proud to be securing your world.

## Our values

### 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 solution.

**Our values at work:  
An integrated reporting framework**

Our corporate values influence every aspect of our culture and day-to-day business activity, and underpin our corporate social responsibility (CSR) strategies. We believe that CSR strategies are best achieved when integrated into business practices.

It is with this in mind that our CSR strategies and priorities are developed in conjunction with our operational businesses. They help to improve the way we work and our approach to doing business.

To better reflect the focus that our values have within our organisation and the importance we place on ethics and sustainability, we have this year implemented an integrated CSR reporting framework which is led by our Annual Report and Accounts and supported by this CSR Report and the relevant CSR sections of our website.



**Find out more online**  
For updates on our CSR activity throughout the year, visit [www.g4s.com/csr](http://www.g4s.com/csr)

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# 2014 CSR highlights

A snapshot of some of our key CSR achievements during 2014

## Securing our environment

G4S total carbon footprint in 2014 was

**538,303 t/CO<sub>2</sub>e**

Achieved a carbon intensity of 76.3 t/CO<sub>2</sub>e per £m revenue in 2014, representing a reduction of

**6.3%**

since 2013.

Measured 56% of the waste generated by the group, totalling 10,400 tonnes of mixed waste with 18% diverted from landfill.

Measured 64% of the group's water usage with a total consumption of 1,678,000 litres.

Installed telematics technology into a further 114 UK-based vehicles, bringing the total number of UK-based vehicles fitted with telematics to almost 2,000. The use of this technology helps to reduce fuel and maintenance costs, while improving driver safety.

Achieved an Energy Star rating at the headquarters of G4S North America. Energy Star-certified buildings generate lower greenhouse gas emissions than typical buildings.

## Securing our communities

Conducted studies of the economic impact of G4S within the UK, demonstrating total contribution to the UK economy of

**£1.74bn**

Invested approximately

**£1.9m**

in charitable community programmes and welfare programmes for employees.

Matched

**£38,000**

of employee fundraising for local community good causes.

Supported more than 1,000 community projects across 74 countries, including:

- Bhubesi Pride (Africa)
- India Vision Foundation (India)
- Bromley by Bow Centre (UK).



## Safeguarding our integrity

Initiated a programme to reinvigorate our group values across all business practices.

Continued embedding our human rights framework into the business, including risk assessment and due-diligence processes.

Implemented a governance, risk and compliance system and process which includes human rights, business ethics and labour rights reviews.

Completed a planned reorganisation of Group Risk and Internal Audit departments, increasing the resources available and expanding the remit to reflect a risk-based audit approach providing assurance on key risk areas and adherence to the updated enterprise risk management systems.

Commissioned an independent human rights and legal review of G4S operations in Israel and the West Bank.

Completed a review of the group's whistleblowing policy and processes against the principles of the UK Whistleblowing Commission's Code of Practice.

Completed

112

on-site internal audits, including measurement of compliance with business ethics standards.

Conducted

120

human rights country risk assessments as part of regular 'heatmap' reviews.

Signed a commitment to the UN Global Compact Business for Peace platform, promoting the positive change that business may bring to former conflict environments by enabling stability, development and advancement of peace.



## Securing our people

Established 'Safety first' as a new group value.

Developed a health and safety management framework on which businesses can base their approach to ensure that they embed health and safety into their business practices.

Implemented performance objectives related to health and safety for all senior business leaders.

Extended the Driving Force Rules campaign to all regions.

Provided health and safety training to our global leadership team.

Completed six health and safety critical country reviews in countries where serious incidents occurred during the year.

Enhanced the monitoring of health and safety key performance indicator (KPI) performance, particularly in respect of incident investigations.

Implemented a new senior management onboarding tool.

Extended our talent management system to capture more data on the wider employee population.

Launched a new senior leadership development programme with attendance from all six regions.

Continued to support businesses embedding cultural awareness training.

Ongoing implementation of the actions arising from the 2013 global employee engagement survey, such as a values based leadership programme in the UK.



For more information, visit: [www.g4s.com/csr](http://www.g4s.com/csr)

# Our services

G4S works to safeguard the welfare and prosperity of millions of people worldwide – helping to create safer and better environments in which people live and work. The breadth of our services and geographic coverage provide both resilience and growth opportunities.



## Secure solutions



### Security and facilities management (FM) services

**Market and strategy**

G4S is a global provider of security and FM services with a top-three market position in the majority of the 91 manned security markets in which we operate. Security and facilities management services accounted for 59% of group revenues in 2014.

As one of the few global security companies, our main international competitors in developed markets tend to be regional and international companies operating in a single market segment such as manned security, security systems or facilities management. There are also many local security companies operating in developed and emerging markets.

We aim to differentiate our business to customers through our expertise, excellent service delivery, integrated security solutions and geographic coverage.

**The secure solutions business covers a wide range of services, including:**

<b>Risk services and consultancy</b>	Risk management and consultancy services including risk analysis, personal protection, compliance and investigations, training, mine detection and clearance services
<b>Monitoring and response</b>	Key holding, mobile security, patrol and response services, and alarm receiving and monitoring facilities
<b>Secure facilities services</b>	Integrated facilities services for entire sites or estates for commercial customers and governments
<b>Manned security services</b>	Trained and vetted security officers

Revenue

**£4,004m**

(2013: £3,898m)

### Security systems and technology

**Market and strategy**

Security systems and technology represented around 8% of group revenue in 2014.

The global security systems market is a large growing market (source: Freedonia, November 2014) but regional market dynamics vary widely in terms of competition, products sold and customer segments. Our technology strategy therefore has to adapt to meet each region's unique requirements.

We aim to drive outsourcing and enhance the value of traditional security services through greater use of technology.

**Security systems and technology includes:**

<b>Security installation and maintenance</b>	Access control, CCTV, intruder alarms, fire detection and video analytics to identify and notify operators of issues
<b>System software/integration</b>	Security and building systems technology integration

Revenue

**£566m**

(2013: £550m)



## Care and justice services

### Market and strategy

Care and justice services represented around 9% of group revenue in 2014. The market structure is typically consolidated on the supply side with a small number of providers. Larger companies are usually better equipped to deliver such highly specialised services.

While the care and justice services market is concentrated primarily in the UK, USA, Australia and New Zealand, we see a number of countries exploring the possibility of outsourcing these services to the private sector in the future

**Care and justice services offers highly specialised services to central and local governments and government agencies and authorities:**

<b>Juvenile and adult custody and rehabilitation</b>	Management of all aspects of a facility and those held within the facility – similar centres are also used for the detention of asylum applicants
<b>Prisoner escorting</b>	Transportation of prisoners and asylum applicants between courts, police stations and custody and asylum centres
<b>Asylum services</b>	Management of housing provision and other services for asylum applicants
<b>Electronic monitoring</b>	Electronic tagging and monitoring of offenders at home or in the community

Revenue

**£605m**

(2013: £586m)

## Specialist outsourced services

### Market and strategy

Based mainly in the UK, G4S offers a range of outsourcing services, which together accounted for around 8% of group revenues in 2014.

We aim to offer innovative and cost-effective solutions to customers.

<b>Police services</b>	Support for frontline policing including the provision of custody suite services and forensic medical services, and back-office support functions for police forces
<b>Welfare-to-work programme</b>	Assisting long-term unemployed people into work
<b>Utility services</b>	Data and meter services, and contact centre management for private energy and utility companies

Revenue

**£504m**

(2013: £399m)



## Cash solutions

 16%  
group revenue

### Cash solutions and secure logistics

#### Market and strategy

The cash solutions business accounted for around 16% of group revenue in 2014. We are the market leader or number two in 54 of our 62 cash solutions markets. The main providers of similar services are a small number of international competitors in mainly developed markets. Our cash solutions business is integrated into our wider organisation and processes through shared customers, management structures and systems in many countries. The market is highly regulated, often by central banks, and the business requires complex infrastructure and significant expertise.

We aim to:

- play a key role in the management of the cash cycle on behalf of central banks, commercial banks and retailers, allowing them to focus on their core business
- use our developed market cash cycle expertise and track record to encourage central bank and financial institution outsourcing in emerging markets
- continue the expansion of innovative technology such as CASH360™ for retail customers.

Revenue

**£1,071m**  
(2013: £1,063m)

#### The cash solutions business covers a wide range of services including:

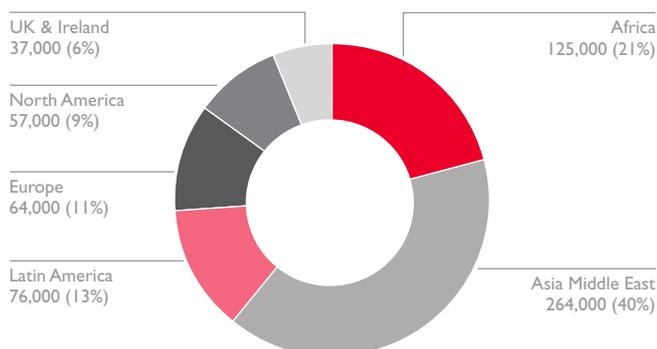
<b>Cash management outsourcing</b>	Managing cash on behalf of financial institutions, including cash transportation, high-security cash centres, counting and reconciling cash, fitness sorting of notes for use in automated teller machines (ATMs), counterfeit detection and removal, distribution of cash to bank branches, ATMs and retail customers
<b>Cash consulting</b>	Provision of consultancy services to central banks and commercial banks on overall cash management strategy, bank note production and security and all aspects of cash cycle efficiency
<b>ATM management</b>	Managing ATMs on behalf of banks, retailers and independent ATM providers – including cash forecasting, cash transportation and reconciliation services, first-line maintenance and ATM engineering services
<b>Retail cash management</b>	Provision of systems and hardware which provide an automated cash office for retail sites to improve security and faster banking of cash, electronic audit trails of takings and a real-time view of retail cash balances
<b>International transportation</b>	Bespoke international transportation and insurance of currency and other valuables
<b>Cash transportation</b>	Secure transportation of cash using specialist vehicles, screened and trained personnel and purpose-built technology to transport, protect, count and reconcile cash to customer records

Go online for more information, visit: [www.g4s.com](http://www.g4s.com)

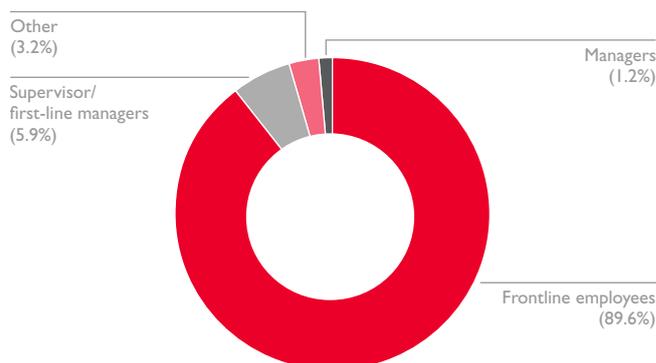
# Shape of the organisation

G4S is a global business with operations in more than 110 countries. We employ over 623,000 people, making G4S one of the world's largest private employers.

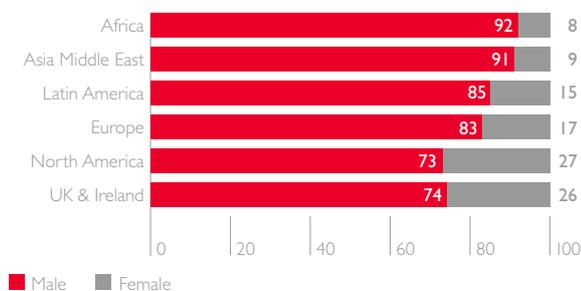
## Employees by geographical segment



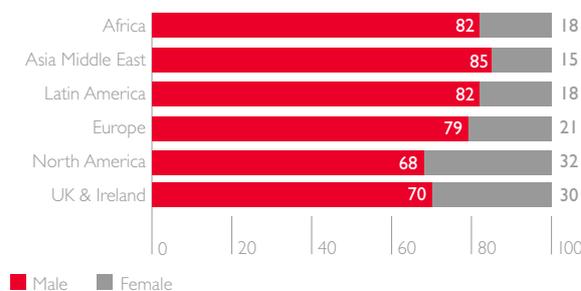
## Employees by role



## Frontline diversity and inclusion (%)



## Managers diversity and inclusion (%)



## Employee engagement

### Global union membership

	% Union membership		% Collective agreements	
	2014	2013	2014	2013
Africa	26%	26%	50%	56%
Asia Middle East	1%	3%	8%	11%
Latin America	7%	10%	39%	38%
Europe	26%	36%	63%	66%
North America	12%	14%	17%	18%
UK & Ireland	24%	29%	67%	84%
<b>Total</b>	<b>12%</b>	<b>14%</b>	<b>30%</b>	<b>33%</b>

Levels of union membership have fallen during 2014, although over-reporting in Latin America during 2013 by newly acquired businesses accounts for much of this apparent reduction.

Almost 30% of our employees are covered by collective agreements. The positive union relationships that underpin the agreements help ensure a progressive employee relations climate for our people and a stable operating environment for our customers.



Ashley Almanza  
Group Chief Executive Officer

## Delivering sustainable, profitable growth

As one of the world's largest global employers operating in security and related roles across the world, we understand our obligations to our employees, customers and the wider community.

Our CSR policies are well developed and we are proud of the progress we have made in integrating CSR activities into our everyday business practices.

G4S's approach to CSR is led from the top of the organisation with the personal commitment of every member of the Group Executive Committee to uphold the group's values.

In this our sixth CSR review, we analyse some of the key issues and themes arising from our CSR activities and provide an update on progress since our last report.

### Prioritising CSR activities

Our CSR programme is broad-ranging, but we prioritise three key themes – business ethics and anti-bribery and corruption, health and safety, and human rights. These are issues that are most closely aligned to our values and have been highlighted as the most material CSR issues faced by the group in our regular CSR materiality reviews.

G4S signed its commitment to the UN Global Compact four years ago and its principles continue to be reflected in our business ethics, human rights and other CSR related policies.

### The value of CSR to the organisation

Having a sustainable, ethical business is key to the future success of the group. High ethical and operational standards are an important differentiator and help our business to develop and grow. They help us to attract and retain key employees, to win and keep important customer contracts and to obtain appropriate investment in our company. These are all necessary for us to achieve our long-term strategy of delivering sustainable, profitable growth.

### Integrating CSR into business practices

We believe that our CSR goals are best achieved when they are integrated within our business practices and not operated as a stand-alone programme, which is why our CSR practices are developed in conjunction with our operational strategies to ensure that they achieve the desired impacts, but also contribute positively to our business performance.

While we have governance structures and review processes in place that sit outside the line management structure to provide independent scrutiny of our practices, we expect our managers across the business to understand our corporate values and to uphold them in their everyday business activities.

We reinforce the group values and standards at every opportunity and assess compliance with standards through a variety of means, including internal and external audit, contract reviews, risk reviews, self-assessments and other embedded operational processes.

### Constructive stakeholder dialogue

The nature of our business means that we often work in complex and challenging environments. This means that our organisation can be subject to the intense scrutiny of official and unofficial organisations with an interest in the particular operation or the rights of people with whom we come into contact in the performance of our duties.

We believe that constructive dialogue and feedback is a helpful means of continuously improving our CSR and business practices. We welcome such dialogue and engage in it positively with a variety of employee and other stakeholder groups to achieve this.

When concerns are raised in relation to our business we engage in constructive dialogue and where appropriate we may also appoint external professionals to review our practices. Examples of this approach can be found on page 29.

### Achievements in 2014

There have been many achievements in the last 12 months across our CSR activities, and these are covered elsewhere within this report. In relation to the group's three priority areas, there has been significant progress.

#### Business ethics and anti-bribery and corruption

Acting with integrity is a key element of our business strategy. Every year we review and strengthen our business ethics policy and practices to ensure that they address current business risks.

Implementation of the standards described in the business ethics policy is the responsibility of local managers. Compliance with the policy is monitored and measured through our internal and external audit programmes and from investigations triggered by whistleblowers or colleagues raising concerns with their managers. In some cases, such investigations are the result of complaints or feedback received from outside the organisation. We treat all matters raised seriously.



A G4S security officer protecting critical national infrastructure in the United States of America.

In 2014 we reviewed our whistleblowing policy against the principles of the UK Whistleblowing Commission's Code of Practice, the result was a stronger policy which has been published on our website. 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 that 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 established an 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 that we are constantly challenging ourselves to meet the highest of standards. We believe that this will help us continue to improve our compliance with ethical standards and better identify any behaviour that is not in line with our policy.

#### Health and safety

Tragically, colleagues from across the group are injured, sometimes fatally, 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 that do occur so that we can address the root causes.

The continued effort to improve the safety of our staff is led right 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.

Processes and practices are challenged frequently by our health and safety professionals. Critical country reviews, carried out by experts who are independent of the area of the business under review, highlight learning points following serious incidents.

To ensure that our managers take ownership and responsibility for improving health and safety, our incentive plans are designed to ensure that avoiding harm to employees remains a key focus for managers across the organisation.

Our relentless focus on improving health and safety will continue in 2015.

#### Human rights

Our human rights policy has been implemented 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. The board takes human rights risks extremely seriously.

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 company's operations in Israel. The findings from the review were presented to the Chair 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.



#### Driving Force Rules

- ✓ Check your vehicle before driving
- ✓ Always wear a seat belt
- ✓ Always wear a helmet and high-visibility equipment
- ✓ Do not speed
- ✓ Never use a hand-held mobile telephone whilst driving
- ✓ Do not drive under the influence of alcohol or drugs
- ✓ Take a short break if required

## Priorities for 2015

As we look forward to 2015, our key CSR priorities will remain unchanged. We will, however, conduct a materiality exercise towards the end of the year to ensure that our priorities remain aligned to the needs of the business and our various stakeholder groups. We will also launch our latest global employee engagement survey which provides valuable feedback and intelligence from employees at all levels across the world. The survey is embraced by our colleagues as an opportunity to provide feedback and comment on how they feel about working for the group and how we are living up to our values – over 384,000 colleagues participated in 2013, when the survey was last conducted. The information provided in the survey gives us a real sense of how policies and practices developed at group level are being implemented or adopted on the ground and it enables us to address any issues raised by employees both at a global and local level.

Implementing enhanced whistleblowing and anti-bribery and corruption practices will be a key element of our 2015 plan, with the implementation of a number of new systems and tools across the organisation.



**Business ethics and anti-bribery and corruption** (p18)

The health, safety and well-being of our colleagues and those in our care will be an ongoing priority in 2015, with extended critical country reviews, training for managers and learning from root cause analysis.

We do not accept that an injury or death of a colleague is ever acceptable and will continue to focus relentlessly on ensuring that we can keep our colleagues and those who trust us safe from harm.



**Health and safety** (p22)

Embedding our human rights risk assessments and reviews into our business processes will continue in 2015, as part of our enhanced risk assessment processes. This will ensure that human rights risks identified in new areas of business are fully considered in business decision-making and that risks that occur within existing areas of operation are fully understood and mitigated. We have made significant progress in this area since the launch of our human rights policy in 2013 and we expect to continue the progress on our human rights journey.



**Human rights** (p26)

We have made much progress on embedding CSR in our organisation, but we will not be complacent. We will focus on continuous improvement to our business practices to ensure that we meet our high ethical and CSR standards across the group.

**Ashley Almanza**  
Group Chief Executive Officer



Clare Spottiswoode  
CSR Chair

## Our approach to CSR and the role of the board

In my second year as Chair of the group's CSR Committee, I am pleased to report that we have continued to make strong progress against our key CSR priorities. Our materiality review, carried out in 2013, helped us to steer a course on CSR which focused on the issues that were most important and most impactful to the group and its stakeholders.

### CSR Committee



Membership of the CSR Committee comprises Clare Spottiswoode, Winnie Fok and Paul Spence. CSR Committee meetings are also attended by the group communications director; group human resources director and the regional president of the UK and Ireland region.

During 2014 the committee engaged with the management team on important issues and reviewed progress on many of the group's key CSR priorities.

While we have focused on the key priorities outlined in our materiality study, we continue to address all aspects of our broad-ranging CSR commitments.

#### The role of the CSR Committee

As a global security company operating in some very challenging environments around the world, the board and the management of G4S are very aware of the potential impact the company has on societies and we are committed to making sure that impact is a positive one.

The committee plays a key role in challenging relevant business strategies and plans on CSR-related matters such as health and safety, business ethics and human rights and monitors progress made by the group in these and other CSR activities. The committee actively participates in reviewing investment requests for commencing operations in new countries and in monitoring global CSR programmes to ensure that they not only hit their key milestones and objectives, but also have a lasting effect on the way we do business. The healthy debate between the committee members and the senior management of the group is proving to be a successful way of putting ethical and sustainability matters at the heart of the business.

In 2014 the CSR Committee met on 3 occasions and I met personally with 21 external stakeholders to discuss CSR matters. I was also directly involved in the review of our human rights assessment of the group's business in Israel.

The CSR Committee receives regular updates on current issues and allegations and has the opportunity to discuss these important matters, their causes and consequences with members of our Internal Audit, Human Resources and CSR teams.

#### Key CSR programmes integrated into business practice

While the committee provides challenge and support to the management team at a senior level of the organisation, we believe that CSR strategies work best when they are integrated into our business practices. Our policies and programmes are designed to be practical and usable by our businesses and to add value to everyday operations. This has been extremely beneficial in key areas such as business ethics and anti-bribery and corruption, health and safety, and human rights, where we made significant progress in 2014.

#### Encouraging open dialogue

The board welcomes dialogue with investors and other stakeholders on matters that are of concern to them and we have engaged with various groups throughout the year to listen to and understand their point of view and to discuss the background to various issues and the decisions that have been taken by the group.

I have met with CSR experts and analysts and always find the feedback from those meetings to be helpful and informative for our future plans and priorities. I hope that dialogue will continue into the future.

### Looking ahead to 2015

While our plans for 2015 cover a wide range of topics, our main priorities will continue to focus on our three key themes of business ethics and anti-bribery and corruption, health and safety, and human rights.

Implementation of enhanced whistleblowing systems and case management tools will improve the visibility of key issues and enable us to identify trends and take swift and appropriate action if our standards are not being met. Communication with employees across the group will be a key element of the success of this programme and will form an important pillar of our whistleblowing improvement strategy.

We will take important steps to protect our employees and those in our care from harm, learning from previous incidents and continually investing in the protection of our people.

Feedback from our next global employee survey will help us to understand the impact that our CSR programmes are having on the ground.

We have learned much from our focus on human rights and will continue to embed human rights issues into our

business risk assessment and growth strategies to ensure that our business operations uphold the standards outlined in our human rights policies and guidelines.

From the point of view of the committee, we will continue to scrutinise and challenge management actions in the areas of CSR and will support the ongoing process of development that is being undertaken by the group.

Personally, I would like to recognise the leadership of the Group Chief Executive Officer and the Group Executive Committee which has led to significant improvements in CSR-related strategies and the safety and well-being of our employees. Our journey in these areas continues, but it is important to recognise the progress that has been made to date.

I also hope that our constructive dialogue with employees and their representatives, investors and analysts and other stakeholder groups will continue and will help us to continue to develop our strategies.

**Clare Spottiswoode**  
Chair  
CSR Committee

## Sustainability strategy

**G4S' business and culture are underpinned by its values. We expect high standards of ethics, an absolute focus on customer service and a spirit of teamwork. Our integrity means that our customers, employees and other stakeholders can trust us to do the right thing.**

While we have governance structures and review processes in place that sit outside the line management structure to provide independent scrutiny of our practices, we expect our managers across the business to understand our CSR commitments and to uphold them in their everyday business.

We reinforce the group values and standards at every opportunity and assess compliance with standards through a variety of means, including internal and external audit, contract reviews, risk reviews, self-assessments and other embedded operational processes.

### Community

- Social and economic impact
- Community investment

### Environment

- Energy and fuel efficiency
- Reducing carbon intensity
- Waste and water consumption



### Integrity

- **Business ethics and anti-bribery and corruption\***
- **Human rights\***
- Risk assessment
- Internal audit
- Whistleblowing and reporting

### People

- **Health and safety\***
- Employee engagement
- Training and development
- Diversity and inclusion

\* Priority areas

For more information, visit: [www.g4s.com/csr](http://www.g4s.com/csr)

# Working with our stakeholders

We believe that high standards of ethical conduct provide a market differentiator and those organisations with the highest ethical standards will have the most positive impact on the lives of those around them and, ultimately, will be the most successful. There are many benefits of operating to high ethical standards.

## Our stakeholders and why we engage

**Customers** can be sure that they are working with a good company, which has high ethical standards and makes a positive impact on society, not just as a result of the service it offers, but also the way it behaves. They can be confident that we will always operate to the highest standards and will not compromise their reputation as a result of unethical conduct and they will know that we have systems and processes in place to ensure that employees operate to the highest ethical standards.

**Employees** can be sure that they are working with a good company and be clear about the expectations that the group has of them in terms of behaving ethically and representing the G4S brand in an appropriate way. They will feel able to report any concerns about ethical behaviour within the group and can be confident that they will be investigated and acted on in absolute confidence.

Employees will also have the confidence to speak up if they witness behaviour that is not in line with the company's standards or that puts colleagues or others at risk of harm. They will know that their concerns will be taken seriously and that they will be treated fairly for reporting any such conduct.

**Partners and suppliers** can be confident that any business venture entered into with G4S will be carried out on the basis of strong ethics and that any form of unethical behaviour (particularly bribery) will not be tolerated.

They will be sure that G4S employees will not compromise the reputation of a supplier or partner as a result of unethical conduct and they will be clear about our expectations of them as a partner or supplier to the group and our zero tolerance policy in terms of unethical transactions or behaviour.

**Investors** can be confident that they have invested in a company that has high ethical standards and therefore will not be prone to criticism regarding ethical issues that could affect the company's reputation, business performance or market/share price value.

## Examples of how we engage

We seek customer feedback through account management, customer satisfaction monitoring and operational reviews.

During 2014 we have been investing in a more rigorous approach to customer relationship management, including the implementation of a standard tool for measuring customer satisfaction.

As part of our regular CSR materiality review, we invite a representative sample of customers to provide their views on key CSR issues and priorities.

Since 2008 we have had an ethical employment partnership with UNI, a global union federation. This agreement provides a framework for businesses and unions to engage locally for the purposes of union recognition and collective bargaining.

In 2015 we will be completing our fourth global employee engagement survey. Our most recent global employee engagement survey took place in 2013 and had over 384,000 responses. We are proud of the excellent feedback, with 82% of employees who completed the survey saying they would recommend G4S as an employer and 84% saying they were satisfied with their job.

Since then businesses have been implementing action plans based on the feedback received and we look forward to hearing our colleagues' views on whether we have been successful in addressing the issues they raised.

In 2015 we will implement an improved whistleblowing hotline and case management system, together with enhanced investigation resources and communications processes to help colleagues bring issues to the attention of senior management.

In 2014 we initiated a programme to reinvigorate our group values across all business programmes. We carried out our annual review of our business ethics policy, and further embedded our human rights framework into the business.

We have strengthened our Group Risk and Internal Audit departments and are implementing systems and processes to help ensure that risk and compliance is effectively monitored.

We have strong relationships with the general investor community and investment analysts.

We host investor meetings aimed specifically at socially responsible investors and ethical investment advisers. We respond to ad-hoc requests for information throughout the year and also proactively seek feedback on specific CSR-related issues as they arise.

**Communities** can be sure that G4S will behave ethically in all of its dealings with stakeholders in the community, such as employees, customers, partners and governments. They can have confidence that we will have a positive impact on the local community and bring shared value to the members of that society.

We make an important contribution to the communities in which we live and work through our payment of tax and employment of more than 623,000 people.

An academic study of the direct and indirect economic impact of G4S within the UK established that in 2013 we supported 56,755 jobs across the country and made a total gross value added contribution to the UK economy of £1.74bn.

We work with **industry bodies** to establish strong benchmarks wherever we operate and play a pivotal role in raising standards in the wider industry and society as a whole.

Many G4S managers and employees play an active role in industry bodies and associations across the world, such as the Confederation of British Industry (CBI) or the UN Global Compact.

Since 2010 G4S has been directly involved in the development and success of the International Code of Conduct for Private Security Providers (ICoC). G4S was a founder signatory of the code, and in 2013 our Global Risk Services businesses became a founding member of the ICoC Association (ICoCA) the compliance and oversight body for the code.

**Governments** and **legislators** can be confident that we will support regulation that is designed to improve standards. It is important to ensure that legislative developments do not create unfair competitive environments or unnecessary burdens on business activities. In addition to this, governments are also some of the group's largest customers and we strive to maintain good customer relationships.

As a leading global business, G4S participates in consultations regarding industry-specific issues and broader legislative programmes. We also participate in events at which we may demonstrate our expertise on security-related issues, such as participating in an event at the UK's House of Commons in 2014 to promote awareness of the dangers of landmines and unexploded ordnance.

We will work with **independent experts** on specific topics to help the group ensure that its policies and practices are aligned with best practice.

G4S has engaged with and sought the expertise of recognised specialists on a number of specific issues. In 2014 an independent human rights and legal review of our operations in Israel and the West Bank was commissioned by G4S management, and representatives of our Ethics Steering Group consulted the UK charity Public Concern at Work as part of its review of our whistleblowing policy.

Where criticisms or complaints are made, stakeholders can be sure that they will be taken seriously and dealt with appropriately at the right level of the organisation or by independent experts if necessary.

### Customers

We are investing in a more rigorous approach to customer relationship management

### Employees

We engage with our employees through a global employee survey

### Partners and suppliers

We have strengthened our risk and internal audit systems and processes

### Investors

We proactively seek feedback from socially responsible investment analysts

### Communities

We conduct social and economic impact assessments of G4S businesses in key markets

### Industry bodies

We aim to raise standards through membership of industry bodies such as the CBI and ICoCA

### Governments and legislators

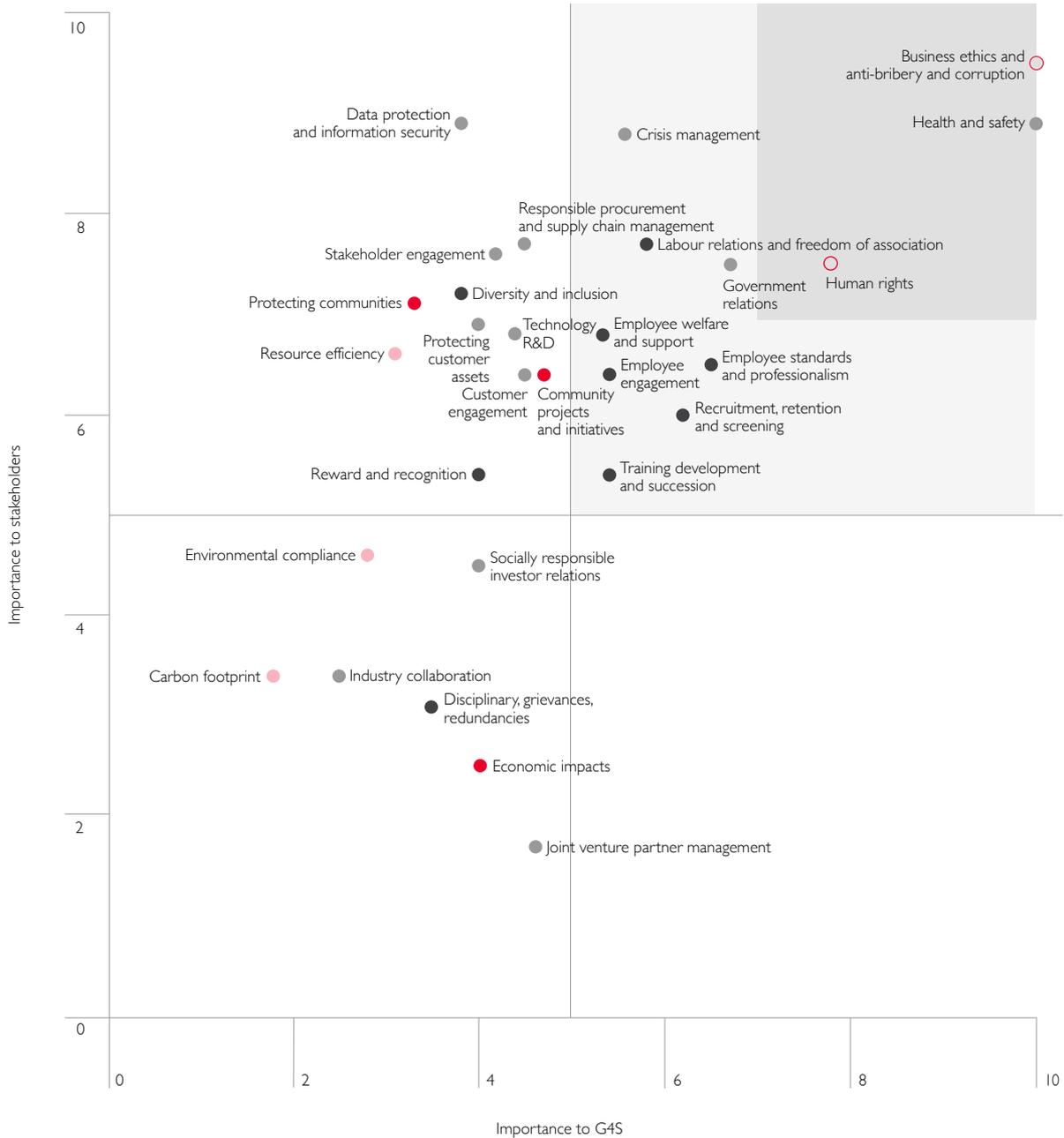
We participate in relevant consultations and support events at which we may demonstrate our expertise on security-related issues

### Independent experts

We seek independent expertise on key issues such as the development of our new whistleblowing policy

Stakeholder engagement

## 2014 materiality matrix



- Securing our communities
- Securing our people
- Securing our environment
- Safeguarding our integrity
- Business issues with a CSR dimension

# Our material issues

Every two years, we conduct a CSR materiality exercise which helps us to assess the current market environment, business challenges and most relevant sustainability issues.

Our most recent exercise was carried out early in 2014, when we surveyed executive and non-executive members of G4S senior management and the board, together with a representative sample of G4S stakeholders – including customers, investors and non-governmental organisations (NGOs).

We sought their views and opinions on the CSR issues and trends that present the greatest risks or opportunities to the global organisation's performance, strategy and reputation.

The top-line results of this exercise are presented in our materiality matrix, which compares the priority of each issue relative to the concerns of the stakeholder. The closer each issue is towards the top-right corner of the matrix, the higher the priority placed on it by the stakeholder and the more material it is to G4S' business.

The materiality matrix identified three core priority ethics and sustainability areas for the group during 2014 and 2015:

- Business ethics and anti-bribery and corruption
- Health and safety
- Human rights.

The matrix also highlights the importance placed on culture and values within the group and defines a strong group of employee-related issues on the fringe of the materiality threshold, emphasising the significance that is placed on these issues and recognising the standards G4S maintains in these areas.

Additional areas of social responsibility, such as environmental impact and community investment, are recognised as key 'business as usual' elements of our CSR strategy and are reported online.

## Our priority areas

We have identified three core ethics and sustainability priorities for 2014 and 2015



 Business ethics and anti-bribery and corruption (p18)



 Health and safety (p22)



 Human rights (p26)



## Business ethics and anti-bribery and corruption

**G4S plays an important role in society. We make a difference by helping people to operate in a safe and secure environment where they can thrive and prosper. Our size and scale mean that we touch the lives of millions of people across the world and our goal is to ensure that we make a positive impact on the communities in which we work.**



### 2014 priorities

Reinvigorate group values across all business practices	✓
Update and re-launch business ethics policy and compliance programme	✓
Embed improved risk management processes across the group including a governance, risk and compliance system	➔
Complete planned increase in internal audit staffing and expanded remit	✓
Complete a detailed review of the whistleblowing arrangements, covering the policy, process and systems	✓
Implement improvements generated by internal audit and group risk management reviews	✓

✓ Complete ➔ Ongoing

Integrity is one of the group's core values – being a responsible business partner, employer, customer and supplier is an important part of our strategy and forms an essential foundation on which we carry out our business. In our view, ethical behaviour of corporations should not be just a reaction to regulation or legal compliance, but a means of doing business that gives customers, employees, partners and communities the confidence that they are working with an ethical organisation that is not prepared to compromise on its integrity to achieve its objectives or to make money. That is why we ensure that our business ethics and anti-bribery and corruption programmes are embedded within our organisation and are the responsibility of every manager across the group.

We believe that high standards of ethical conduct provide a market differentiator and those organisations with the highest ethical standards will have the most positive impact on the lives of those around them and, ultimately, will be the most successful.

We see integrity and strong business ethics as a core part of the G4S strategy and fundamental to the way we operate.

We have a group-wide business ethics policy which clearly defines what we consider to be acceptable and unacceptable business practices. We demand compliance with this policy from all managers and employees across the group.

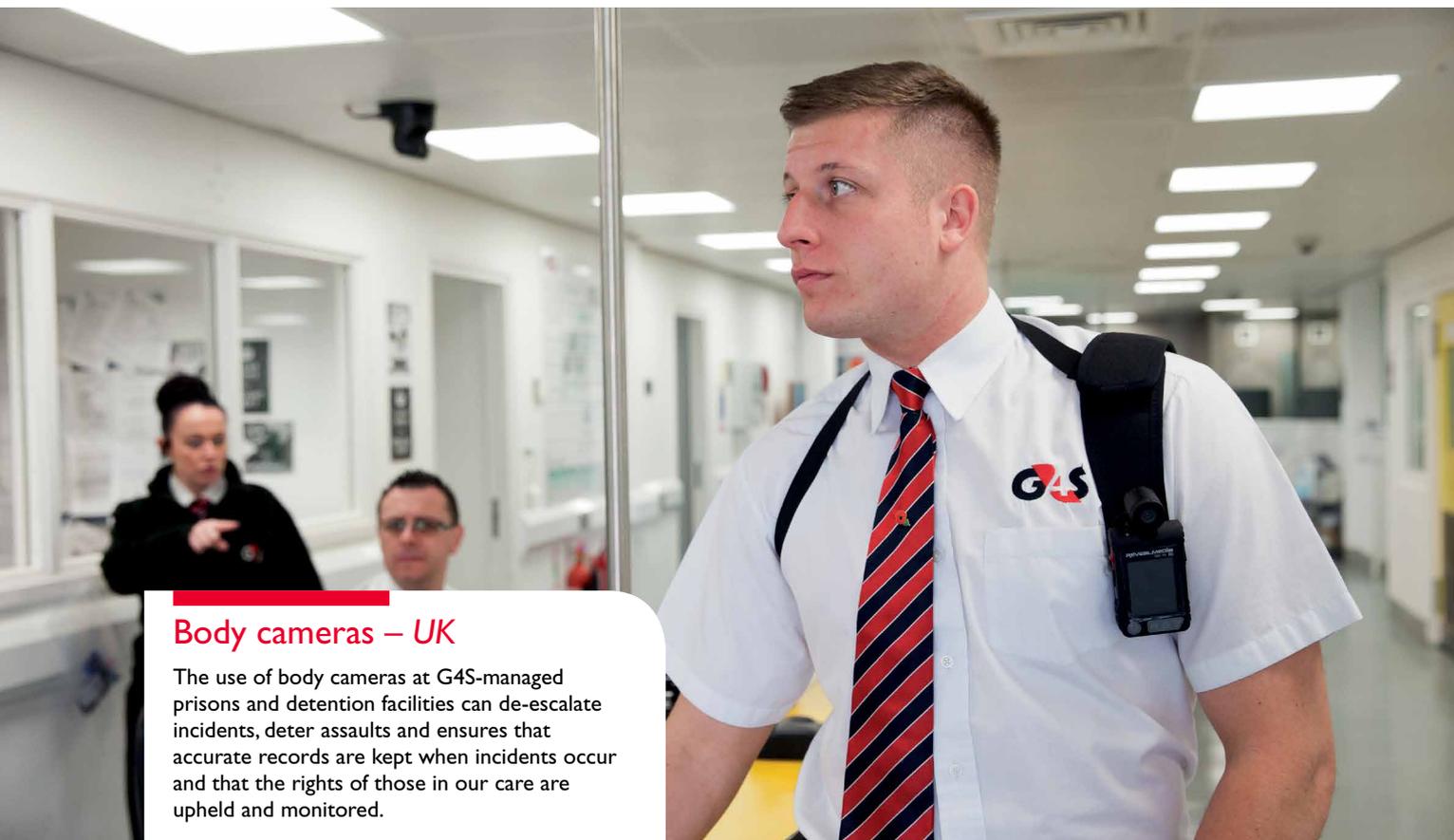
In order to ensure that everyone in the group understands their obligations in relation to this policy, we:

- update and strengthen the G4S business ethics policy periodically, incorporating evolving legislation and evaluating any risk to the group's integrity
- distribute the policy to managers and request that all managers review the policy and personally sign up to playing their part in ensuring its implementation and therefore the group's compliance
- ensure that all employees are aware of their obligations under the policy, through various communications channels including induction and other training, notice boards, employee magazines, etc
- provide specific training to all managers and supervisors on business ethics and preventing bribery and corruption through a bespoke programme available in a variety of formats and languages
- reinforce the importance of ethical behaviour through induction, employment contracts, staff handbooks, training and communications practices.



**Whistleblowing review and implementation – global**

Last year we carried out a review of our global whistleblowing policy and processes against the principles of the UK Whistleblowing Commission's Code of Practice – concluding that a number of improvements could be made. Our new policy has been published on our website and one of our 2015 priorities is the implementation of our new telephone hotline and case management tool, together with enhanced investigation resources and communication processes.



**Body cameras – UK**

The use of body cameras at G4S-managed prisons and detention facilities can de-escalate incidents, deter assaults and ensures that accurate records are kept when incidents occur and that the rights of those in our care are upheld and monitored.

## Our priority areas: Business ethics and anti-bribery and corruption *continued*

### Progress in 2014

Given the global spread of our organisation and the areas of business in which we work, business ethics and anti-bribery and corruption are a key part of our risk assurance and audit scope of work.

During 2014 we created a series of regional, executive and board-level risk committees and an enhanced risk review process. This enabled us to redefine the group's appetite for risk and to make sure that we have the tools and resources in place to assess fully the risks to our business and that mitigating actions ensure the risks are manageable.

In addition, and as a result of a review conducted in 2013, we increased the size of our internal audit team from 10 to 19 and adopted a risk-based approach to provide greater focus on key risk areas such as anti-bribery controls or human rights awareness, and adherence to the updated risk management systems and methodology.

Our Ethics Steering Group – which was first established to ensure our compliance with the requirements of the UK Bribery Act – will maintain the appropriate focus on whistleblowing and ethical behaviour across the group and that we are constantly challenging ourselves to meet the highest standards.

During the year we conducted an anti-bribery and corruption survey in order to assess business compliance with group controls and to identify any potential risk areas where further action was required. The results of the survey were analysed and identified that, taking into account the nature of the G4S business and operations, overall the level of self-reported compliance and issues did not indicate current major control exposures or residual risk.

As part of our internal audit programme, business ethics and anti-bribery and corruption policies and controls are audited as a standard element of business unit audits. The results for 2014 were positive with, on a pro-rata basis, a 50% reduction in control issues noted. The control issues identified were mainly related to non-compliance with group requirements for implementation of policies or procedures, including promotion of the group-wide Safe 2 Say or local whistleblowing hotline or handling of local hotline calls.

Most of the findings raised were not of a fundamental nature, indicating that while businesses are implementing group policies, improvements could be made in how the practical application of those policies takes place at a local level. Improvement actions were identified and have been or are being implemented.

As in previous years, our external auditor KPMG reviewed and reported on our anti-bribery controls as part of the group's year-end audit process. Any issues raised by them will be investigated and appropriate action taken.

During 2014 we implemented a corporate renewal programme for our UK businesses which was subject to review by accountancy firm Grant Thornton on behalf of the UK Government.

This programme included:

- enhanced communication on the group's values and its expectations of behaviour from employees
- development of a new training programme for managers on our corporate values
- continued improvements to risk management and internal audit controls



### 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.

- updating our whistleblowing policy and improving related systems
- improving transparency in contract management with government departments
- participation in the Cabinet Office and CBI working group on transparency

In addition to the review by Grant Thornton, our internal audit team audited the programme in the last quarter of 2014 and concluded in January 2015 that positive progress had been made in implementing the corporate renewal action plan.

The group whistleblowing arrangements provide a valuable opportunity for employees to raise concerns, anonymously if they wish. All concerns raised are reviewed and investigated as appropriate. More serious concerns are investigated by our internal audit team or in some cases using the services of independent specialist investigation companies.

In 2014 we carried out a review of our global whistleblowing policy and processes and concluded that a number of enhancements could be made. A number of independent providers of whistleblowing hotline services and case management tools were assessed throughout the year and a preferred partner was identified towards the end of 2014. Implementing these new tools and practices will be a key focus for 2015.

During 2014 the internal audit function carried out seven investigations into issues raised through whistleblowing channels. Other investigations covering less serious matters were carried out by regional management with the results and recommendations from those investigations shared with the group director of risk and audit.

Types of issues investigated by the group internal audit function and actions resulting include:

<b>Staff grievances and concerns including pay and conditions and management behaviour</b>	Investigations are made with regional and business unit HR management to ensure that grievances are addressed and improvements made.
<b>Alleged unethical behaviour by management, including abuse of position and fraud</b>	<p>All issues are investigated and in proven cases action taken against management, including disciplinary action up to and including dismissal.</p> <p>In the case of serious issues such as fraud, the group has a zero tolerance approach and reports such cases to the local police and wherever possible will seek criminal prosecution.</p> <p>This applies to all types of fraud whether internal or external.</p>
<b>Concerns regarding operational procedures</b>	Investigations with regional management to ensure that G4S standards are being followed properly.

Where our investigations identify evidence of unethical conduct, disciplinary action is taken which may range from a formal reprimand to termination of employment and where appropriate will be referred to the independent authorities.

### Priorities for 2015

Our main priorities in this area for 2015 are to:

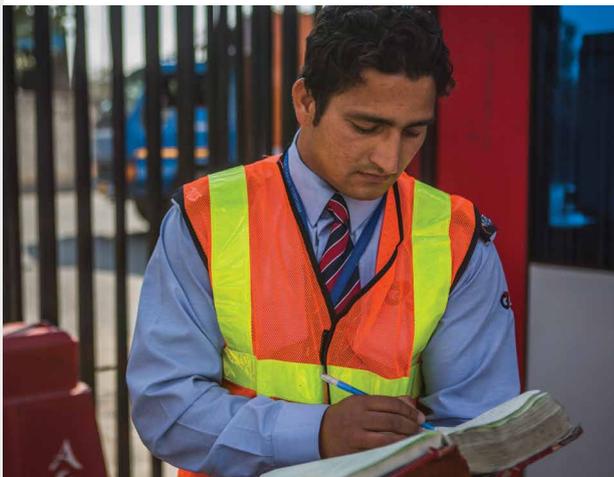
- complete our review of compliance and assurance employees across the group and integrate those with a significant audit role into the central internal audit department
- further align the separate risk and audit teams under a common leadership to ensure that we identify and address any material gaps in our coverage of the key business risks and activities
- migrate control self-assessments and internal audit systems to the new risk and compliance system
- work with the new external auditor, PwC, to ensure strong cooperation to minimise any overlap or gaps in our mutual audit coverage
- conduct a review of the group's business ethics and anti-bribery and corruption policies to ensure that they are in line with current best practice and to implement changes as appropriate
- develop and implement refresher training programmes for employees on anti-bribery and corruption
- implement a new, independent global whistleblowing hotline service
- develop a whistleblowing communications and training programme to give employees the confidence to speak up when they see behaviour that does not meet our standards and are clear about how to raise their concerns
- implement a new global whistleblowing case management system to improve our management of whistleblowing cases and increase visibility of trends across the group to the Group Executive, CSR and Audit committees
- identify, and train investigators across the group so that they are qualified and experienced in the investigation of matters of ethics and corruption raised through whistleblowing channels.

Further information on how we safeguard our integrity, including our business ethics policy and code, risk management and internal audit, whistleblowing policy and approach to anti-bribery and corruption can be found online at [www.g4s.com/ethics](http://www.g4s.com/ethics)



## Health and safety

As one of our core values, we prioritise safety management as well as the health and well-being of our employees. As one of the world's largest private employers, working in sectors where security and safety present a strategic risk, our responsibility to protect the health, safety and well-being of our 623,000 employees continues to be one of our highest priorities.



### 2014 priorities

- Establish a new group value called 'Safety first' to reinforce the importance of health and safety in everything we do ✓

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- Introduce performance-related objectives linked to health and safety into our global leadership management group ✓

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- Provide induction training for new health and safety practitioners on G4S policies and practices ➔

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- Complete six critical country reviews ✓

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- Roll out Driving Force Rules campaign to all businesses ✓

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- Continue to monitor health and safety KPI data ➔

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- ✓ Complete
➔ Ongoing

We believe that setting the highest standards for health and safety across our industry helps to keep our colleagues safe and builds loyalty and commitment to G4S from our employees. Expertise in health and safety matters enables our employees to act as role-models for health and safety best practice, helping to secure the world of our customers and the communities we serve.

The nature of our work and the environments in which we operate expose some of our employees to a high risk of harm. Mitigating and managing these risks so that our people can return home safely everyday remains our paramount concern. The group health and safety strategy sets the framework and provides a vision of how each business can progress from a level of compliance with health and safety regulation to a level of differentiation where we lead the industry in health and safety. We recognise that attaining the differentiation level across the group will only be achieved where a culture of health and safety prevails and where thinking and acting safely is the norm for everyone. Underpinning the strategy is a set of core health and safety standards against which businesses self-assess every year. Compliance is monitored and periodically audited with reviews of performance at regional, group and board levels via the CSR Committee.

### Progress in 2014

To help businesses make progress against the health and safety strategy model, we developed a management system in 2014 which sets out the core processes and practices businesses must follow in order to embed a safety culture. Providing comprehensive toolkits and templates that support each of the five elements in the system is one of the aims in 2015.

In line with the safety management model we believe that health and safety needs to be leadership led in order to positively influence the safety culture of the business. The Group Executive Committee set a KPI for all senior leaders to complete training in health and safety. During 2014 all senior leaders achieved this objective. The training explained the behaviours expected of leaders who are committed to building a safety culture and provided guidance on the standards and attitudes necessary to deliver improvements in safety performance. Having raised awareness and understanding, further training of leaders and health and safety practitioners is planned to maintain the momentum created and develop visible safety leaders across the organisation.

Compliance with our health and safety standards is required to protect our people from harm. During 2014 we ran a campaign to communicate 'Safety first' as a value and embed fundamental rules of safety in our businesses. Our critical country reviews (CCRs) remain an important component of supporting those businesses where fatalities have occurred in assessing their health and safety management, raising awareness and sharing good practices. During 2014 we completed a further six reviews in Mozambique, Saudi Arabia, Kenya, Guatemala, South Africa and India.

During 2014, 41 of our colleagues lost their lives in work-related incidents, principally as a result of attacks by third parties and road traffic incidents. This is a tragic loss for their families, friends and colleagues and constantly reminds us of the importance of our efforts when it comes to health and safety.

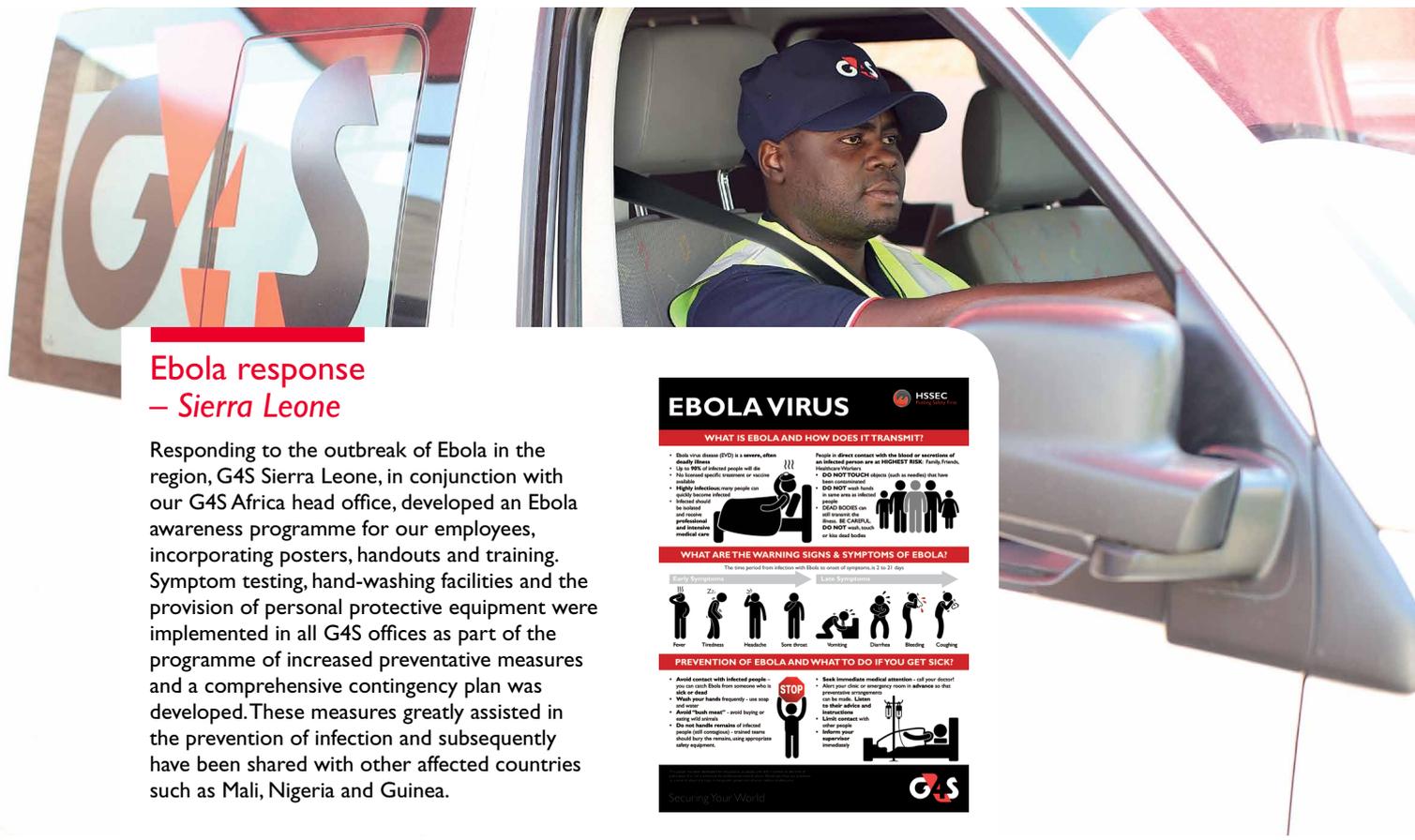
We continue to improve the rigour and precision with which we report and investigate health and safety incidents. In 2014 we updated our incident reporting procedures to bring them in line with widely accepted standards. As a result, while suicides are tragic events, they will no longer be reported as work-related fatalities unless they are directly attributable to a work-related incident.

## Road safety – Chile

A road safety programme launched by G4S Chile in 2011 stipulates a number of key elements that aim to reduce the risk of a traffic-related incident.

This includes:

- every driver undertaking a defensive driving course, covering traffic and other potentially hazardous conditions
- a rigorous preventative maintenance programme and a requirement that all drivers complete a pre-trip checklist
- careful route planning and driver scheduling, particularly during periods of bad weather or when fatigue could be considered a risk
- introducing telematics systems to manage speed and driver behaviour
- awareness campaigns, tailored to different roles and used to influence driver behaviour – including encouraging drivers to stop if they have any safety concerns.



## Ebola response – Sierra Leone

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 our employees, incorporating posters, handouts and training. Symptom testing, hand-washing facilities and the provision of personal protective equipment were implemented in all 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.

**EBOLA VIRUS** HSSEC

**WHAT IS EBOLA AND HOW DOES IT TRANSMIT?**

- Ebola virus disease (EVD) is a severe, often deadly illness.
- Only 5% of infected people will die. No known specific treatment or vaccine available.
- Highly infectious; many people can quickly become infected.
- Infected should be isolated and receive professional and intensive medical care.

People in direct contact with the blood or secretions of an infected person are at HIGHEST RISK. Touch, French, healthcare workers.

- DO NOT TOUCH objects (such as needles) that have been contaminated.
- DO NOT wash hands in case you are infected.
- G4S BODIES can prevent the virus. BE CAREFUL, DO NOT touch, touch or sit on dead bodies.

**WHAT ARE THE WARNING SIGNS & SYMPTOMS OF EBOLA?**

The time period from infection with Ebola to onset of symptoms is 2 to 21 days.

**Early Symptoms** → **Later Symptoms**

Fever, Tremors, Headache, Sore throat, Vomiting, Diarrhea, Bleeding, Coagulating

**PREVENTION OF EBOLA AND WHAT TO DO IF YOU GET SICK?**

- 1. Avoid contact with infected people - you can catch Ebola from someone who is sick or dead.
- 2. Wash your hands frequently - use soap and water.
- 3. Avoid "touch meat" - avoid buying or eating wild animals.
- 4. Do not handle remains of infected people (and equipment) - ritual burials.
- 5. Avoid fly by the remains, using appropriate safety equipment.
- 6. Seek immediate medical attention - call your doctor! Also go to clinic or emergency room in advance so that you can be treated.
- 7. Do not touch, touch or sit on dead bodies.
- 8. G4S BODIES can prevent the virus. BE CAREFUL, DO NOT touch, touch or sit on dead bodies.

Following Your World G4S

## Our priority areas: Health and safety *continued*

We will continue to monitor and investigate incidents of suicide and will endeavour to identify anything that we may learn from these tragic incidents which will help to protect the future well-being of our colleagues.

On a comparative basis the work-related fatalities reduced in 2014 to 41 from 49 in the prior year:

Each incident that results in the serious injury or death of a colleague must be thoroughly investigated so that the root causes can be determined and eliminated. During 2014 we standardised our process for investigating the most serious of incidents. We also initiated a process to share the lessons from serious incidents across the group to prevent them from re-occurring. This is a continued area of focus as we seek to share good practice and use our learning to prevent unsafe behaviour and environments that could harm our colleagues.

With more than 35,000 vehicles in the group, road traffic incidents remain the largest category of fatalities in 2014 and one of our highest risks. Following successful pilot programmes in 2013, materials from the road safety campaign were made available to all regions during 2014. This included training on the Driving Force Rules, sharing best practice of vehicle inspection, driver evaluation and road incident investigation.

We take an interest in, recognise and reward good health and safety practices, with awards for employees and teams who demonstrate they have put 'Safety first' in line with our core values. Such awards are encouraged at business unit, regional and group level and help to share good ideas and promote safe behaviours.

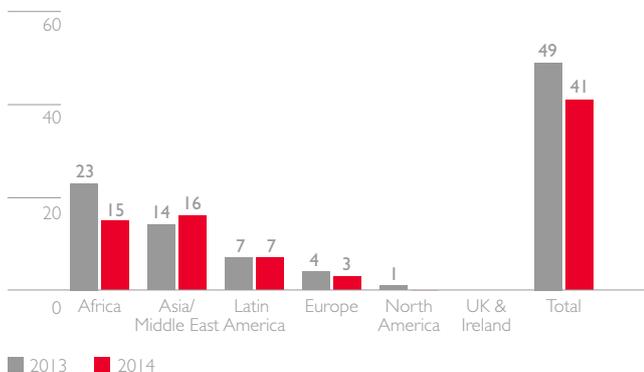
### Priorities for 2015

Our main priorities during 2015 are to:

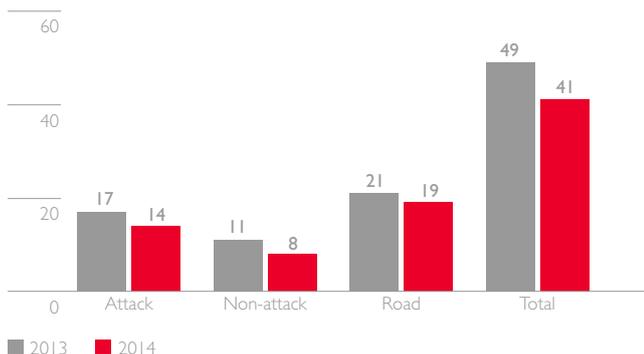
- extend training on health and safety to the wider leadership population – this focuses on the role of a leader in improving performance, positively influencing a safety culture and raising awareness of significant safety risks across the organisation
- implement an online system to record health and safety incident data which in turn will streamline reporting, improve case management and enable better analysis of incidents
- improve knowledge sharing related to the root causes of incidents as identified by investigations
- implement themed programmes on specific health and safety issues across the group, such as road safety
- continue to develop the health and safety management system.

Further information on our commitment and approach to health and safety, plus other employee issues such as labour relations, diversity and inclusion, employee engagement and the G4S human resource minimum standards can be found online at [www.g4s.com/people](http://www.g4s.com/people).

### Work-related fatalities by region



### Work-related fatalities by category



### Health and safety management

To help businesses implement the health and safety strategy, we have developed a management system that describes the key elements which we believe will enable businesses to deliver good health and safety practices and embed a safety first culture. The five elements of our health and safety management system are shown in the image below.



The strategy includes the recognition and control of all hazards that may contribute to 'at risk' behaviours, the gathering and monitoring of incident data to identify trends and share learning, clear health and safety leadership and constant communication and consultation on all elements of health and safety to help make the workplace safer.



### Firearms safety – global

In a number of countries, where it is absolutely necessary for the protection of the lives of company employees and/or our customers and lawful, G4S security officers carry firearms.

Our comprehensive policy on firearms covers a range of issues relating to firearms safety, including their control, procurement, storage and transportation.

Regular refresher training, appropriate screening of employees and ongoing maintenance and repair of firearms ensure that both employees and the firearms they use are safe to deploy.

Internal firearms expertise is provided by health and safety managers, trainers and armourers who ensure robust implementation of the policy.

#### Fatalities and life-threatening or permanently disabling injuries:

The group is formally notified within 24 hours of an incident by the relevant managing director.

Within 24 hours a preliminary set of actions is completed. Apart from the emergency response this includes gathering the relevant information, contacting the relevant authorities and attending to the next of kin.

An investigation team is formed and an investigation is carried out, usually within 14 days.

Within 28 days an investigation report is submitted to the group.

The investigation and root cause analysis is reviewed by the group head of health and safety.

A lessons learnt note is sent out by the group and/or region.

The regional health and safety manager will formally track the implementation of recommended actions from the investigation.

#### Critical country reviews (CCRs) of health and safety:

CCRs are commissioned by the group head of health and safety, on behalf of the Group Executive Committee (GEC).

Countries are selected based on risk exposure and performance, particularly the occurrence of work-related fatalities.

- The objectives of the review are “to help businesses identify and take actions to prevent or mitigate the workplace risks to the lives of our people”.
- The reviews also provide assurance to the GEC that recommended actions stemming from serious incidents are being followed.
- The reviews are conducted by a senior person who has a significant level of health and safety expertise and who is not in the line of management of that business. A specialist in a particular risk area often also takes part.

The health and safety processes and practices in the business are reviewed as well as root cause analysis from any serious incidents.

CCR reports are reviewed by all GEC members.

The recommended actions from the review are formally tracked by the regional health and safety manager, on behalf of their regional president.



## Human rights

There are two elements to our approach to human rights:

In many ways, our businesses can contribute positively to the realisation of human rights by the range of services we offer to protect people and which enable them to enjoy their rights.

We also recognise that we have a duty to ensure that we are not at risk of violating human rights through the services we provide, the customers we work with, the suppliers we use or through the unfair or inappropriate treatment of our own employees and others who are in our care.



### 2014 priorities

Continue to embed human rights risk assessment and due diligence into our wider business processes ➔

Initiate audits of the group's new human rights policy in higher-risk countries ✔

✔ Complete ➔ Ongoing

Increasingly, customers and other stakeholders are looking to companies such as G4S to demonstrate specific actions and practices that are aligned to internationally recognised standards such as the UN Guiding Principles on Business and Human Rights (2011), the Voluntary Principles on Security and Human Rights (2000), and the International Code of Conduct for Private Security Providers (2010).

These are the standards on which we base our human rights policies and practices.

### Progress in 2014

Since the launch of our human rights policy in April 2013, we have continued to implement our human rights framework and embed its standards and awareness into our business policies and processes. The policy and its related framework aim to align the group's practices with the UN Guiding Principles on Business and Human Rights and to introduce additional global guidelines where necessary.

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.

To date, we have made significant progress in embedding our human rights practices – specifically in 2014 we have:

- further embedded human rights standards and awareness into our business policies and processes
- incorporated human rights risk analysis in the group's new risk and compliance systems and processes
- conducted a full review of G4S' business to identify countries that are deemed to be at high risk of violating human rights – creating our human rights heatmap
- commissioned a review of the heatmap risk assessment process by an independent expert to ensure that it meets current best practice standards
- implemented a process of human rights control self-assessment for G4S businesses that operate in high-risk countries – human rights control self-assessments were conducted in 19 countries during 2014
- carried out 112 internal audits, covering a range of issues including ethics and sustainability standards and commenced specific human rights audits for businesses operating in high risk countries
- conducted 6 CSR reviews, including human rights risk assessments, on proposed new market entries or new business opportunities on behalf of the Group Executive Committee and CSR Committee
- commissioned an independent expert review of the human rights and legal implications of G4S operations and contracts with the Israeli government
- signed up to the UN Global Compact's Business for Peace platform in September.



## Raising human rights standards – global

G4S is a founder signatory to the International Code of Conduct for Private Security Providers (2010). A multi-stakeholder initiative, the code was developed by representatives of the security industry (including G4S), civil society and the Swiss, UK and US governments.

Based on international human rights standards, the code sets out the principles for security operations in so-called “complex environments” – areas experiencing or recovering from disaster or unrest and where governments and the rule of law are weak. It covers recruitment, vetting and training of staff, the use of force by security officers, including the handling of firearms, health and safety, and reporting and complaints handling.

The development of a governance and oversight mechanism for the code led to the launch of the ICoC Association, a non-profit body established to ensure accountability and compliance of its members. G4S Risk Management became a founder signatory to the ICoC Association at its launch in September 2013.



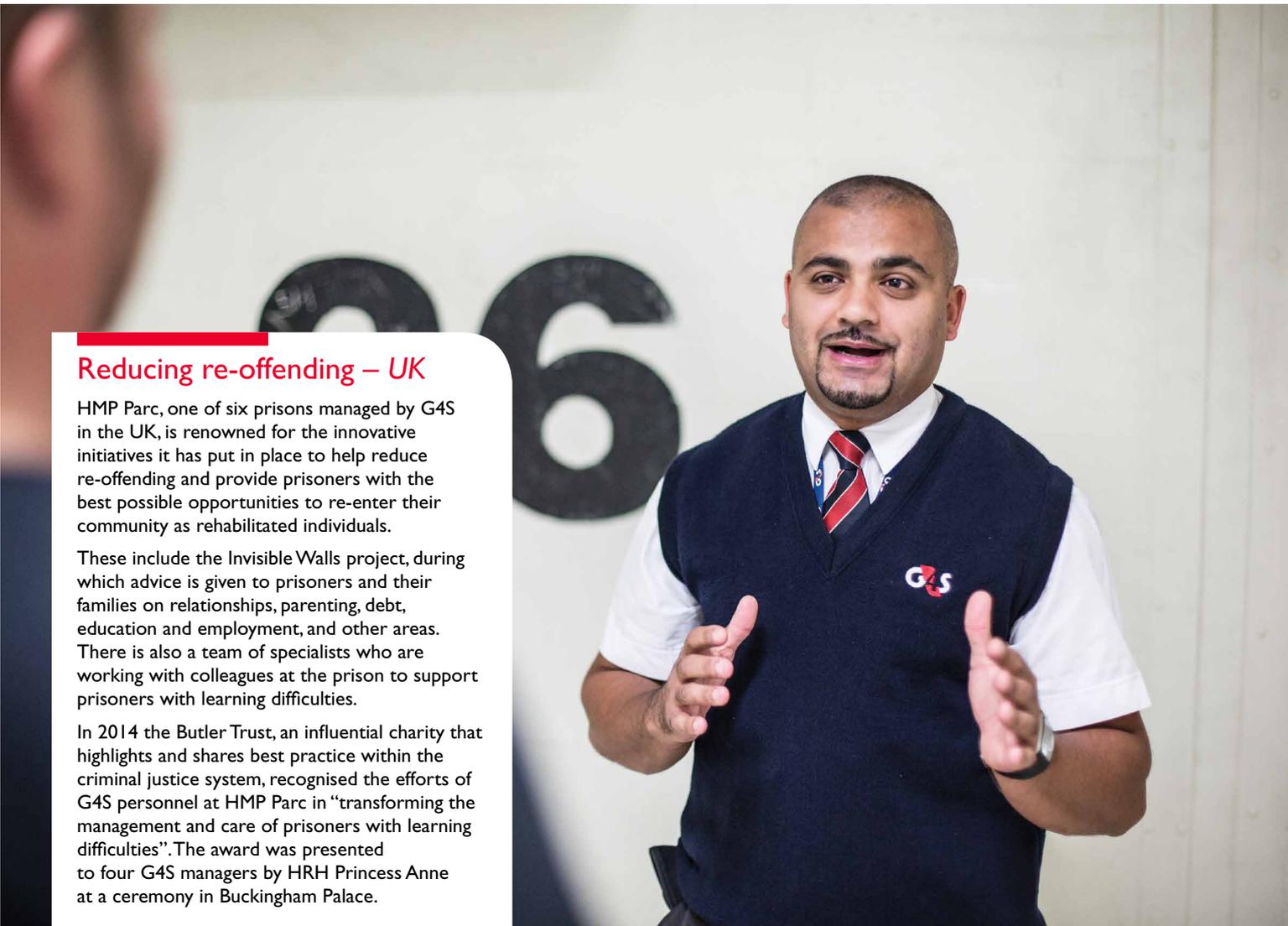
## Mine action – global

G4S’ mine action operations support humanitarian and reconstruction programmes with physical security and stockpile management, bomb disposal and the removal of landmines and unexploded ordnance.

G4S Ordnance Management personnel are recognised as experts in the location, identification and safe removal of landmines and other explosive remnants of war and the destruction of conventional weapons and stockpiled munitions.

Our specialist teams have carried out operations across the world, including in Afghanistan, Bosnia, Cyprus, Iraq, Lebanon, Nepal and South Sudan. Since 1997 our sustainable and humanitarian programmes have located and destroyed more than 195,000 landmines and over 20 million items of unexploded ordnance.

In the process, as well as saving lives, G4S teams have returned over 973 square kilometres of land to productive use, either for agriculture or commerce, and cleared more than 40,000 houses, allowing people to return to their homes.



### Reducing re-offending – UK

HMP Parc, one of six prisons managed by G4S in the UK, is renowned for the innovative initiatives it has put in place to help reduce re-offending and provide prisoners with the best possible opportunities to re-enter their community as rehabilitated individuals.

These include the Invisible Walls project, during which advice is given to prisoners and their families on relationships, parenting, debt, education and employment, and other areas. There is also a team of specialists who are working with colleagues at the prison to support prisoners with learning difficulties.

In 2014 the Butler Trust, an influential charity that highlights and shares best practice within the criminal justice system, recognised the efforts of G4S personnel at HMP Parc in “transforming the management and care of prisoners with learning difficulties”. The award was presented to four G4S managers by HRH Princess Anne at a ceremony in Buckingham Palace.



### UN Global Compact: Business for Peace – global

In 2014, G4S committed its support for the UN Global Compact Business for Peace initiative.

Business for Peace is designed to help companies implement responsible business practices while operating in high-risk and conflict-affected areas. The initiative also aims to ensure that companies bring about positive change to the regions in which they are operating by promoting stability, positive development and the advancement of peace.

G4S works alongside NGOs and governments in high-risk environments to support humanitarian, stabilisation and reconstruction efforts, and Business for Peace helps to reinforce our commitment to being a socially responsible business.

## An open approach to addressing human rights complaints

The nature of our business means that we can sometimes face complaints from external organisations and those in our care. We take all complaints seriously and engage fully in addressing concerns that are raised.

### Israel

The group has a business unit based in Israel, which provides manned security and security systems for businesses and individuals across the country. This business has been criticised by pressure groups for its contracts to service security systems used in prisons in Israel and for servicing scanning equipment located on the barrier between Israel and the West Bank.

There have been a number of independent reviews of the business in Israel, the latest of which was commissioned in April 2014. That review concluded that the company has no causal or contributory role in human rights violations. The findings from the review can be found at [g4s.com/israelreview2014](http://g4s.com/israelreview2014)

At the group's annual general meeting in June 2014, the Chairman reconfirmed decisions made previously by the company in relation to specific contracts: that they would not be renewed when they expire. The group stands by that commitment.

In the UK in 2014, we engaged with the UK National Contact Point (NCP) for the OECD in relation to a complaint made about the business based in Israel and the contracts described above.

During its Initial Assessment, the UK NCP concluded that G4S equipment does not cause or contribute to adverse human rights impacts and that the company carries out extensive due diligence and ongoing reviews of the potential human rights risks of its business.

The Initial Assessment of the UK NCP, which was published in 2014 can be found via [g4s.com/ncp-israel2014](http://g4s.com/ncp-israel2014)

The UK NCP did accept for further examination a small number of issues raised in the complaint in relation to Chapter II Paragraph 2 and Chapter IV Paragraphs 1 and 3 of the OECD Guidelines.

We have engaged fully with the UK NCP assessment process for more than a year and at the time of publishing this CSR report, the Final Statement of the UK NCP has not been released.

### Cuba

A complaint to the UK NCP was made in relation to a G4S business in the USA, which related to a contract won by G4S Government Solutions Inc. to provide facilities services at the Guantanamo Bay naval base in Cuba.

A process to divest the business was announced long before the contract was bid for and won, due to the fact that as a non-US parent we were unable to influence or control the operations of the US subsidiary which was employed by the US Government on confidential contracts. No services were provided at the site while the business was in G4S ownership.

The UK NCP decided to reject the complaint on the grounds that it did not serve the purpose and effectiveness of the Guidelines for it to be considered further by the UK NCP.

The Initial Assessment of the UK NCP can be found via [g4s.com/ncp-guantanamo2015](http://g4s.com/ncp-guantanamo2015)

### Papua New Guinea

In February 2014 an incident took place at the Manus Island Regional Processing Centre (an immigration centre for housing of unauthorised asylum seekers attempting to enter Australia by sea) in Papua New Guinea, during which a transferee was tragically killed and a number of other transferees and members of staff were injured.

Following the incident, the Australian Government, responsible for the offshore processing of transferees in the region, commissioned two reviews. G4S engaged fully with both reviews.

The findings of the first review, conducted by Robert Cornall, can be found via [g4s.com/manus-cornallinquiry2014](http://g4s.com/manus-cornallinquiry2014)

Materials relating to the second review, conducted by the Australian Senate Committee for Constitutional and Legal Affairs, can be found via [g4s.com/manus-senateinquiry2014](http://g4s.com/manus-senateinquiry2014) – these include submissions made and evidence given to the committee by G4S and the findings of the review.

There has been no finding or recommendation in either review that G4S caused or contributed to any breach of human rights at the centre.

We continue to support the police in Papua New Guinea in their local investigation into the incident at the centre.

In September 2014 the Australian NCP for the OECD received a complaint made in relation to the incident at the Manus Island Regional Processing Centre and we are engaging fully and openly in this process.

At the time of this CSR Report being published, the Australian NCP has not concluded its Initial Assessment.

Occasionally other issues of this nature are raised in connection with the activities of our businesses. Whilst our goal is always to be open and transparent about such matters, sometimes contractual relationships with our customers and/or restrictions imposed by law, regulation or a court may prohibit us from commenting on them publicly.

## Our priority areas: Human rights *continued*

### Priorities for 2015

During 2015 we will continue to embed systematic human rights risk assessments and due diligence into our wider business processes, as well as building further awareness of human rights issues and our responsibility to respect them throughout all levels of the organisation. We will:

- build further awareness of human rights issues and responsibilities through all levels of the group
- conduct an annual review of human rights risks across the group and update our human rights heatmap
- ensure that human rights risks are embedded into the group's risk and compliance systems and processes
- integrate human rights control self-assessments for businesses operating in high-risk countries into the group's new risk and compliance software platform
- ensure that human rights risks are fully understood when bidding for contracts or considering business opportunities and carry out ad-hoc assessments as required
- carry out human rights risk assessments in key business areas
- audit human rights risks and compliance with G4S human rights policies during internal audit assessments.

We have provided further information on our approach to human rights online at [www.g4s.com/humanrights](http://www.g4s.com/humanrights)



This report and our collective CSR reporting framework were published in April 2015. Together, they represent the CSR activity of G4S plc and its subsidiaries, associated undertakings and joint ventures for the year ended 31 December 2014 and follow our 2013 CSR Report published in April 2014. The audited Annual Report and Accounts of G4S plc for the year ended 31 December 2014 contains further information about the company and should be seen as the definitive source for investment decisions. No significant changes from previous reporting periods have been made, including the boundaries and measurement methods, unless stated.

## Reporting frameworks

### Carbon Disclosure Project

Since 2009, G4S has reported on the progress of its Climate Action Programme through the Carbon Disclosure Project (CDP).

In the latest CDP report, *Leadership now: UK companies and the global environmental challenge*, G4S achieved a CDP score of 89(B). This represents an improvement of 14% from our score of 78(C) in 2013.

The CDP scores companies based on their climate change disclosure; high scores indicate good internal data management and an understanding of climate change-related issues affecting the company.

Reporting to the CDP shows that companies are aware of their greenhouse gas emissions, allowing for reduction targets to be put in place as well as addressing the risks and opportunities that are associated with climate change.

### Global Reporting Initiative

We have self-declared our collected CSR reporting framework for 2014 as meeting the requirements of a GRI 3.1 report Application Level C. Our GRI Index is available to view online at [www.g4s.com/gri](http://www.g4s.com/gri)

### UN Global Compact

G4S plc became a signatory to the UN Global Compact in February 2011. The world's foremost CSR initiative, the Global Compact sets out ten universal principles to which businesses must adhere across the areas of anti-corruption, labour relations, human rights and the environment.

G4S is proud to again reaffirm its commitment to these principles, which continue to be reflected in our family of CSR policies and our core values. G4S remains active within the UK network of the UN Global Compact and continues to participate as a member of the governing Advisory Group.

Within our collected CSR reporting framework we have described the actions we have undertaken to build on and further integrate the Global Compact and its principles into our business strategy, culture, values and daily operations during 2015.



	CSR framework pages
Statement of continued support by CEO	8
<b>The UN Global Compact Principles</b>	
Human rights	3, 8-11, 13, 15, 16-17, 26-30 + <a href="http://www.g4s.com/humanrights">www.g4s.com/humanrights</a>
Labour	3, 7, 8-11, 13, 14-15, 16-17, 22-25 + <a href="http://www.g4s.com/people">www.g4s.com/people</a>
Environment	2, 13, 14, 16-17, 31 + <a href="http://www.g4s.com/cap">www.g4s.com/cap</a>
Anti-corruption	3, 8-11, 13, 14-15, 16-17, 18-21 + <a href="http://www.g4s.com/ethics">www.g4s.com/ethics</a>

## CSR online



A full index of CSR-related issues can be found online at: [www.g4s.com/csrindex](http://www.g4s.com/csrindex)

**Safeguarding our integrity**

**Securing our people**

**Securing our environment**

**Securing our communities**

Our CSR reporting framework is led by our integrated Annual Report and Accounts and this CSR Report. These documents are supported by our website which contains a greater range of information and data on wider ethics and sustainability issues.

This includes our climate action and greenhouse gas reporting, labour relations, employee diversity and other human resource minimum standards, community investment, economic impact and much more.

**G4S plc**

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