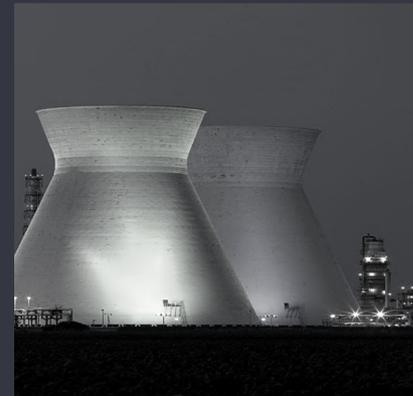
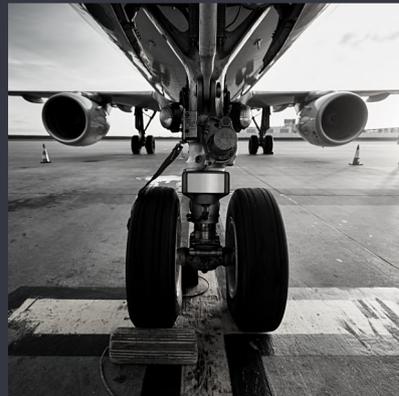




Critical National Infrastructure (CNI) Capability



Responding - Adapting - Evolving

OUR VALUE PROPOSITION

The very nature of CNI determines that standard security solutions are not enough to protect those facilities, systems and sites whose loss or damage would significantly affect a country's economy and infrastructure. G4S Risk Management, using a combination of organic intelligence analysis, global past performance and highly experienced personnel identify and mitigate threat to CNI and implement physical and technological solutions that ensure that CNI remains safe, functioning and efficient. Drawing on unique capabilities within the Security Risk Management and Specialist Training businesses, G4S Risk Management combines extensive and ongoing threat analysis with proven, forward thinking processes and procedures that ensure business continuity against constantly evolving threat environments.

Our contribution to CNI does not only involve protection of assets, but also lies in the development of security capacity and capability. Whether this be helping to achieve international operating standards or continual operational improvement, G4S' expertise lies in close consultation and shared ambition with each client.

Working in tandem with other G4S businesses to also deliver manned security solutions, G4S Risk Management can provide full spectrum security services before and during the project lifecycle, including the provision of in-house enhanced security training, penetration testing and the sharing of best practise from around the world. Using an unmatched pool of experts across the CNI spectrum and with no requirement for outsourcing at any stage, G4S is the committed partner of choice.

OUR SELECTED CNI PAST PERFORMANCE

POWER FACILITIES

Nuclear Power Facilities.

Hinkley Point C, United Kingdom

Hinkley Point is a 430 acre nuclear site which provides enough power for over 6,000,000 million UK homes. The first UK nuclear site in a generation, it is a key element of the UK's power supply base and its safety and continual operation is critical to millions of people.

G4S has worked collaboratively with EDF Energy at the Hinkley Point nuclear site since 2009, from construction phase all the way through to full operations. We provide security consultancy, incident response, delivery management, induction and vetting services and a host of other support.

We have done this through the utilisation of Effects Based Planning methodology and specialist risk management processes, the deployment of enhanced security training for project personnel and by working in partnership with EDF.

Hitachi Nuclear Energy, Wylfa Newydd, Wales

G4S Risk Consulting was appointed Principal Security Design Consultant for the development of an Integrated Security Solution (ISS) for the New Nuclear Power Plant (NPP) at Wylfa Newydd in North Wales.

The ISS was designed to use cutting edge technology and provide a cost-effective solution to be developed in parallel with the client's nuclear site security plan. The ISS incorporated multiple layers of security and consisted of:



- An innovative Effects Based Security Design (EBSD), aligned with the regulatory goal based approach, providing clarity over the requirements needed to achieve project success.
- Innovative but well-tested Cyber Resilience and Information Assurance methodologies;
- A clear technical work stage programme in line with the Centre for the Protection of National Infrastructure (CPNI) and the Royal Institute of British Architects (RIBA) best practices to prove an unambiguous development process for the easy adoption of design consultants and other construction stakeholders; and,
- A well-conceived and rehearsed project management methodology based on international standards that provides a clear and accountable structure by which to deliver the ISS project.

OIL AND GAS

G4S protects critical supply chains and crucial national assets by offering a broad range of security consultancy and physical and mobile solutions to the oil & gas industry around the world.

Basrah Gas Company (BGC) Basrah, Iraq

BGC is the largest gas project in Iraq's history and the world's biggest gas flares reduction project. G4S provides mobile security protection for BGC clients which at its peak numbered over 40 teams, and since the project started has driven BGC employees over 19,300,000 km with no major incidents.

In keeping with the health and safety requirements of the oil & gas sector each G4S employee is put through intensive security, road safety and defensive driving training to ensure the safety and satisfaction of our clients.

From the start of the project to date, G4S has remained KPI and LTI penalty free, and successfully secured and moved over 390,000 clients.



AVIATION SECURITY (AVSEC)

With a wide portfolio of successful projects around the world, G4S are recognised as the leading global provider of AVSEC solutions to national governments and multinational corporations alike including capacity development and mentoring.

Kuwait International Airport, Kuwait

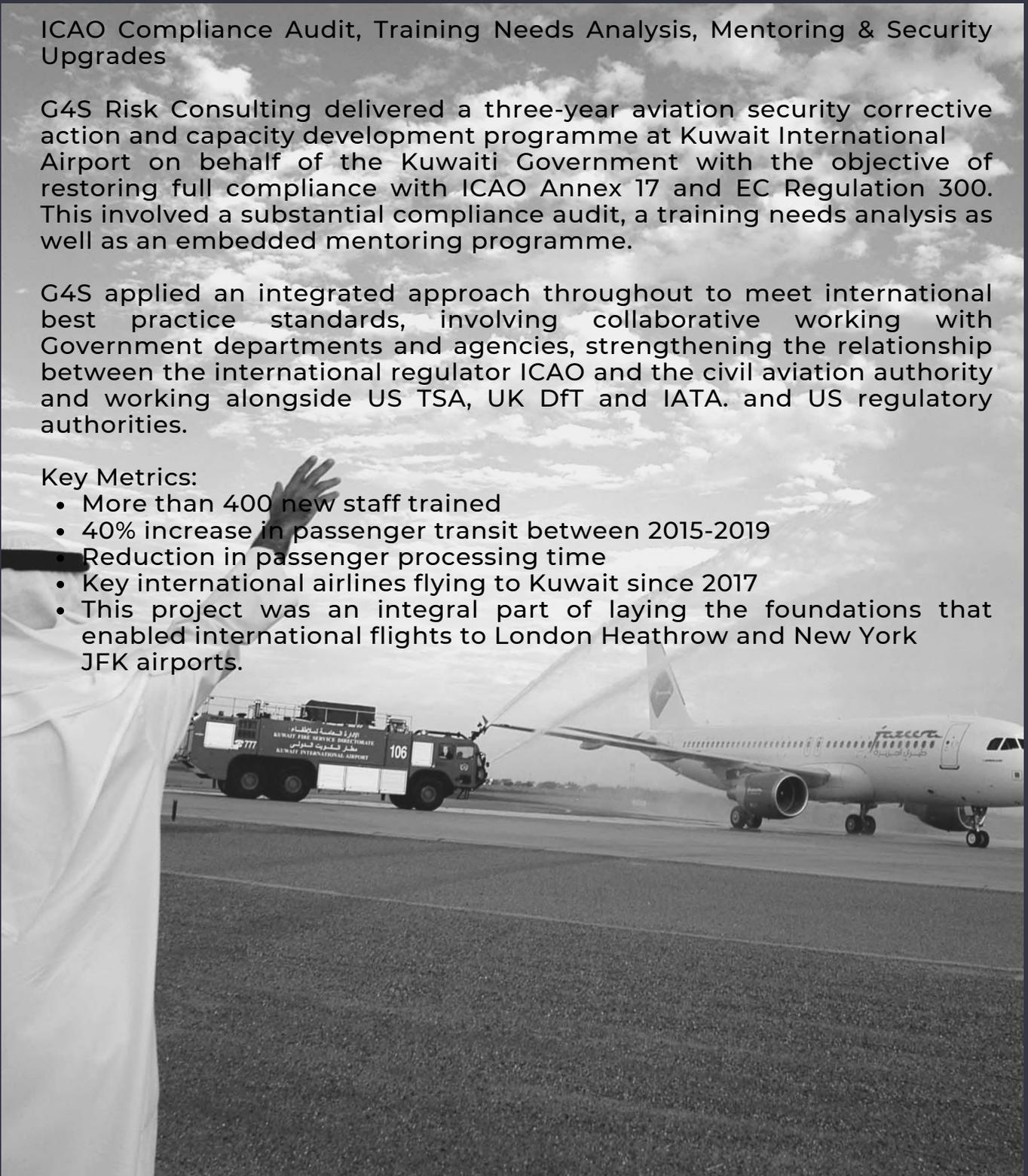
ICAO Compliance Audit, Training Needs Analysis, Mentoring & Security Upgrades

G4S Risk Consulting delivered a three-year aviation security corrective action and capacity development programme at Kuwait International Airport on behalf of the Kuwaiti Government with the objective of restoring full compliance with ICAO Annex 17 and EC Regulation 300. This involved a substantial compliance audit, a training needs analysis as well as an embedded mentoring programme.

G4S applied an integrated approach throughout to meet international best practice standards, involving collaborative working with Government departments and agencies, strengthening the relationship between the international regulator ICAO and the civil aviation authority and working alongside US TSA, UK DfT and IATA, and US regulatory authorities.

Key Metrics:

- More than 400 new staff trained
- 40% increase in passenger transit between 2015-2019
- Reduction in passenger processing time
- Key international airlines flying to Kuwait since 2017
- This project was an integral part of laying the foundations that enabled international flights to London Heathrow and New York JFK airports.



PORTS

G4S understands that ports are critical elements of national infrastructure and as economic gateways the ability to attract foreign trade and investment through internationally compliant and secure ports directly boosts economies and GDP

King Abdullah Port, Kingdom of Saudi Arabia

G4S Risk Consulting conducted an ISPS compliant Port Facility Security Assessment (PFSA) of the King Abdullah Port in KSA. This initial Assessment project evolved beyond the development of a PFSA into a comprehensive end to end consultancy support project taking the King Abdullah Port project from a Greenfield development site to project completion and Port Operation.

Services delivered included: Port Facility Security Assessment compliant with the International Ship and Port Facility Security (ISPS), Plans, audit, certificate of compliance, SOPs, training, PSAC, PFSO and PSO mentoring.



Port of Dublin, Ireland

G4S Risk Consulting (RC) has conducted SPS compliant security and vulnerability risk assessments of the Port of Dublin, helping to ensure that operations at the Port remain risk based, threat driven and regulation compliant.

Consultancy Services delivered on the Dublin Port ISPS Code Audit included:

- Security & logistic planning
- Threat assessments and security design
- Security Policy and SOP development
- On the ground dynamic security advice and guidance
- Protective security/ journey management

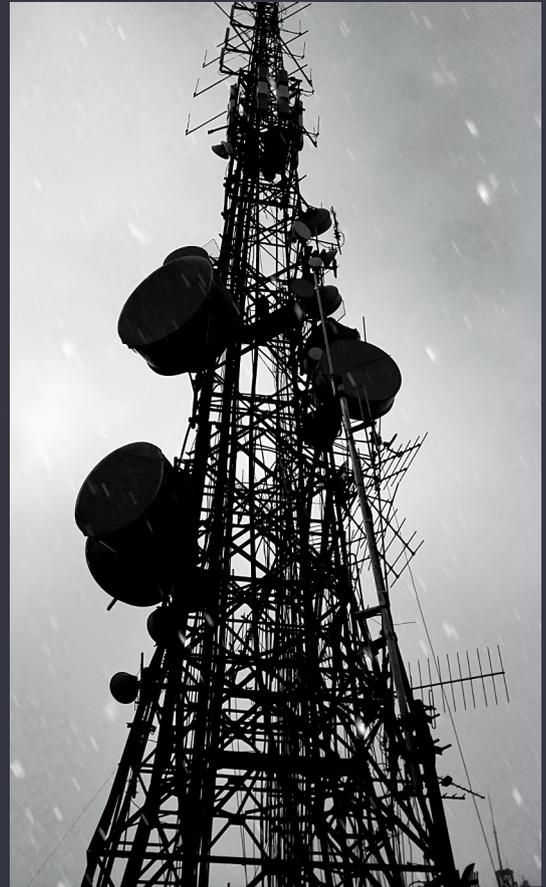


TELECOMMUNICATIONS

Leading Telecoms Provider, Gulf Region

Working together with the largest telecommunication provider in the Region, G4S understood the strategic vision of the client and their drive for growth, sustainability and development. Matched against a myriad of Regional security threats, G4S provided in-depth assessments and reviews of all key areas of the clients company. Over an 18 month period, the following outputs help align ambition with capability and provide a significantly enhanced security platform:

- Future security road map including infrastructure upgrades and transition plans
- Enhanced Security Master Plan, operating procedures and training framework
- Delivery of subject matter training
- Training and mentoring of a specialist security guard force



Multinational Telecomms Provider

G4S Risk Consulting provided Crisis Management (CM) consultancy services to our Client across 23 countries in Europe, ensuring that Client's already robust CM capability benefited from the very best practices that have been gathered from similar G4S programmes in the Government and Commercial sectors.

Key outputs included:

- Gap analysis of existing procedures and framework
- Development of crisis management tools and templates
- Provision of crisis management training and the delivery of scenario driven exercises
- After action reviews and lessons learned feedback cycle





As part of expansion into non-traditional security areas, G4S are currently working with a large technology provider in the cryptocurrency space. Working solely in the institutional client space and with a select list of currency providers, G4S have offered innovative solutions on both physical and technological security spectrums, including:

- Enhanced security and risk management review of client office and infrastructure with recommendations for an improved risk reduction strategy
- Cold Vault currency custody solution:
 - Secure currency transaction solutions using G4S-client technology, ensuring protection from a range of cyber threats and ensuring loss mitigation
 - Partnering with other G4S business units to provide boutique and market leading solutions

TRANSPORT (RAIL)

Largest Railway Infrastructure Project in the UK

Our Client's core values include the creation of a railway designed, built and operated with world-class health, safety and security standards. Vital to the successful delivery of the programme is understanding the security risks that may impact the programme and being able to monitor any threats to people, assets and information.

In keeping with this, G4S delivered an Information Fusion Centre (IFC), a central hub for all programme security threats including an embedded intelligence analyst. Together with advanced security training for project personnel, penetration testing and intelligence coordination, G4S achieved the following landmarks:

- 300,000 savings through enhanced response procedures
- 100% planned incidents correctly anticipated and mitigated (more than 200 events)
- Re-evaluation of 95% of threat levels
- Key engagement between sub-contractors, Government and National agencies



Securing Your World

www.g4sriskmanagement.com
Email: riskconsulting@rm.g4s.com