



INTERNATIONAL

ISSUE | 14



→ **The Americas**

Providing security solutions in 26 countries

- Topping the charts at music festivals
- G4S strategy is market led
- Vital operations for healthcare
- Survey reveals pride in working for G4S

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The opinions expressed in these pages are those of the contributors and do not necessarily reflect the views of G4S.

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WELCOME

In recent months I've had the opportunity to see many G4S colleagues in action and witness our services in operation. I've also heard from customers around the world and have been delighted to find that they clearly appreciate our services and partnership-based approach.

There is, however, no room for complacency and we continue to invest in customer service and customer relationship management. A key component of this investment is ensuring that we are systematically measuring customer satisfaction and taking prompt action to respond positively to feedback.

I have also been meeting investors, analysts and employees to discuss G4S's strategy. This, as explained on pages 16–17, is a strategy that focuses on understanding our customers' needs and objectives and responding by delivering innovative services and solutions that support those objectives.

Every need is different, of course, as are the business sectors in which they operate. A key strength of G4S's business is the diversity of our customer base and this is evident in this issue of *G4S International*.

G4S protects Beyoncé and other top concert performers – see "Topping the charts at music festivals", pages 8–11. "A question of behaviour," pages 37–39, highlights the work of G4S teams in the USA and UK in helping young offenders make adjustments that could keep them out of prison in the future. And the valuable support we give to hospitals and other medical facilities is featured in "Vital operations for healthcare," pages 4–7.

These are just a few examples of how G4S touches the lives of millions of people worldwide. Our firm aim is to ensure that our service design and delivery is consistently excellent.

Ashley Almanza

Group Chief Executive, G4S plc

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VITAL OPERATIONS FOR HEALTHCARE



Performance assessments of hospitals and other medical facilities sometimes overlook the important contribution of support services, reports ROY STEMMAN

SURGEONS, SPECIALISTS, NURSES and other highly skilled medical staff are the people we rely on to repair and revitalise us, by tackling all manner of physical and mental imbalances. And rightly so. We depend on surgical and pharmacological interventions to achieve often remarkable transformations in the lives of the sick and injured.

But let us not forget the considerable contribution that support services around the globe also make to the well-being of millions of patients.

Cleaners, caterers, porters, drivers and numerous other ancillary workers are involved in minimising bacterial infections, providing wholesome meals for patients during their important post-operative recovery period, moving them between wards and departments, and transporting them safely to and from hospital or other medical facilities that are treating them.

G4S is one of healthcare's many unsung heroes, carrying out all of the above duties and many more. In doing so, it is making a difference to the well-being of the healthcare system in many countries.

Traditionally, of course, G4S's support has been as a provider of physical and technological security. That's still a major priority at most hospitals, particularly with a reported rise in violence and threats against medical staff. Some of these occur in accident and emergency departments and are often alcohol related, but in the UK, for example, where as many as 8,500 incidents are reported each year, nearly 70 per cent are caused by patients' conditions and are not classed as criminal offences.

Such incidents are, nevertheless, disruptive and can have a huge impact on hospital life, as well as on individual victims, and need to be managed appropriately. Lakeridge Health Corporation, Ontario's largest hospital group, has teamed up with G4S Canada to pioneer a new approach: a Patient Care Programme that involves three grades of monitoring response, depending on the needs of specific individuals.

The different responsibilities of the 75-strong, three-tier security team are reflected in the colour of their uniforms, making it easy for medical staff to recognise and understand the duties they perform.

A blue uniform indicates that the G4S officer has responsibility for monitoring a patient at all times, perhaps because he or she could be a threat to themselves or to others. The second tier officers are

qualified to perform constant observation duties but also carry out core services, including access control and emergency response. Elite Protection Operatives form the third category. They are now permanent members of Lakeridge Health's mental health and emergency departments and have responsibility "to manage all things security".

This groundbreaking approach to healthcare security is being adopted by other hospitals and medical centres in North America.

What makes the security of healthcare facilities a challenge is that some areas are open to the public, allowing visits by patients' relatives, friends and colleagues. Technology therefore plays an increasingly important role in monitoring the movement of staff and guests as well as controlling their access to restricted areas.

G4S Technology's Symmetry, originally designed as an access control and video management system, has now developed into a complete platform capable of managing all site security functions.

It is installed in numerous healthcare facilities including Addenbrookes, the world-class teaching hospital in Cambridge, UK; Sheffield Children's Hospital, South Yorkshire, UK; Holy Name Medical Centre and Newtown Memorial Hospital, both in New Jersey, USA; and Central Peninsula Hospital, Alaska, which has taken advantage of the G4S system's expandability as the facility grows.

The fully integrated Symmetry system also plays a key access control role in the UK's Blood and Transplant Service, which delivers blood and body tissue throughout England and North Wales from 14 centres. Each year it collects, tests, processes and stores over two million blood donations.

Similarly, the American Red Cross Blood Services' New York-Penn Region has installed a G4S Symmetry system at its Buffalo centre, whose access control and CCTV functions extend to five Red Cross sites throughout New York State. The Red Cross collects blood in 65 counties, processing and distributing more than 720,000 units annually to over 100 hospitals.

Fire prevention is a major concern of hospitals because of the difficulty of evacuating patients quickly, should a fire occur, particularly those linked to life-support machines. In Brazil, São Paulo City Hall's response has been to enlist the assistance of 50 G4S →



A G4S ward hostess service (top) is provided at a number of UK hospitals. On the other side of the globe, G4S Health Services, Australia, has a fleet of 60 specialist non-emergency patients, including transfers to aircraft for longer journeys.



“G4S is one of healthcare’s many unsung heroes ... it is making a difference to the well-being of the healthcare system in many countries.”

firefighters to take care of fire prevention and, if necessary, to fight fires at 14 locations associated with six municipal hospitals.

G4S Brazil also provides the São Paulo Department of Health with manned security and electronic security at four buildings in which the Women’s Health Reference Centre is located. And, as featured in the “Day in the Life of G4S” (*G4S International*, 1/13), the Menino Jesus Hospital, São Paulo, utilises G4S’s specialist hospital cleaning services.

Specialised non-emergency patient transportation is another important area of support for most hospitals and it is one at which G4S Health Services excels in Australia. It is the single largest and most experienced provider of this service to Ambulance Victoria, as well as to major public hospitals, the Transport Accident Commission and others.

A year ago, in addition to its fleet of 60 specialist vehicles G4S Health Services increased its versatility by acquiring a complex patient vehicle (CPV), specially designed to transport patients needing more space. This can be because of patients’ weight, proportions or other special needs, such as the equipment travelling with them.

High, medium or low-acuity G4S crews, depending on each patient’s requirements, can staff its vehicles. They carry only non-emergency patients whose conditions are, and will remain, stable throughout the journey.

Since 1996, G4S has also provided transport officers to assist the Neonatal Emergency Transport Service, based at the Royal Women’s Hospital in Victoria’s capital, Melbourne, when critically ill and premature babies are ready for transport between hospitals.

Given the size of Australia, G4S is also required to transport patients to specially-equipped aircraft for transfer to other medical facilities or – where the patient has been cleared to travel on a commercial flight – deliver them to the airport and then either a patient transport officer or ambulance attendant (depending on the level of clinical competency required) travels with them on their journey.

In Kenya, G4S has established a 24-hour emergency medical response service for the benefit of its staff and customers, as well as providing them with first aid and health and safety training. G4S owns two advanced life support ambulances operating out of its headquarters’ medical centre. Hospitals are among the G4S customers using this service, particularly for transfers from one medical establishment to another.

In a country where the emergency public services are increasingly stretched, G4S’s assistance is sometimes

called upon by Kenya's national disaster operational centre, which is mandated by government to coordinate all other emergency agencies. A recent instance was the Westgate shopping mall terrorist attack in September 2013 in which at least 72 died and 175 suffered non-fatal injuries. The G4S team assisted in medical assessments at the scene in Nairobi and made hospital transfers as part of the evacuation process.

In the UK, G4S Integrated Services has entered into pioneering partnerships with a number of NHS Trusts to provide a range of essential support. The areas in which the company is proficient and from which customers can choose include front of house (reception and concierge), cleaning, catering, housekeeping, portering, transportation, car parking, and energy and utilities management.

Cleanliness is next to godliness, it is said, and that's certainly true for patients receiving medical treatment. Which is why the Jersey Emergency Transfer Service (JETS) has contracted with G4S Secure Solutions (Jersey) for its cleaning services team to ensure its air ambulances are fully decontaminated before and after patients are transported from the British Crown dependency, off the French coast, to England.

Around 300 patients, including those with life-threatening conditions and newborn babies in need of special care, are flown to the mainland each year for treatment not available on Jersey.

There's a good chance that many of those who benefit from the Jersey service will be taken to a hospital whose cleanliness is the responsibility of G4S Integrated Services.

The commencement of a new five-year contract in May last year with Pennine Acute Hospitals NHS Trust in Greater Manchester brings the total of healthcare sites in the UK receiving G4S's "soft" facilities management (FM) services – such as cleaning and catering – to 173. Of these, 25 are main hospitals accommodating 7,339 in-patients.

The Greater Manchester contract, employing over 550 G4S staff to provide special cleaning services at four hospitals with 1,960 in-patient beds, represents a quarter of the current healthcare FM contracts.

Other contracts include Liverpool Women's Hospital – the largest of its kind in Europe – where G4S provides an innovative, high-quality catering service that has been highly commended in the British Institute of Facilities Management annual awards.

G4S chefs at the Merseyside hospital produce freshly cooked food with high nutritional value, and 17 ward hostesses offer a dedicated service to respond to

differing patient food and drink needs. Visitors are not overlooked, either: G4S catering employees also run the hospital's newly refurbished restaurant and café.

In another major UK city – Birmingham – G4S Integrated Services was awarded a five-year contract in 2011 by Heart of England NHS Foundation Trust at the 826-bed Heartlands Hospital to provide a range of cleaning and portering services, as well as working in partnership with G4S Secure Solutions on car park management.

G4S teams at Heartlands recently had to deal with two medical emergencies within the space of an hour. Both incidents were cardiac arrests in the main car park and G4S personnel were the first on the scene to provide crucial support to attending doctors, nurses and paramedics.

In torrential rain, portering supervisors dashed out to deliver oxygen to the scene, security officers made calls to source blankets and towels, housekeeping staff provided umbrellas to shelter the patient and attending medical staff, and the security team manned barriers and redirected traffic until the first patient was taken away by ambulance.

No sooner had everyone dried off, a second call came in from the smoke shelter where a young lady had collapsed. Once again, everyone sprang into action, making the relevant calls, providing blankets, and keeping the traffic flowing away from the scene until the ambulance arrived.

G4S is proud to be playing a vital role at these and other healthcare facilities around the world. The quality services that its teams provide are the very lifeblood of the healthcare sector, supporting those at the cutting edge of modern medicine. ■

From patient transportation in Australia (TOP LEFT) to meticulous cleaning of hospital wards and catering services in England, G4S plays a vital role in supporting healthcare.



TOPPING THE CHARTS AT MUSIC FESTIVALS

G4S teams are a familiar sight at rock and pop concerts in major cities across the globe

WHO WOULD DARE turn their back on Beyoncé as she sings "Naughty Girl" and struts her stuff on stage? Whose body would fail to react to the beat of a Rolling Stones' live rendition of "Satisfaction"? And who would not be dazzled by Rihanna's stage presence, mesmerising the audience with "Diamonds"?

The answer, of course, is G4S Events staff when they are on duty at the world's biggest gigs. That's because they're not there to enjoy the music.

However stunning the performer and exhilarating the performance; however captivating the dancers and dazzling the light shows, the G4S Events teams refuse to be distracted.

Their major responsibility, very simply, is to make sure spectators are safe and secure as they watch their favourite performers live in concert. And for that reason they only have eyes for ... the audience.



G4S stewards have a high visibility at Belgrade's Kombank Arena concerts, including Shakira's 2013 performance, as well as open-air UK festivals like T in the Park in Scotland.



G4S's name is a familiar one to most world-class performers because it's what they see written large on the back of the uniforms of front-of-stage events stewards, providing a human security screen just the other side of the footlights.

Since music, in all its forms, enjoys a global audience, those artistes big enough to do world tours will therefore see, as they perform, that they benefit from G4S's protection in several countries.

UNITED KINGDOM

The summer of 2013 saw G4S providing an extremely wide range of safety, security and stewarding services at many of the UK's biggest festivals, including the British Summer Time Hyde Park series of concerts and other attractions in July. The highlight for most people was two Rolling Stones shows which drew audiences of around 65,000. Lionel Richie and Jennifer Lopez were the headline acts on the final day of the festival.

Eric Alexander, managing director of G4S Events in the UK, had the enviable responsibility of having two major music festivals to safeguard at the same time. While the Rolling Stones were performing in London, the 20th annual three-day Scottish festival, T in the Park, was being protected by another G4S team 350 miles to the north.

Mumford & Sons, Emili Sandé, Rihanna, Paloma Faith, The Killers and Stereophonics were among the headline acts performing for UK fans under the watchful eye of G4S.

Whereas the Hyde Park spectators went home or to hotels after the entertainment, the majority of T in the Park's ticket holders decided to stay throughout the event. An audience of up to 85,000 attended each day and since most preferred to enjoy the entire festival an estimated 70,000 camped overnight adding extra responsibilities for the G4S team.

"You've got this huge explosion of people enjoying themselves during the day, watching the acts and listening to the music, but at night you have to keep them safe and secure on the campsites," Eric Alexander explains. "And that can present challenges for us and the promoter, DF Concerts, Scotland's leading event management company.

"We patrol, look after safety issues, ensure their security and respond to any violence with a rapid response team. A lot of our stewards are either ex-policemen or are trained to the same level. We also supply sniffer dogs and a number of other special services."

A month earlier, another Scottish G4S Events team

were in position at one of their regular assignments, Hampden Stadium, Glasgow – home of Scottish football – to keep a watchful eye on the 45,000 fans eager to see Robbie Williams in action.

But it is the indoor arenas, purpose-built to be flexible and adapt to all manner of large-scale productions, that are the usual venues for the biggest pop and rock concerts, not only in the UK but also in other major cities around the world.

Joining a long list of such arenas is the just-completed Hydro on the banks of the River Clyde in Glasgow. This state-of-the-art venue – a new addition to the already thriving Scottish Exhibition and Conference Centre (SECC) complex – officially opened at the end of September 2013 with four Rod Stewart concerts, each to sell-out audiences of 12,500 fans.

G4S Events has been providing services to the SECC's exhibition halls and the separate 3,000-seater Auditorium, which accommodates conferences and concerts, for a number of years. Now, with the addition of an iconic music venue, Eric Alexander is sometimes required to field G4S Events teams totalling in excess of 500 staff across all three elements of this impressive entertainment complex.

"In the big venues," he adds, "in addition to the normal access and egress, safety and backstage duties performed by our security and stewarding personnel, we provide services such as concierge, managing hospitality suites, and any close protection that is required by the artistes."

BELGIUM

It's a similar story in Belgium where G4S has been securing big events for more than 30 years, notably at Forest National, a multi-purpose arena in Brussels which stages sports and musical events for audiences of around 8,000. The Brussels Expo exhibition halls and the King Baudouin Stadium are also home to major events requiring the services of G4S Belgium's very experienced Events division.

They have now been joined on the Heysel complex by the new Brussels National Arena, an 18,000-seater concert hall known as Palais 12, which opened in September 2013 and welcomed Elton John as one of its headline shows in December last year.

G4S's Events responsibilities in all the countries it serves begins with advance planning. It then swings into action the moment the doors open and the first members of the public arrive, continuing until the show is over and the last of the spectators has left the arena. In the process, its teams are also likely to



be taking care of numerous other security and safety aspects, including crowd management, parking, ticket checking and close protection.

In Belgium, linguistics adds another layer of complexity to its concert work, as Frans Segers, operations manager of G4S Events Security (Belgium) explains:

“For Live Nation, the main promoter, with whom we have been working for 30 years, we do all their gigs at Forest National and for that we need G4S agents who speak both French and Dutch (Belgium’s two main languages). The same applies at King Baudouin Stadium where we were responsible for Bruce Springsteen and U2 concerts.

“In Antwerp, which has Belgium’s largest venue, the Sports Palace – seating 22,000 and ideal for pop and rock concerts – as well as the associated 8,000-seater Lotto Arena, Dutch-speaking security teams need to be deployed. Beyoncé and Justin Bieber are among the acts we have helped protect in recent months.”

SERBIA

The Serbian capital, Belgrade, is also very much on the map as far as world-class entertainers are concerned. In fact, it was the city in which Beyoncé kicked off her “Mrs Carter” world tour in April 2013, at the 18,000-seater Kombank Arena.

G4S Secure Solutions (Serbia) won the contract to provide round-the-clock security at the venue, as well as meeting all its needs during the staging of big events, from January 2011. Duties include manned

security, reception desk, control room and fire safety but for big shows the number of stewards increases tenfold, from 28 during normal operations to nearly 300 for Beyoncé’s performance.

UNITED ARAB EMIRATES

Artistes performing in the United Arab Emirates have a choice of venues, all secured by the UAE’s leading security company, G4S, which has seen a steady increase in concert and festival events over the past five years.

“We regularly manage large crowds, from 18,000 to 45,000 depending on the event,” says Sunil Saxena, G4S UAE’s director, Events and Business Development. “Our security personnel are professionally trained for event security and crowd control, parking management and risk management, and all are licensed by police authorities, as required by UAE law.”

G4S handled Madonna’s world tour appearance in 2012. Last year saw Rihanna performing for 23,000 fans in Abu Dhabi, and Alicia Keys’ world tour took her to Dubai to entertain 15,000 happy concertgoers. Arabic and Bollywood superstars are also regulars on UAE stages.

“We have enjoyed a longstanding relationship with Events management companies,” Sunil Saxena adds, “and this year further consolidates our position as one of the leading suppliers of security and safety solutions in the Events market.” ■

Concerts by classical performers, such as Montserrat Caballe (pictured in Belgrade) and Andrea Bocelli require a high level of stewarding, too.





REGIONAL REVIEW

THE AMERICAS

The fifth in our series that looks at G4S's global footprint, region by region

UNTIL APRIL THIS YEAR, the Americas region operated as a single unit consisting of North America & Technology and Latin America. But their growing importance to the Group and the scale and quality of the opportunities that G4S sees in these markets has resulted in the decision to split them into two regions.

The continent, after all, is the world's longest north-to-south landmass, stretching from Kaffeklubben Island in the Arctic down across the Equator to the southern tip of Argentina, close to Antarctica.

No other G4S region provides security solutions for its customers across such a wide geographic range as the Americas.

That means that while some of the region's security teams operate in below freezing conditions during the winter months, others have to cope with extreme heat. There is often a happy medium, of course, such as the Caribbean, where the G4S focus is often on providing manpower and technology to secure leisure resorts and their vacationing guests.

Grahame Gibson, who is a G4S Board member and has held senior management roles with G4S for 30 years, was chief executive of the entire Americas region. He continues to lead the USA, Canada and G4S Technology businesses, which in aggregate generated revenues of around £1.4 billion in 2013.

All functional leaders within what was the Americas region

currently continue to report to Gibson and provide support to the Latin American businesses. Gibson is also responsible for the development of a shared service centre based at the North American regional headquarters in Jupiter, Florida.

Drew Levine, a 25-year veteran who heads up North America, Jeff Morrow, chief operating officer, who joined the Group in 1999, and Brian McCabe, newly promoted chief innovation and technology officer, all report directly to Gibson.

Martin Alvarez, who was appointed regional president for Latin America and the Caribbean last year, continues to lead that region and is now reporting directly to Ashley Almanza, G4S Group CEO.

Further functions reporting into the LATAM & Caribbean regional president are: Jesus Rosano, senior vice president, Business Development; Eric Ospina, chief financial officer; Carlos Ramirez Bernal, vice president, Human Resources; and Caroline Guillen, regional counsel.

Regions and businesses also reporting into Alvarez are: Eddy Esquivel, senior vice president, Central America, Multi-Country LATAM; Fernando Kelly, senior vice president, Brazil and Argentina; Juan Francisco Mejia, senior vice president, Andean Cluster (Colombia, Ecuador and Panama); Pedro Montes, general manager, Chile; Maricarmen Fedalto, general manager, Peru and Bolivia; and Marcos Ossio, general manager, Mexico.

Businesses in the 24 countries in his region generated around £700 million of total Group revenues in 2013. ■



The management team of the two Americas regions: (back row, from left) Brian McCabe, Jenni Myles, Grahame Gibson, Susanne Jørgensen, Fiona Walters, Keith Whitelock; (front row, from left) Jeff Morrow, Drew Levine, Julie Payne and Martin Alvarez (missing from the group: Mike Malone, Jesus Rosano, Eric Ospina, Carlos Ramirez Bernal, Carolina Guillen, Eddy Esquivel, Fernando Kelly, Juan Francisco Mejia, Pedro Montes, Maricarmen Fedalto and Marcos Ossio). They are responsible for a range of services in 26 countries, from cash logistics in Colombia (opposite page) to mining security in Northern Ontario, Canada (overleaf). Bank of America is G4S's largest customer.

SECURITY IS OFTEN REGARDED AS A MAN'S WORLD, but that's not the case in the Americas which actively supports equality and diversity. For example, Grahame Gibson also has four female executives reporting directly to him: Susanne Jørgensen (chief financial officer), Jenni Myles (chief human resources officer), Fiona Walters (chief corporate development officer) and Julie Payne (chief legal officer).

Between them they support the various business streams as well as management teams in 26 countries.

Our brief tour starts in the north of North America where G4S Secure Solutions (Canada) deploys over 10,000 employees from coast to coast. They include teams working in the harsh, remote environment of Alberta protecting one of Canada's most important resources – one of the world's largest oil sands deposits. Major companies are investing billions of dollars in

building massive mines and employing thousands of workers to extract the oil sands. G4S is the trusted security provider for Shell and Imperial Oil on their huge projects.

G4S also has an Aviation division in Canada which is under contract to the Canadian Air Transport Security Authority to secure critical elements, including passenger, hold baggage and non-passenger screening at 21 airports in British Columbia and the Yukon, the largest of which is Vancouver International.

The Canadian cash solutions business was sold earlier this year.

G4S Secure Solutions USA, with 48,500 employees, provides a broad range of services in the region. It is the Group's largest single manned security business and has →

built its footprint completely organically.

Financial services are an important sector, with Bank of America – one of the world's biggest financial institutions – being the largest customer, not only of the region but also of G4S worldwide which provides it with security solutions in more than 40 countries. It's a relationship that has grown over the years since the partnership began in 1993 and the current contract was awarded in 2009.

The automotive industry is also an important sector, with GM and Chrysler among the biggest customers.

One of the fastest growing sectors illustrates the growing dependence on cloud computing, with customers such as Google, First Data and a number of other leading data centre companies.

G4S USA also provides services to Homeland Security along the south-west USA–Mexico border, including secure detention, transportation and medical escort services for illegal aliens apprehended by Customs and Border Protection (CBP) officers along the border.

G4S also supports Immigration and Customs Enforcement (ICE) within Homeland Security. Combined, G4S handles for CBP and ICE an average of over 1,000 detainees transported every day who are either returned to Mexico, their home country or some other location. G4S's provision of transportation services to these agencies involves over nine million miles of driving each year.

Another important service in the North American

market is our compliance and investigations capability. Led by Mike Malone, this business cut its teeth as the fraud investigator for major insurance companies in the States (and elsewhere in the world). Now the business has diversified its investigative capabilities beyond insurance, and provides corporate risk services to major US businesses.

Technology plays an increasingly important role as customers seek integrated security solutions, combining manpower, electronic equipment and computer software to enhance their protection.

Led by the region's chief operating officer for Technology, Keith Whitelock, it is an area of expertise in which G4S has a long history and an enviable reputation. G4S Technology, headquartered in Omaha, Nebraska, is managed by executives from the telecommunications, construction and security industries, and is a leader in providing innovative, turnkey solutions.

AMAG Technology, based out of Torrance, California, provides sales and support throughout North America to authorised resellers of G4S Technology's Symmetry security management and video solutions products, developed and manufactured in the United Kingdom. AMAG Technology has been at the leading edge of access control technology for over 40 years.

Another vital area of expertise in North America is the protection of nuclear facilities. G4S Regulated Security Solutions, a division of G4S Secure Solutions (USA), has more than 2,000 security professionals



assigned to 10 operating nuclear facilities and three de-commissioned independent spent fuel storage installations throughout the United States.

The most recent contract win was from Dominion, one of the USA's largest energy producers, for G4S RSS to provide physical security at the Millstone Nuclear Power Station in Waterford, Connecticut starting in November 2013.

Another area of specialist expertise is G4S Youth Services which provides safe, secure and effective treatment of offending and at-risk youngsters through programmes designed to address their specific needs [see feature Pages 38–40].

Moving south across the Mexican border we enter the new standalone Latin America and Caribbean region which boasts a further 75,000 employees in 24 countries. By offering a unique combination of personnel, project management, risk management and technology solutions – as it does globally – G4S focuses on advancing the safety and security of businesses and governments as well as of key assets: people, property, products and reputation.

G4S has a significant presence in all of the major economies, including Brazil whose fibre-optic backbone – essential for high-speed voice/data communications and fast internet access – is being installed in parts of this huge country by G4S Technology.

Manned security services are provided in Brazil by G4S Vanguarda in the banking, real estate, oil and gas,

and port sectors. Also, G4S Interativa has major facilities services contracts with city councils in São Paulo, Belo Horizonte, Rio de Janeiro and Vila Velha, as well as important private sector contracts, notably in the mining sector.

Brazil's importance on the global economic stage means that customers are now able to rely on G4S's expertise to support their operations in a country where security is paramount.

Elsewhere in the LATAM and Caribbean region, the choice of G4S services on offer reflects a country's size and needs, though these are under constant review. All provide manned services and security systems. In addition, Barbados, Columbia, Costa Rica, the Dominican Republic, Ecuador, Grenada, Paraguay, Peru, St Lucia and Trinidad provide cash solutions services.

G4S also provides embassy protection in 15 LATAM countries.

Referring to the appointment of Martin Alvarez earlier this year as the new regional president, Grahame Gibson expressed his delight that Alvarez was joining G4S "at a time when our opportunities in Latin America are greater than ever".

He added: "I am sure his energy, passion and drive will help us reach the next level of performance in this dynamic region".

Dynamic would also be an appropriate word to describe both of the American regions, as they rise to the challenge of realising their full potential. ■



“G4S protects one of Canada's most important resources – the world's largest oil sands deposits

NEW G4S STRATEGY IS MARKET LED

... and reinforced by a global workforce committed to a customer-focused culture that embraces special values

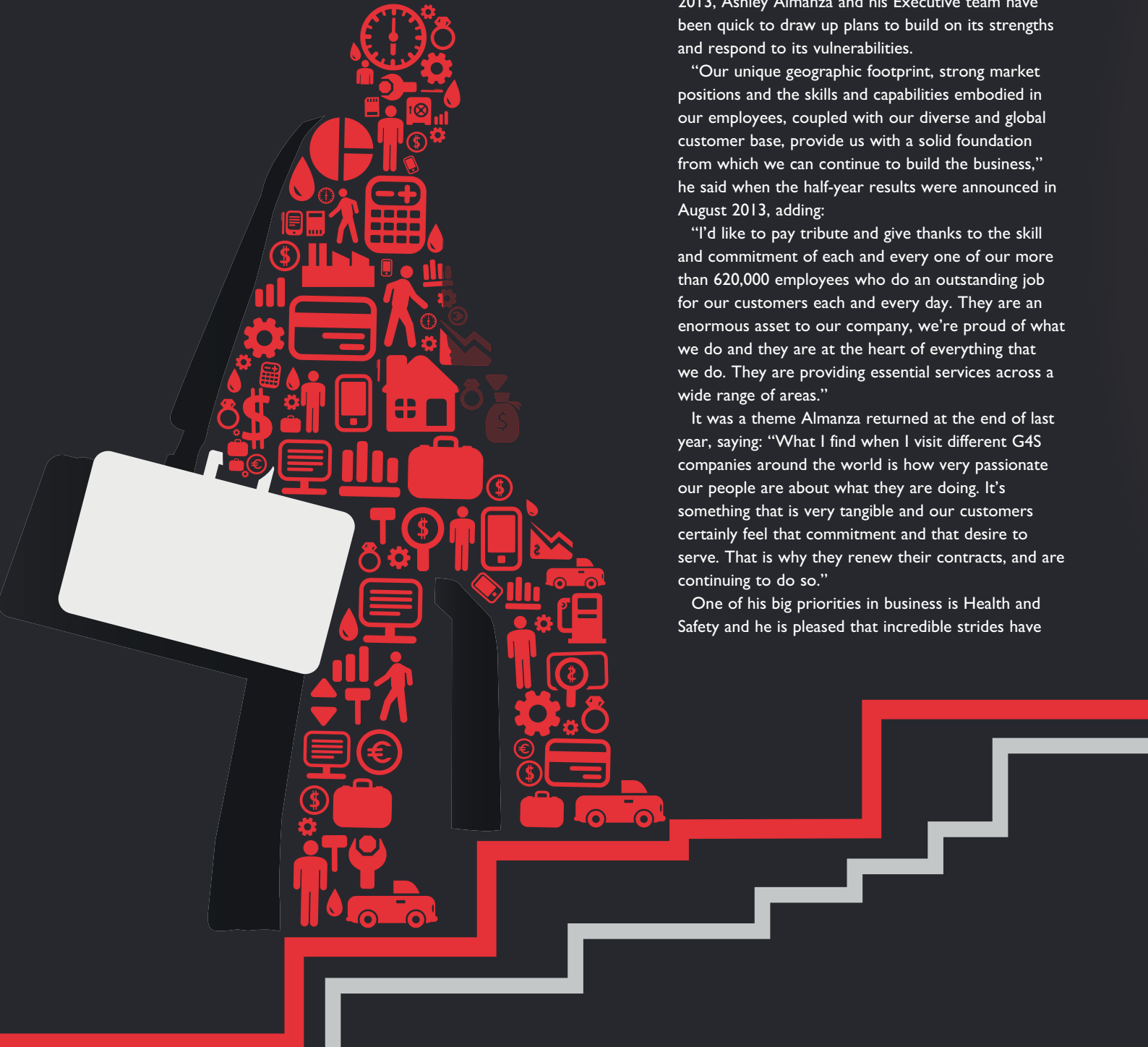
HAVING FAMILIARISED HIMSELF with the Group's global activities in all the regions around the world since becoming G4S chief executive officer in June 2013, Ashley Almanza and his Executive team have been quick to draw up plans to build on its strengths and respond to its vulnerabilities.

"Our unique geographic footprint, strong market positions and the skills and capabilities embodied in our employees, coupled with our diverse and global customer base, provide us with a solid foundation from which we can continue to build the business," he said when the half-year results were announced in August 2013, adding:

"I'd like to pay tribute and give thanks to the skill and commitment of each and every one of our more than 620,000 employees who do an outstanding job for our customers each and every day. They are an enormous asset to our company, we're proud of what we do and they are at the heart of everything that we do. They are providing essential services across a wide range of areas."

It was a theme Almanza returned at the end of last year, saying: "What I find when I visit different G4S companies around the world is how very passionate our people are about what they are doing. It's something that is very tangible and our customers certainly feel that commitment and that desire to serve. That is why they renew their contracts, and are continuing to do so."

One of his big priorities in business is Health and Safety and he is pleased that incredible strides have



been made in improving their delivery. But more needs to be done. “Many of our colleagues risk their lives in order to deliver a wide range of services to our customers,” he observed. “How many companies can say that?”

Whilst the focus of their jobs is often to provide customers and their employees with a safe and secure environment in which to operate, that responsibility can increase the vulnerability of G4S personnel in some circumstances.

“It is essential that everything is done to support their health and safety whilst they deliver services on our behalf,” Almanza added, “and the Group is putting even greater effort into making that happen by making Safety First one of our key values.”

Describing his first six months with G4S as “quite an extraordinary journey,” he added, “I could not be happier than to be part of this company. I feel extremely fortunate to have come here and joined this team.

“Our review of the business has confirmed that G4S has outstanding worldwide market positions. We are the global leader in integrated security, providing products, services and security solutions in markets that are valued at over £100 billion. There is strong and growing demand for our core products and services, particularly in developing markets which we expect will represent around 40 per cent of our sales in 2016.

“We’re setting out a clear strategy and a roadmap to execute that strategy,” Almanza explained. “And we’re getting the whole management team behind it. Our strategy is market led. We satisfy our customers’ needs by understanding their strategic objectives and designing and delivering innovative solutions which support these objectives.”

The Executive had identified a need to make changes to the way G4S is managed and to invest in risk management.

“We didn’t have a Group risk manager with executive responsibility,” he explained in one interview. “Now we do, with the appointment of Alastair James (see News, Page 49). He’s already making a huge impression on the business by helping people to think about risk in a structured way. What we’ve tried to do is bring together, in a joined-up way, risk management, service excellence and financial management.”

These changes, together with an even greater focus on Health and Safety, are reinforcing and broadening G4S’s already effective strategy and enabling it to continue with the consistent delivery of excellence in customer service for which it is recognised around the world.

How it is achieving that goal is set out very clearly in the *G4S Annual Report and Accounts* for the year ended 31 December, 2013 (published in April), which not only reviews the year in question but sets out the Group’s plans for 2014, with particular emphasis on managing risk.

“There has been a strong emphasis from the board, the CEO and the Group executive committee on the importance of the company’s values underpinning everything we do,” the *Annual Report* explains. “Progress has been made in this area, but reinforcing the core values across a diverse and globally spread workforce takes considerable effort.”

Ashley Almanza adds emphasis to that observation in his CEO’s Review, commenting: “Our Group values underpin the reputation and long-term value of the Group. We have updated and reinforced awareness and understanding of our Group values to ensure that we conduct our business to the highest standards. We are enhancing health and safety across the Group by standardising safety management systems and embedding health and safety objectives in individual performance contracts.” ■

“ Our strategy is market led. We satisfy our customers’ needs by understanding their strategic objectives and designing and delivering innovative solutions which support these objectives ”

MEET THE MANAGEMENT



JONATHAN BOUCHER

**HSSEC & RISK DIRECTOR
G4S AFRICA**

PROFILE BY KEITH BLOGG

HEALTH AND SAFETY BOSS HAS APPETITE FOR EXTREME SPORT

TALK TO MANY HEALTH & SAFETY (H&S) EXPERTS and the conversation will turn to hard hats, office hazards and the need to lift heavy weights with extreme care. Not so Jonathan Boucher. He boasts a wider canvas.

Ask him the main threats to his 112,000 colleagues on the African continent and he tells you of war, piracy, armed gangs, deadly diseases and suicide. Being responsible for Health, Safety, Security, Environment and Community (HSSEC) – five key elements in G4S Africa's policy – often means defending life and limb in the most challenging workplace in the world for security staff.

"We have nine armed conflicts taking place at the moment, in addition to piracy, terrorist threats from Al Qaeda, Harkat-ul-Mujahideen, Al Shabaab and, in the Congo, M23 militia, and a large number of armed and rebel groups.

"Well-equipped criminal gangs operate and kidnapping for ransom is an ever-present problem in many areas throughout the region."

G4S Africa has experienced more than 20 reportable incidents this year which, by definition, means they have involved serious injury or even death. "Yet this is a very good record compared with other companies operating here," he explains.

The 29 countries in his remit extend from Morocco and Tunisia in the north to South Africa and Namibia in the south. In between, across thousands of miles, are jungle, desert, rural villages and sophisticated cities.

It is against this extensive and sometimes violent background that ex-soldier Jonathan deploys a health and safety programme which starts with training and risk assessment.

"Health & Safety in Africa is a top-down approach," he explains. "Every person responsible for H&S undergoes a 20-week training programme, designed to develop HSE competency that includes safety awareness, hazard identification and risk assessment. All employees are required to undergo Health and Safety training appropriate to their position and responsibilities. In addition, there are various continuous awareness programmes to keep people alert and thinking about staying safe all the time.



"One of the things I've been working on is how to raise the profile of health and safety through communications. These 'weekly toolbox talks' and monthly 'safety matter' leaflets provide learning and help keep H&S at the forefront of people's minds."

In most organisations injuries happen because of inadequate procedures or lack of compliance with them. As a security provider in Africa, the health and safety challenges can be more difficult to address. Occasionally G4S employees have to deal with people who set out to cause deliberate harm to them or to its customers and to their property.

To fulfill their role it is a requirement that employees in some countries carry firearms so the training provided is comprehensive and continuously being reviewed. G4S CEO Ashley Almanza was able to experience this training first hand when he recently visited G4S's South African offices and was invited to participate in weapons handling training.

Although employees carry firearms, Jonathan was quick to point out that they are only used as a last

resort. The whole focus is on de-escalating any potential problem and we always emphasise to our people that only the appropriate and minimum use of force should be deployed in any situation.

"For H&S to be embedded we are aiming to ensure it is seen as everyone's responsibility, not just a handful of employees. We have organisational commitment from the highest level and some robust procedures. Now we are looking to develop a Health & Safety culture where behaving safely is always the priority, where incidents are reported promptly and investigated thoroughly to identify the cause, and where we seek to learn more from the mistakes that happen."

A network of H&S responsibility extends from Jonathan's Centurion office, in Gauteng province, to every G4S Africa enterprise. Visiting them to audit their progress and give advice takes up more than half of Jonathan's time.

"Some visits require more than five or six-hour flights," he says, "and they can also involve long waiting periods for connections. The result is that some journeys can take a couple of days, even with flying." But another value of these trips is that Jonathan has the opportunity to meet people in the front line, hear their point of view and learn about the challenges they are facing and what the company could do to address them.

"Having been a soldier, which in many respects is →

Jonathan reviews the Health & Safety Induction Training schedule with (from left) Erin Ferguson Ormond, strategic HR business partner – Central & West Africa, Melt van der Spuy, strategic HR business partner – Eastern Africa, and Christine Wright, executive assistant to Andy Baker, Regional President. He keeps fit with various sporting activities, including martial arts.

very similar to being a security officer, I can honestly say that I know what it feels like to be cold, wet, hungry, tired and on my feet for extended periods at a security point or patrolling, wearing a uniform and nursing sore feet and shoulders. It is probably easier for me to relate to our security officers than most."

It was an Army career that first attracted Jonathan when he left high school. At the Military Academy attached to Stellenbosch University he won the Sword of Honour as the top undergraduate student. He left the regular Army in 2007, having attained the rank of major.

It was there he developed an enthusiasm for extreme sports such as rock climbing, trail running and Systema, the Russian military's martial arts, thought to be among the most deadly in the world. Today, he is still involved as a reservist in the Rand Light Infantry and his love of taxing sports continues.

His career took him to MSA, the world's second largest mineral exploration company where, as manager of the Occupational Risk Management department, he travelled widely in Africa and the Middle East.

Then came work with a specialist security company, followed by contract work in Iraq and Afghanistan dealing with explosive ordnance disposal and personal security for oil and gas clients. "I learned to be thankful for little things like living another day," he says.

Jonathan joined G4S in 2011 as HSEC and risk manager because the job offered the opportunity to apply the wide range of skills he had learnt so far in his career. He was promoted to director in 2012.

"As the largest security solutions company on the continent we are also the most advanced in our approach to health and safety. The whole idea of H&S is a relatively new concept in Africa and some other companies do not take the trouble to promote it.

"But it is welcomed by big multinationals such as Shell, BP, Total and Anglo-American who understand it. They realise a programme like ours keeps employees healthy, efficient and at work, as well as

boosting morale – and that message is getting out. Now we are developing HSE programmes for our clients."

Driver safety is the most urgent challenge facing H&S in Africa. Bad or non-existent roads are simply the start of the problem. "Countries like South Africa have strict licensing, both of drivers and vehicles, but in many others you can simply buy a license – and there is no safety check on cars and lorries.

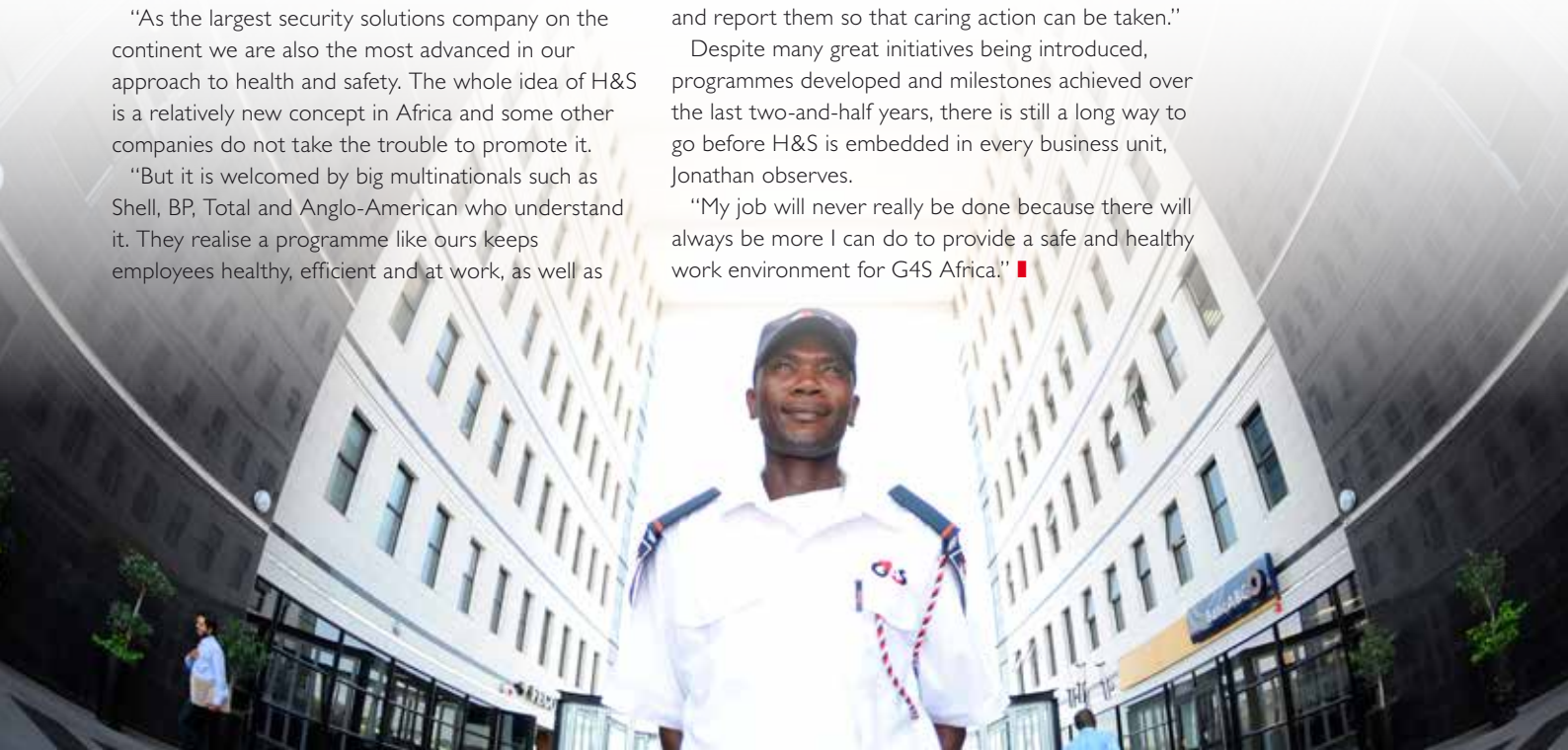
"To overcome this we are currently piloting some road safety initiatives to promote safer driving practices and have designed a range of materials and templates to support this."

Jonathan's team are also doing their bit to tackle Africa's huge health problems. Many countries have programmes which offer regular testing for HIV/ Aids – one of the continent's endemic diseases – and also provide staff with free condoms. Other initiatives include combating malaria through awareness programmes and providing various preventative measures such as free insect repellent, mosquito nets and long sleeved shirts to cover the arms. In addition, there are programmes aimed at preventing tuberculosis and water-borne diseases such as typhoid.

Depression, perhaps caused by home circumstances or family health situations, is another challenge. "It can take people off work and even lead to suicide. One of our jobs is to encourage people to spot the symptoms and report them so that caring action can be taken."

Despite many great initiatives being introduced, programmes developed and milestones achieved over the last two-and-half years, there is still a long way to go before H&S is embedded in every business unit, Jonathan observes.

"My job will never really be done because there will always be more I can do to provide a safe and healthy work environment for G4S Africa." ■



SECTOR UPDATES

AVIATION

G4S GLOBAL AVIATION SOLUTIONS CURRENTLY SERVES 121 AIRPORTS AND 85 AIRLINES IN 46 COUNTRIES.

ELECTRONICS BAN LIFTED

The big news, as far as frequent flyers are concerned, is the decision by the Federal Aviation Administration to allow the use of portable electronic devices during take-off and landing on US airlines for the first time.

Its new guidelines, published at the end of October 2013, permit gadgets such as smartphones,

iPads, DVD players and video game consoles to be used for the entire duration of a flight, providing the device has its flightsafe mode enabled.

This will allow travellers to read, work, play games, listen to music or watch films from the moment they get onto an aircraft. Heavier devices, such as laptops, will need

to be stowed away during take-off and landing. Voice calls on mobile phones, however, will not be permitted.

Other countries have since introduced similar rules.

However, fears of a new terrorist threat has led to the banning of electronic devices on board flights to the USA if they are not charged.

... AND LIQUIDS COULD BE NEXT

The European Commission is working towards lifting the restrictions on taking liquids, aerosols and gels (LAGs) greater than 100ml in capacity past screening points at airports.

The restrictions were introduced after terrorist attempts to blow up aircraft using homemade explosives in 2006. The ban was a temporary measure until suitable technology

to screen liquids for explosives was readily available.

After successful operational trials the EC adopted the necessary legal changes, last year, that will enable it to implement the first phase of new screening methods by 31 January this year.

This will make it mandatory for airports to screen certain LAGs with special liquid explosive

detection equipment, in order for the operational impact of the procedure to be closely monitored.

If successful, it will lead to further legal changes that will permit the ban to be lifted by the end of January 2016, when all LAGs will be screened with the new equipment.

See: "Expert Opinion" on remote screening, pages 42–44.

LONGER QUEUES IN UK?

Among changes set out in a new Immigration Bill that had its first reading in the House of Commons on 10 October 2013 is a requirement that the passports of air travellers must also be checked at their departure gates.

This could lead to long queues at UK airports, says David Barrett, home affairs correspondent of the *Daily Telegraph*, adding:

"If airlines refuse to co-operate they will be compelled to carry out the checks or face a fine,

under measures published by the Government in the Bill. It means that airline staff – or those working for the airport – will check passports against electronic databases to 'identify threats or persons of interest'."



SECTOR UPDATES

PORTS

G4S GLOBAL PORT SOLUTIONS CURRENTLY PROTECTS 170 ISPS-COMPLIANT FACILITY OPERATIONS AROUND THE WORLD

DRUG TRAFFICKERS TARGET PORT

Computers at European ports are being hacked to enable shipments of contraband to be smuggled in. That warning was issued in October 2013 by Europe's crime fighting agency, Europol.

It came after tons of cocaine are believed to have arrived at Antwerp, one of Belgium's largest ports, having been smuggled in containers of bananas and timber from South America.

The traffickers recruited hackers to breach the port's IT systems in order to determine the precise location and security details of the containers. Armed with that information, they were able to send drivers in to pick them up before the legitimate owners arrived to collect them.

The hackers gained access to the docks' offices and fit key-logging devices into computer terminals so

that they could remotely monitor everything that was typed on the keyboards, giving them access to passwords.

A subsequent police operation on more than 20 homes and businesses uncovered more than a ton of cocaine, valued at £130 million, as well as guns, body armour and £1 million in cash. As a result, 13 people in Belgium and the Netherlands are now awaiting trial.

ARMED GUARDS ARRESTED

Ten crew members and 25 security contractors aboard MV Seaman Guard Ohio, which was involved in anti-piracy operations in the Indian Ocean, were arrested in October last year after the vessel was intercepted and escorted to the port city of Tuticorin, in the southern Indian state of Tamil Nadu.

According to port officials, six of the security contractors were British. Indians, Ukrainians and Estonians were also on board. It was claimed they failed to declare weapons.

Police are reported to have seized 35 automatic weapons and almost 5,700 rounds of

ammunition from the ship.

A statement from Seaman Guard Ohio's owners, US-based security firm AdvanFort, India's coast guard allowed the vessel to enter port to refuel and shelter from a cyclone. It added that all weapons and equipment on board were properly registered.

DECIPHERING THE CODE

In a feature that assessed the role of the International Ship and Port Facility Security (ISPS) code, developed in the wake of the 9/11 bombings in 2001, *Port Strategy magazine* (February 2013 issue) talked about its impact to David Faimie, G4S director of Global Port Solutions.

"The ISPS code has been the catalyst for focusing industry and government attention beyond the

port and ship interface, outside the port gates, to assess and deal with broader and deeper risks in the supply chain," he explained, adding:

"Technology is increasingly being utilised across numerous security channels, ranging from surveillance, access control, and communications. It also plays a crucial role in other services that are being adopted to deliver the minimum compliance requirements of the ISPS code, and

to integrate into wider supply chain objectives.

"However, progressive port operators who have invested capital in security technology will also be looking at wider benefits that can be achieved from their outlay. Security technology should be designed, engineered and integrated to support efficiency in other parts of their business process such as Operations, Health and Safety, and HR."



OIL & GAS

G4S GLOBAL OIL & GAS SOLUTIONS CURRENTLY SERVES MORE THAN 300 CUSTOMERS IN THE OIL AND GAS SECTOR IN OVER 100 COUNTRIES.

CHINA NOW NO 1 OIL IMPORTER

The United States is no longer the world's biggest net oil importer. Figures released in October 2013 by the Energy Information Administration show that in the previous month Chinese

oil consumption outstripped production by 6.3 million barrels per day.

This reflects China's faster economic growth and strong automobile sales. But the US, with

a population about one-third of China's, still consumes far more oil per person than does China and its daily consumption this year is forecast to outstrip China's.

MORE NORTH SEA OIL AND GAS

A shake-up of the industry is recommended in a report commissioned by the UK government which calls for the appointment of a new high-

powered regulator. The result, it says, would be Britain's ability to extract four billion barrels of oil and gas that would otherwise be left beneath the North Sea.

This would add a further £200bn to the British economy. More than 40bn barrels have already been produced from the North Sea.

4.6 TRILLION INVESTMENT NEEDED

Satisfying the increasing demand for oil and gas through to 2035 will require £4.6 trillion (\$7.5 trillion) of investment, says the Organisation of Petroleum Exporting Countries (Opec).

The group of 12 major producing nations released its long-term projections for the global oil market in November 2013. Funding will be required to build new infrastructure, including production

plants, refineries and pipelines.

Opec, which accounts for a third of the world's oil supply, expects total world oil demand to grow by 20m barrels a day – a total of 108m barrels a day – by 2035.

'WORLD'S LARGEST OIL DISCOVERY THIS YEAR'

Maria das Gracas Foster, CEO of Petrobras, the Brazilian multinational energy corporation, described as "simply exceptional" the latest discovery of hydrocarbons off the coast of the country's north-eastern state of Sergipe on the Atlantic but declined to give further details of the prospect.

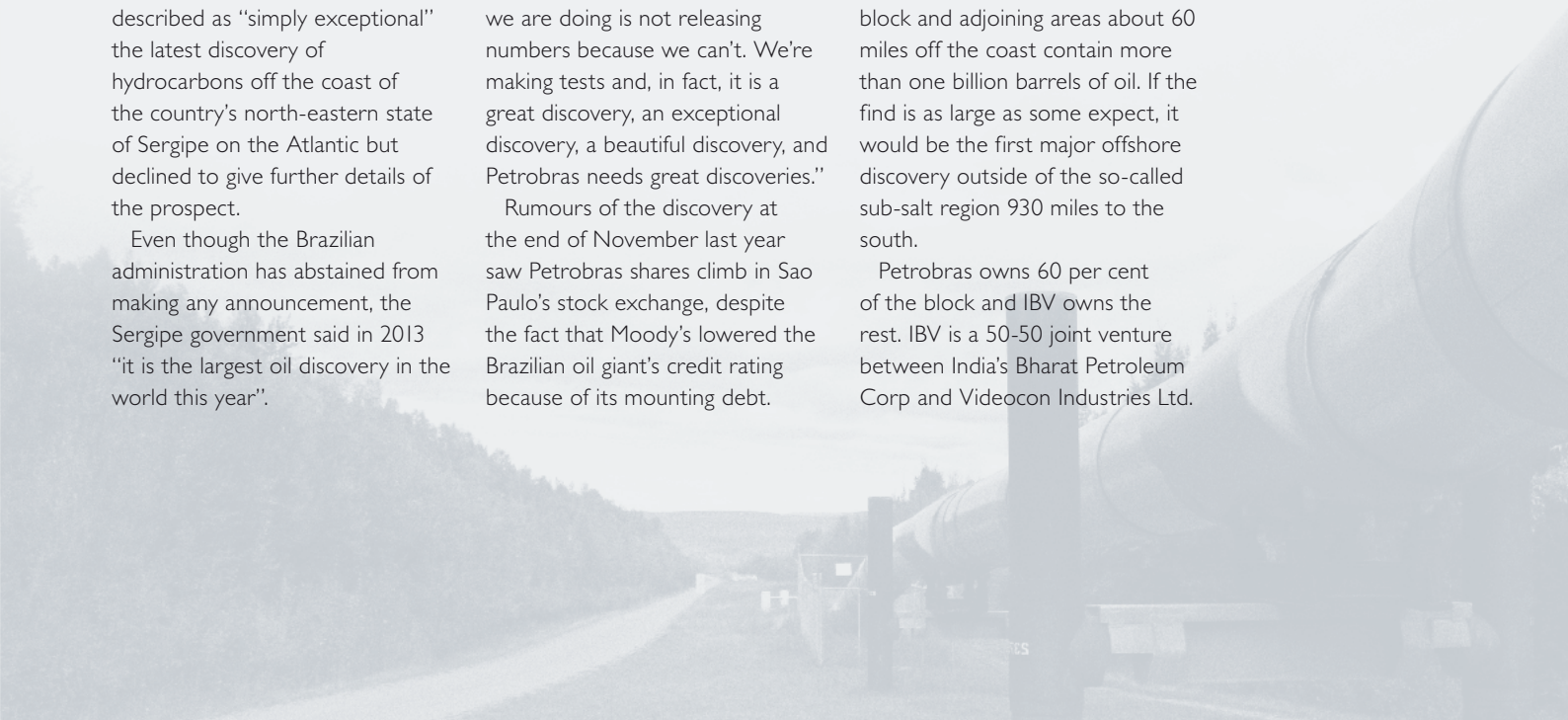
Even though the Brazilian administration has abstained from making any announcement, the Sergipe government said in 2013 "it is the largest oil discovery in the world this year".

Addressing the annual congress of the World Steel Association, WSA, Gracas Foster said: "What we are doing is not releasing numbers because we can't. We're making tests and, in fact, it is a great discovery, an exceptional discovery, a beautiful discovery, and Petrobras needs great discoveries."

Rumours of the discovery at the end of November last year saw Petrobras shares climb in Sao Paulo's stock exchange, despite the fact that Moody's lowered the Brazilian oil giant's credit rating because of its mounting debt.

Apparently Petrobras and its Indian partner, IBV Brasil, have determined that their SEAL-II block and adjoining areas about 60 miles off the coast contain more than one billion barrels of oil. If the find is as large as some expect, it would be the first major offshore discovery outside of the so-called sub-salt region 930 miles to the south.

Petrobras owns 60 per cent of the block and IBV owns the rest. IBV is a 50-50 joint venture between India's Bharat Petroleum Corp and Videocon Industries Ltd.



SECTOR UPDATES

MINING

G4S GLOBAL MINING SOLUTIONS CURRENTLY PROVIDES 100 SERVICES TO MORE THAN 375 MINING CUSTOMERS AT OVER 385 SITES IN 59 COUNTRIES.

FIRST MINING-SPECIFIC SECURITY TRAINING

G4S has launched the world's first global mining-specific security training programme, as part of a drive to support and enhance the skills of its workforce, whilst creating a sustainable business model for the future.

The far-reaching programme, which began last year, covers a diverse range of specific

operational mining industry issues, including conflict management, CCTV control room operations and management and response team operations.

G4S employs 25,000 specialist mining security personnel across the globe and the intention is to have all staff undertake specialist training over the course of the

next few years.

Andrew Hames, G4S global mining director, says:

"Whilst we already have a great team in place across our business, we are keen to ensure that our staff are able to continue to develop within their roles and improve their performance year-on-year."

AGILE AND FLEXIBLE SECURITY FRAMEWORK

What process does G4S go through to assess the security needs of a mine/mining organisation? That was one of the questions put to G4S global mining director Andrew Hames by *Mining Magazine* (July/August 2013 issue). He answered:

"Risk and threat assessment has

to be done in close consultation with the customer, first and foremost. We've got to align ourselves and any outcomes with their business strategies and goals, so we look to develop a security framework that is agile and flexible in order to anticipate, detect,

manage and mitigate any potential threat or risk.

"To achieve this, we need to assess threats and vulnerabilities, and draw up plans and procedures to ensure that there's access to accurate and timely information via sound intelligence."

TAILORED SECURITY SOLUTIONS

Asked by *Materials World* (October 2013 issue) if there are any region-specific risks G4S has to take into account in providing security solutions to the mining industry, Andrew Hames, G4S global mining director, responded by saying:

"Challenges in developing markets vary greatly from one site to another and can often be unique, regardless of country, region or continent.

We have a core list of more than 50 operational risks that we

address on any given site in any location, but beyond this solutions are tailored to meet the individual client's needs, and our integrated security solutions can be fully tailored to their specific operating environment."

TRANSPORTING VALUABLES

International Mining (July 2013) sought Hames' input for a feature on the transportation of precious metals and high value products.

He cited a G4S contract in Mexico, one of the most dangerous regions for precious metal handling.

"Here, not only does the mountainous terrain of the Chihuahua region cause logistical issues, but there is also an

extremely high risk of violence and crime throughout the process.

"To account for the difficult journey and the risk of attack on the road, separate armoured vehicles attend three separate mines' sites in the mountains to pick up the precious metal and transport it back to the branch, where it is stored in heavily guarded vaults.

"The material from all three

mines is then consolidated into a single shipment ready to be transported across the Mexico border to a refinery on the west coast of the USA.

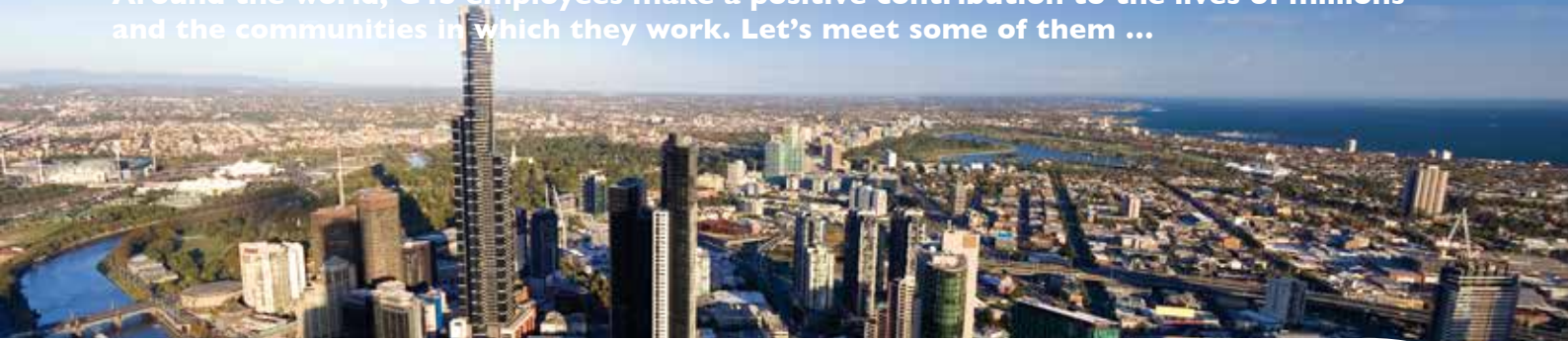
"This is extremely dangerous since the border crossing is in the Juarez area where a large number of drugs cartels operate and the risk of armed gangs is high, yet it is still operated with a high degree of success."



24 HOURS

A DAY IN THE LIFE OF G4S ...

Around the world, G4S employees make a positive contribution to the lives of millions and the communities in which they work. Let's meet some of them ...



IT IS 13 YEARS since **MICHELLE GRACE ENBOM** first entered Port Philip Prison as a G4S correctional officer. Now, after various promotions to offender management supervisory roles at the Melbourne prison, in the south-east Australian state of Victoria, she is the Marlborough Joint Treatment Programme's unit coordinator.

Port Philip is an 989-bed maximum security prison in Australia's second largest city, managed by G4S Care & Justice, and Michelle's role is to assist inmates with cognitive impairment to develop skills that will make a positive contribution to their lives when they return to society.

Today, the mother of five grown-up children has arrived at the prison early, soon after sunrise, so that she can clear her paperwork and be ready to focus on the offenders she will be working with.

"I enjoy my job immensely," she says. "It revolves around changing behaviours and thoughts, and providing a safe environment in which they can learn new skills to take back into the community and live a productive and happy life, and create no more victims."

The horticultural programme gives her great satisfaction as she sees them win certificates for their work and develop a work ethic. "Watching their behaviour change is just amazing," she adds. "To see these guys take responsibility, mix with visitors and help others out is so rewarding."

When not working at Port Philip, there's nothing she

likes better than taking some of her six grandchildren out, perhaps shopping or to the zoo. To them, and the inmates she helps, Michelle's approach to life is inspirational. And she credits her parents with influencing her outlook on life.

"They are both now in their late 70s and are fitter and healthier than I am. They were both farmers who worked hard all their lives, had five children, never had much money but are the kindest and happiest people I know.

"They never have a bad word to say about anyone and instilled a high work ethic, morals and values in all their children. They taught me that family and being happy is better than having all the money in the world.

"This has created a deep work ethic in me as well as maintaining a strong family-work life balance. I value every minute I have with my children, grandchildren and partner of 10 years, Helen."

By the time Michelle is half way through her afternoon at Port Philip, **SURENDER KUMAR PANDEY** is arriving for work at Delhi Metro Rail Corporation (DMRC), 6,340 miles away. He is one of a team of 450 security officers looking after the safety of the 2.5 million people who use the Indian capital's world-class metro train network each day.

Surender, who has been with G4S for 10 years, is now a supervisor, monitoring the DMRC's electronic security systems, and is proud of the role he plays in helping thousands of people reach their destinations safely and on time each day.



This cricket-playing father of one, together with his G4S colleagues who perform a wide-range of duties on the Metro, is delighted to make such an important contribution in keeping the world's second most populous city on the move.

By the time his eight-hour shift comes to an end and he returns home to his wife and four-year-old son, another G4S employee, 5,000 miles away in South Africa, is busy on the morning shift at the Shell oil terminal in Alberton, Johannesburg.

LAWRENCE MBATHA has been serving G4S and his local community for 17 years and has been contract manager at Shell for the past two years, having experienced promotion from security officer to operations manager and then contract manager with a number of G4S customers.

"My role at the terminal is to ensure that everyone and everything that arrives and leaves the depot has been checked and verified and that the right health and safety procedures are implemented. With large quantities of high value petrol, oil and diesel entering and leaving the site on a daily basis, it is imperative that the work we do at the plant access points is accurate and thorough to ensure our customer assets are protected."

In doing so, Lawrence and the G4S team are protecting the fuel that drives the South African economy.

His own finances have benefited, too, and the regular income from a steady job has enabled him to buy a house for his family and give his six children a better education.

"Besides the career development I have experienced, I have also grown as a person," he adds.

Away from his security responsibilities for one of the world's biggest energy producers, Lawrence puts his own energy into the Christian Fellowship Church that he founded and of which he is pastor. During the past six years it has grown rapidly and now has 340 members.

Lawrence also sets aside time to work with eight other churches in the community, teaching men and boys over the age of 13 about the importance of building for the future and not destroying what they have. He also teaches life skills to a group of 15 youngsters.

"It is so easy to walk the wrong path and I feel that it is necessary to give the youngsters guidance on how to also improve their quality of life," he explains. "Because G4S has given me a chance of a better life, I feel inspired to pay it back. I also believe if it were not

for my religion, I would not be where I am today."

Though the time difference between Johannesburg and London is only a couple of hours, we have to travel 5,600 miles and cross the equator before we find G4S meter installer **MICHAEL HOTTINGER** in the northern hemisphere calling on energy consumers.

He and his G4S Utility and Outsourcing Services (UK) colleagues are participating in a technological revolution that is enabling energy providers and consumers to monitor the use of electricity and gas more efficiently.

Michael joined G4S early in 2009, and for the first two-and-a-half years he was a meter reader, calling on consumers and recording the amount of energy used, as shown by the dials or figures on their meters. But then, with the introduction of the UK government-backed smart meter scheme, his role changed significantly.

After training Michael became an installer, replacing old-style meters with the high-tech versions that no longer need to be read physically because they can transmit data back to the energy supplier. Between now and 2020, UK energy suppliers will be responsible for replacing over 53 million gas and electricity meters in homes and small businesses.

"I get great satisfaction at being involved in the rollout of the smart meter," Michael says. "As G4S is now the market leader in meter installation, we play a massive role in making the metering industry more streamlined. As the energy suppliers and customers become more efficient with their energy use, this should also have a positive effect on climate change."

Each day is different in terms of the consumers he meets, and that's an aspect of his work he really enjoys. When not installing meters for G4S, Michael is likely to be found volunteering at his local fire station – he trained as a firefighter at the age of 18 – or on the sidelines watching his local football team, the MK Dons, around the country. Winter sees him fishing for pike in competitions organised by his local angling club.

Michael's work recently moved into a new phase, with his introduction to and training on the use of current transformer metering, a development that allows meters to be installed without the supply being interrupted. And for Michael Hottinger, playing a part in the introduction of cutting edge technology adds to the excitement of his work.

Four people, four countries and four very different jobs – but all have one thing in common. They are G4S employees, and proud of it. ■

UNITED KINGDOM



MICHAEL HOTTINGER
METER INSTALLER

SOUTH AFRICA



LAWRENCE MBATHA
CONTRACT MANAGER

INDIA



SURENDER KUMAR PANDEY
SUPERVISOR

AUSTRALIA



MICHELLE GRACE ENBOM
UNIT COORDINATOR

EVERY DAY IN THE
UNITED KINGDOM
LIFE OF G4S

EVERY DAY IN THE
INDIA
LIFE OF G4S

EVERY DAY IN THE
SOUTH AFRICA
LIFE OF G4S

EVERY DAY IN THE
AUSTRALIA
LIFE OF G4S



EXCITING CITIES

THE CHANGING FACE OF

Vienna



MANY VISITORS TO AUSTRIA'S BEAUTIFUL CAPITAL

will insist that Vienna never changes. Like other modern cities, however, it needs to house a growing population and provide them with all the amenities 21st century residents expect. That means more homes, more public transport, improved roads and a good quality of life.

Vienna is satisfying all those needs whilst preserving its marvellous architectural and cultural heritage – its city centre is a UNESCO World Heritage Site – but doing so creates inevitable change in other parts of the metropolis.

One important facet of this impressive city that will never change, however, is its love affair with music.

It is the birthplace of world famous classical composers, including Strauss, Schubert and Schoenberg, and others chose to live here, such as Mozart, Beethoven, Brahms, Haydn and Mahler.

There's even an impressive musical association with G4S, which has had a presence in Vienna for more than a century.

Georg Szell, who started the first security company in Austria in 1904, had a talented son, also named Georg, who became one of the 20th century's greatest conductors of symphony and opera. He not only inherited the company – long since acquired and now part of G4S – but he went on to become conductor of the Cleveland Orchestra from 1946 until his death in 1970, as well as conducting with the Metropolitan Opera and the New York Philharmonic, where he succeeded Leonard Bernstein.

And when G4S celebrated its Vienna-based company's centenary in 2004, one of the world's top tenors, Johan Botha, also a resident of the city, entertained the guests with favourite arias, including *Nessun Dorma*.

One of Vienna's magnificent attractions, Schönbrunn Palace is the former summer residence of the imperial family.





So, with such cultural connections, it's hardly surprising that G4S has played a vital role for many years in the smooth running of several prominent opera and theatre houses in Vienna, where it provides usher services: meeting, greeting and assisting audience members when directing them to their seats.

Vienna (or Wien as it is known in Austria) emerged as a city in the first century AD and was once the capital of an Empire that controlled much of Europe. It has often played a key role in the continent's history. Today, it is Austria's largest city as well as one of the country's nine states.

Tourism is of major importance to Vienna, as visitors flock to the city to immerse themselves in its culture, learn about its rich history or admire its impressive architecture. It also enjoys various trading and travel benefits from being located at the very centre of Europe. Vienna International Airport (VIE), for example, provides links to 40 other Central and Eastern European countries – more than any other airport in the world.

Since 2004 the airport, which handles over 22 million passengers a year, has undergone the greatest change in its history. VIE's extensive alterations have included a new terminal and a new arrivals hall.

G4S recently won its first secure solutions contract at VIE and has been providing passenger document



checks for the national carrier, Austrian Airlines, since 1 July.

There are, of course, other ways of reaching the city, such as rail and road, and both are benefitting from financial investment that will not only see improvements in Vienna but also in the larger Central Europe metropolitan area – Centrope. This has at its core the twin cities of Vienna and the Slovakian capital, Bratislava, just 37 miles away, and also embraces 16 cities and regions in four countries. The Centrope dynamics inevitably put extra demands on Vienna's transport infrastructure.

Controlled-access highways – known as autobahns – help speed road traffic in and out of the capital as well as throughout the rest of Austria and on through neighbouring countries. In addition to the 18 existing autobahns, one more is under construction and another is planned.

Since 2004, G4S Austria has been providing a law enforcement service to ASFINAG, the highway authority, which started with a team of 36 officers. They have the authority to stop suspect vehicles and demand compensatory tolls and security deposits, as well as the right to prevent drivers from continuing on their journeys.

"I'm delighted to say that the contract, which we operate in one region of Austria, was renewed once again in 2010," says G4S Austria's CEO, Dr Matthias Wechner, "and has been prolonged and enlarged."

Another prime G4S customer is ÖBB (Austrian Federal Railways), the national railway system, for which Vienna's main station – Hauptbahnhof – has always been a vital terminal. Until recently it had one drawback, which was that on some lines it was the final destination.

A rebuilt and remodeled Hauptbahnhof has changed that by opening up the network and improving connectivity by allowing inter-city trains from north, south, east and west, to continue with onward journeys after dropping off and picking up passengers at the main station. ÖBB has also introduced the Railjet, a new high-speed train that carries passengers at up to 143 miles an hour and links Vienna with other major Austrian cities, such as Salzburg, as well as Munich, Budapest and Zurich in neighbouring countries.

Already partially completed, Vienna Main Station's rebuild should be completed by December 2015.

G4S has responsibility for securing not only Vienna's stations but all ÖBB stations nationwide, as well as the very specialised job of protecting construction areas on the rails.

Since its early days, G4S's Austrian operations have been versatile and innovative. For example, the GCS guarding and control system was developed in Vienna many years ago, and is now used by security officers around the world. It is marketed, today, by G4S Technology as the ProxiPen.

FIRE AND SAFETY ACADEMY

It also responded to the needs of customers who required fire-fighting teams and that has now become a speciality. Manufacturing companies, particularly in the automobile industry, required trained, in-house fire-fighters to give an immediate response to incidents and keep them under control until the fire brigade arrived. That was a need the company was happy to fulfill and it has done so very successfully.

Now, having received government certification at the end of 2012, G4S Austria has built and opened a Fire and Safety Academy at its Vienna headquarters. As well as being used to train its own fire-fighters it also provides training to those customers that require it.

G4S's other services in this majestic city range from the installation and monitoring of electronic security and fire systems to the provision of traffic and parking services; from mobile response and patrols to receptionists; and from speed monitoring to document management, including the archiving of important papers.

All of which contributes, in its own way, to giving Vienna's population of 1.6 million a sense of well-being that is one of the city's hidden assets. Quality of life surveys reflect this in different ways, but whatever the criteria Vienna usually appears very high on the list.

In 2012, Vienna retained the top spot as the city with the world's best quality of living for the fourth consecutive year. This was confirmed in the Mercer 2012 Quality of Living Survey which reviews 221 cities around the globe to help governments and major companies compensate employees fairly when placing them on international assignments.

So, it's a great city in which to live, play and work.

This year, G4S will be celebrating its 110th anniversary in Vienna. To have played a key role for so long in a city with such high standards and expectations tells its own story. And like the city itself, G4S will continue to change and adapt in response to customer requirements, whilst retaining the core values that have been its foundation throughout.

And that, of course, will be music to the ears of its numerous customers. ■

HISTORY REVISITED

REVERTING TO TYPE

GAVIN GREENWOOD asks whether a return to mechanical typewriters is a viable solution to data theft and leaks

THE DESIRE TO TURN BACK THE CLOCK

to seemingly simpler and safer times is a natural human instinct. It is unusual, however, for states or their agencies to seek comfort and security by reverting to what appear to be less vulnerable or damaging technologies, systems or processes.

But that is what appears to be happening in London, Moscow and possibly many other cities around the globe, as computers are being replaced with typewriters – an invention developed in the 1860s which has been made virtually redundant.

By 2000, all the Indian office typewriter manufacturers had stopped production, with one exception. Godrej and Boyce, which was producing 50,000 a year in the 1990s, continued to make new machines but dropped its production to 10,000. Nine years later, as computers continued to overshadow the mechanical machines, it also ceased production at its Pune factory but continued trading in order to sell its remaining stock.

It was seemingly the end of an era. By 2011 its shelves were almost empty and its general manager, Milind Dukle, explained that it still sold a few typewriters for around £165 each “to defence agencies, courts and government offices in India”.

That quote contained a hint of things to come. Last year, a source at Russia’s Federal Guard Service, in charge of safeguarding the Kremlin’s communications, claimed they had returned to typewriters, in the wake of the National Security Agency (NSA) leaking scandal, as well as the publication of secret documents by WikiLeaks.

Also in 2013, the Indian High Commission in London revealed it has reverted to using typewriters to compose sensitive documents in the wake of the NSA spying scandal.

“Top secret cables are now written on typewriters which cannot be tracked,” Indian High Commissioner

to London Jamini Bhagwati told the *Times of India*.

The revelations of capability and intent contained in the documents Edward Snowden chose to make public regarding the scale and reach of US and British electronic data gathering, and its implications for intelligence analysis and potential leverage, have triggered this unexpected response from hardened security specialists, despite operating for decades on the presumption that at least most of the communications were under permanent scrutiny.

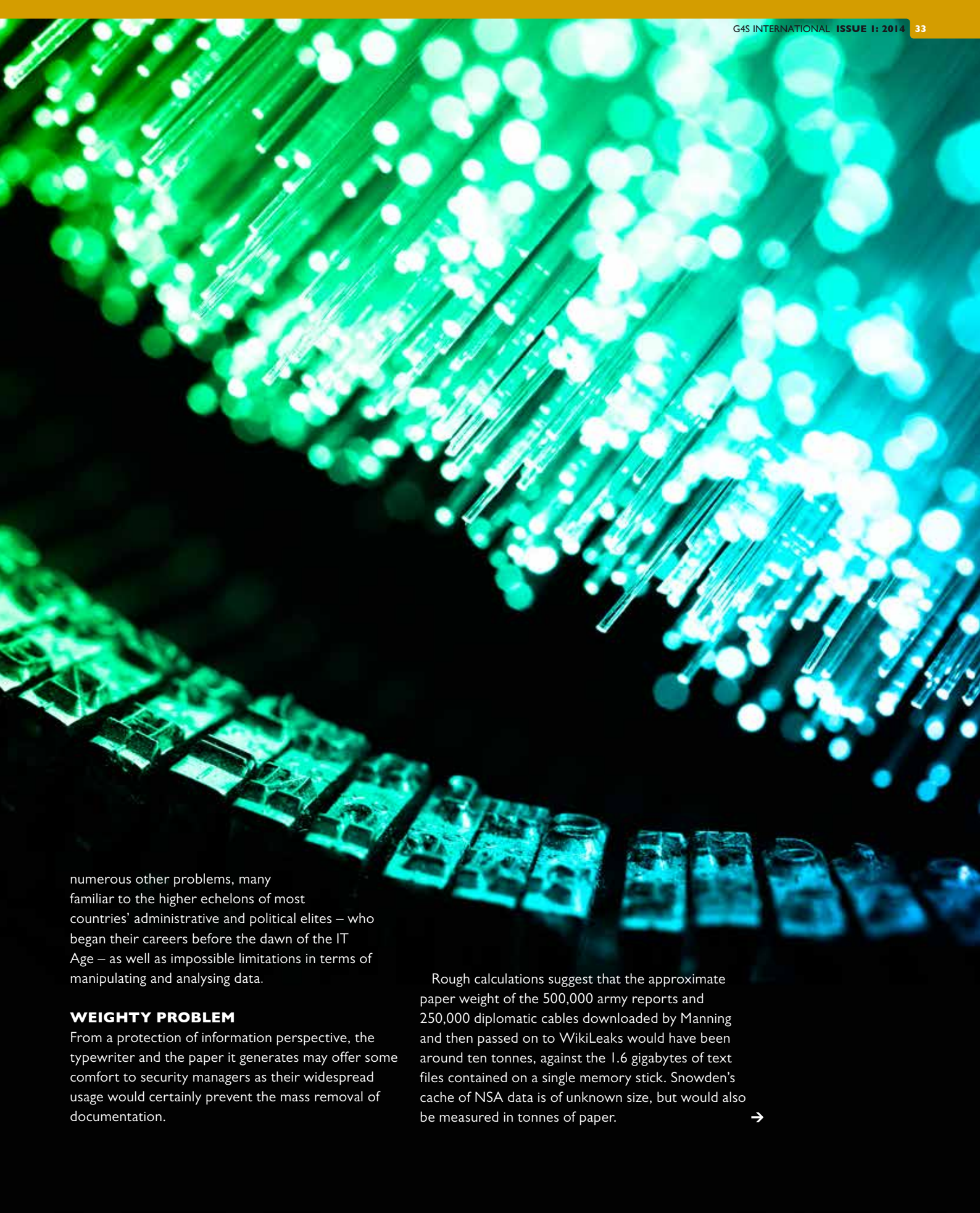
As the world now knows, electronic communications between individuals, companies and nations have been targets for the data-gathering efforts of any nation with the ability to tap into IT and telecoms networks. While this may shock and anger the wider community and those politicians and business leaders identified as targets for electronic surveillance, it comes as little surprise to security professionals.

However, what has stunned many of those responsible for safeguarding sensitive state, military or commercial information is the ease with which Snowden, a relatively low-ranking analyst employed by a private contractor, and Bradley Manning, a young US Army private with well-established emotional problems, could remove a mass of highly classified information without being detected.

The Russian and Indian decision to return to the typewriter in a bid to protect highly classified material seems to stem from the belief that by restricting the volume of documentation and keeping it out of cyberspace they will be able to restrict access on a far more tightly controlled “need-to-know” basis.

They may have a point in terms of high-level communications, but reverting to paper creates





numerous other problems, many familiar to the higher echelons of most countries' administrative and political elites – who began their careers before the dawn of the IT Age – as well as impossible limitations in terms of manipulating and analysing data.

WEIGHTY PROBLEM

From a protection of information perspective, the typewriter and the paper it generates may offer some comfort to security managers as their widespread usage would certainly prevent the mass removal of documentation.

Rough calculations suggest that the approximate paper weight of the 500,000 army reports and 250,000 diplomatic cables downloaded by Manning and then passed on to WikiLeaks would have been around ten tonnes, against the 1.6 gigabytes of text files contained on a single memory stick. Snowden's cache of NSA data is of unknown size, but would also be measured in tonnes of paper. →



©Patrick Semansky/AP/Press Association Images

US soldier Bradley Manning was sentenced in August 2013 to 35 years in prison for downloading and releasing classified documents to the public.

However, while the occasional confidential despatch may benefit in security terms from being typed out in Moscow or London, the problem of transmission, distribution, duplication and storage remains – let alone the inability for any intelligence service or most commercial enterprises to function long without the electronic data at the heart of the NSA disclosures.

The amount of resources now devoted to gathering, analysing and protecting data and other information is immense. According to an August 2013 *Washington Post* analysis, the US budget for national intelligence gathering and processing is currently at US\$52.6 billion, or roughly equivalent to Uzbekistan's 2012 GDP.

Other governments far less transparent than the US also devote vast amounts of resources on seeking and defending information, as do many commercial interests. It is impossible to assess the total annual global expenditure on what is broadly called “intelligence”, but it would clearly be in the hundreds of billion of dollars.

The US example also offers a universal model as to how this money is spent. According to the *Post*, US\$20.1 billion is devoted to warning “policymakers, military and civilian authorities of threats, such as economic instability, state failure, societal unrest and emergence of regional powers”. A further US\$17.2 billion is assigned to monitor and disrupt “violent extremists and suspected terrorist groups that plot to inflict harm to the US, its interests and allies”. Of the remainder, US\$4.3 billion is earmarked to “prevent

cyber intrusions” and a further US\$3.8 billion to defend against foreign espionage.

With around 800,000 individuals cleared to handle the highest classification intelligence in the US alone, and a further 4.2 million who have varying degrees of lesser access, the task of protecting information that could cause “exceptionally grave danger” to national security is immense. Further, the number of individuals with access to commercially and technically sensitive information in the private sector will far exceed these numbers.

BACK TO THE FUTURE

The desire to somehow bring such a mass of individuals and information under control by reverting to low tech and seemingly “safe” equipment and familiar procedures has precedents, though perhaps none so striking as that imposed in feudal Japan when the aristocracy opted to give up the use of firearms in battle in the mid-17th century.

The decision to revert to traditional weapons – the sword, the bow and the lance – and the carefully honed martial skills that accompanied their use, reflected Japan's warrior class's greater fear of their subjects gaining access to technological advances. This was more about their narrowing the social gap than any strategic assessment of the utility of firearms.

A comparison between 21st-century intelligence agencies reverting to 19th-century technology and the desire of Japanese samurai to simply stop the clock may appear distant, but both groups can be seen as seeking to preserve their version of the status quo seemingly regardless of the impact on their wider operational capabilities.

While the Japanese were able to keep social, technical and economic transformation at bay for more than two centuries, it is unlikely such gains will result from the reversion to the typewriter by modern states or commercial agencies as a means of safely inscribing sensitive information. Instead, the solution to maintaining secrecy lies in the realistic assessment of what is genuinely important through the classification of and restriction of access to sensitive material.

However, given the near limitless present and future technological means to gather, collate, analyse and disseminate information and intelligence, this is highly unlikely to be even considered a solution. In which case, pounding away on a typewriter may be seen as at least making the other side's job marginally harder for a limited amount of time – although probably measured only in seconds. ■

WHERE IN THE WORLD IS...?

FOR THREE AND A HALF CENTURIES the country on which we are focusing was under the control of a European nation. Then, after occupation by a Far Eastern country during World War II, its people achieved independence in August 1945. Today, it is a republic with a president.

If you were to fly from one end to the other of the archipelago on which this huge country is based it would take you 12 hours. Along the way, you would look down on some of the 6,000 islands on which its population of 238 million people lives.

You would see even more that are uninhabited. The archipelago consists of 17,508 islands and numerous volcanoes – 150 of which are active.

Though this is a largely Muslim country, it is also home to an ancient stupa and temple complex that is the biggest Buddhist structure in the world. It is believed to have taken 75 years to build during the 8th–9th centuries.

That's surely enough clues to tell you which country we are describing, but here's one more to assist you. Before it took the name by which we know it today it was known as the Dutch East Indies.

To find out if you have guessed correctly, just turn the page.

Where in the world is ...?

INDONESIA

THE REPUBLIC OF INDONESIA sits on both sides of the Equator and therefore has a tropical climate. The largest of its numerous islands are Java, Sumatra, Borneo (which it shares with Brunei and Malaysia) and New Guinea (shared with Papua New Guinea).

Java is home to 138 million people (58% of the Indonesian population), making it the world's most populous island. There are 300 distinct native ethnic groups in the archipelago with 742 different languages and dialects, but they share a national language, Indonesian, which is a form of the Malaysian language.

Indonesia also has the world's second highest level of biodiversity, with a superb mixture of Asian and Australasian flora and fauna.

G4S Indonesia was established in 1993 and currently employs 12,000 security personnel, providing

manned services, cash solutions and security systems throughout the archipelago, operating out of 16 branches.

Its 650 cash vehicles service the Bank of Indonesia and all the major banks, and its end-to-end ATM network solution is in big demand: it currently carries out 30,000 ATM services as well as branch services each month.

G4S security teams also protect most of Indonesia's mines, including the world's biggest gold and copper mine in Freeport, Papua.

As the only multi-national security provider in Indonesia, G4S is the preferred service provider for both the banking and the oil and gas sectors.

The hospitality sector is also a major user of its services, which is not surprising for a country with resorts like Bali, Ubud and Lombok. ■

Indonesia has 150 active volcanoes and idyllic scenery on islands like Bali where the Pura Tanah Lot sea temple (PREVIOUS PAGE) is a favourite tourist destination. The Gunung Pura Bromo temple (BELOW), on Java, is close to an active volcano. G4S inspectors use motorbikes to travel throughout the capital, Jakarta, which is also where its National Control Centre is based.





A QUESTION OF BEHAVIOUR?

MARTIN GOSLING discusses the influences that may affect young offenders and what G4S is doing to help change their conduct

CRIME COMMITTED BY YOUNG OFFENDERS costs the UK taxpayer around £4 billion each year and similar huge sums are expended in other countries. The peak age of offending across all groups is between 16 and 17 and young people who break the law have the capacity to enter adulthood as repeat offenders.

It follows that successful and early intervention should pay dividends. Potential victims would be spared loss and stress, and an otherwise budding criminal would be put on the right path.

But no system exists that will ensure the redemption of every young person who behaves badly. Reconviction rates remain depressingly high as statistics from various parts of the globe indicate.

In England and Wales, around 36 per cent of young offenders aged under 21 went on to commit further offences in 2011. In parts of Canada, the proportion of young people re-offending within two years of release from custody at one point reached around 75 per cent, while in Australia, 70 per cent of youngsters aged between 10 and 13, and 55 per cent of those aged between 14 and 17 reoffend within two years.

It's a similar story in the USA, though there is no standard system across States to calculate re-offending rates which are reported to range from between nine and 41 per cent, but using different reoffending measures.



WHAT CAN BE DONE?

Constructing the right strategy to tackle youth crime effectively has been a formidable challenge for centuries.

In the past it was assumed that the only logical way to deal with criminals of any age was to punish them. This expressed society's revenge and disapproval while demonstrating a deterrent to the masses. But with the introduction of the Probation ideal a little over a century ago, a more enlightened approach was adopted that enabled sentencers to give mainly young offenders a second chance by placing them under the supervision of a mentor appointed by the court.

Unfortunately, the absence of any form of remedial treatment for those juveniles in custody continued until the setting up of the Borstal system in England in 1902. This provided a strict regime of training and education while removing youngsters from the negative influences of adult prisoners. Similar institutions were founded in many other countries where the authorities were prepared to try a reformatory approach but often the systems and processes were ill-conceived and failed to address serious offending behaviour.

Until the 1980s there were few structured programmes addressing deviant behaviour and its causes. Custodial regimes offered education and skills training but little else beyond ad hoc interventions with substance abusers, often run by seconded probation staff together with input from Alcoholics Anonymous.

Since then there has been a sea change in the approach to addressing the whole range of deviant behaviour – violence, sex-offending and acquisitive crime. Factors contributing to these main traits may include substance abuse, lack of self-control or poor communication skills, together with the inability to grasp the impact and implications of criminal behaviour upon the victim, the offender himself and his family.

Official jargon describes these factors as "criminogenic needs" and there has been something of a revolution in the way in which they are identified and tackled.

COGNITIVE BEHAVIOURAL THERAPY, which emerged in the 1970s, provides a foundation upon which an impressive range of treatment programmes has been built. Shaped by psychologists and academics, this new thinking has led to the implementation and fine-tuning of therapeutic systems designed to reduce rates of recidivism in this group.

ASSESSING RISK. A standard risk assessment "tool" is used by all those involved in preparing pre-sentence reports for the criminal courts. In the UK, when an offender is given a custodial sentence further assessments will be made in order to identify the

specific aspects of conduct and personality that have contributed to the deviant behaviour.

The assessment will rely on a wide range of factors – the nature of the current offence, previous offending, addictions, education, mental health and so on. However, none of this is straightforward and the assessor requires professional training and expertise to ensure that less obvious evidence is acknowledged.

Various mental disorders, from obsessive-compulsive and oppositional defiance disorders right through to full-blown psychopathy or psychotic behaviour, may contribute to criminal behaviour and need to be looked for and taken into consideration. Indeed, the mental health of young offenders is currently a factor at the heart of the debate on young offenders.

NEW CONTRACTS

G4S has a unique insight into the issues surrounding young offenders and has developed responses, both in the UK and the USA, designed to help youngsters overcome the tendency to re-offend.

For example, G4S Youth Services in the USA provide specialised treatment for over 1,500 adolescents every day. In Florida, G4S has just been awarded two new contracts and is now the largest provider of sex offender treatment programmes for juvenile delinquents in that State, while also running successful programmes in Arkansas and Tennessee – in both residential and community settings. Most of G4S's Florida residential treatment programmes have attained the State's highest possible quality assurance scores.

These programmes aim to reduce the level of offending while also stabilising the overall behaviour of the participants through a customised programme of behavioural health, offending behaviour, mental health, education and skills training, dependent upon the young person's individual needs.

Under Florida law, the term of commitment is indefinite until the youth reaches his or her 19th or 20th birthday, depending on the discretion of the sentencing judge. A typical order will combine a custodial sentence with a subsequent period of supervision in the community.

Each offender is placed on a programme that delivers the level of restrictiveness and type of specialist input specified by the sentencing judge. The young person's release from a residential programme is determined by how they are progressing with their case plan – not the length of time they have been sentenced.

Says Jim Hill, G4S Youth Services' president: "This is the right time for new innovations in youth corrections.



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Our research and experience have found there are significant areas that are compelling foundations for more normalised programming.

“Shifting from the often stifling, institutional approach of residential programming to more of a trauma-informed care model stabilises the young person in a quicker manner and expedites our ability to provide the care needed. Also, hiring and training the right people who will become part of our G4S philosophy and make a difference in the lives of our kids is paramount.”

The successful treatment of young offenders is also seen as a primary strength of G4S in the UK. Contracts are won only when the sponsoring authority is certain that the programmes and facilities offered are the most effective and efficient available. Restorative justice and education programmes are run in each centre and have had a marked positive impact – especially when combined with community payback schemes.

Effective screening for mental health problems is robust and where necessary leads to the young person being seen by a child psychiatrist within three days of referral. All this positive input can change a young person's thinking but the progress may be reversed if he or she is later discharged into home circumstances that contributed to the problems in the first place.

Parc Prison and Young Offenders institute, in South Wales, which is managed by G4S, has over 1,400 prisoners, including 300 young offenders and 63 remanded and sentenced young people. Following an unannounced visit to the Young Persons Unit by HM

Inspectorate of Prisons, it was described in an official report, published in 2011, as “amongst the best in the prison system”.

Paul Cook, managing director of G4S Children's Services, UK, points out that “reducing re-offending rates for young people continues to be a major challenge – particularly for those released from short sentences (eight weeks in custody), often to exactly the same environment, without the necessary support and sometimes suitable accommodation that might help them build on the progress they have made in custody.

“There are, however, a number of exciting pilots that we are undertaking, such as apprenticeship mentoring schemes and 'In 2 Work' programmes with an employer guaranteeing paid work on release.”

One thing emerges from all this activity. However intractable the problem of youth offending seems to be, enormous effort and imaginative new approaches are being applied by many hardworking (and often unsung) people who work in this field.

They battle against head-winds, dealing with difficult, sometimes truculent youths for whom success may be defined only as a reduction in failure.

Nevertheless, the good news is that in England and Wales, as well as the USA, there has been a steady reduction in the number of younger children being arrested, sentenced and remanded in custody over the last four years. Time will tell whether all the effort and new ideas now targeting youth offending will reinforce this downward trend. ■

TAKING PRIDE IN WORKING FOR G4S

Largest employee survey in the world gives the company an 82% positive rating

HOW DO YOU KNOW how much your employees enjoy working for your company; how proud they are to belong to it; and how satisfied they are with the career opportunities on offer?

Simple: you ask them.

But what if your company is G4S? The answer is the same, you ask them to rate their perceptions of being part of the G4S family. But doing so is hardly simple, since it involves posing 17 questions in 31 languages to more than 620,000 employees in over 125 countries – making it what is believed to be the world's largest employee survey.

And yet – despite the obvious complexities – 62 per cent of the global workforce responded to the invitation to take part in the anonymous 2013 employee engagement survey, the results of which have just been processed.

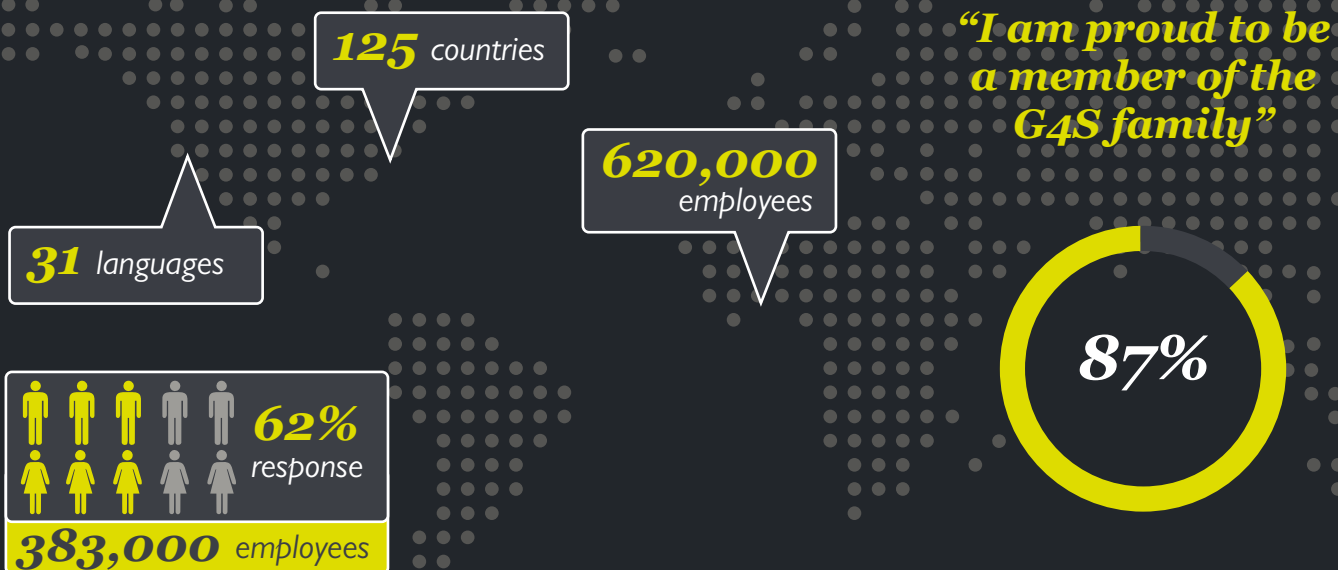
In other words, 383,000 employees in 163 G4S businesses around the world filled in the questionnaire – almost three-quarters on paper, the rest online. And

what is even more impressive is that 82 per cent of the employees who responded gave a favourable score to the questions posed, which is an increase since the last survey carried out in 2011.

It was heartening for G4S's senior management to see these results, which give a good indication of how people feel about working for the company. Employee engagement is seen as an important factor in sustainable business performance. So the extent to which employees are proud to work for G4S, feel valued and have the opportunity to undertake work that they find fulfilling and enjoyable really matters.

Within the company, employee engagement is defined by the 'PRIDE' model which represents the initial letters of Protect, Respect, Involve, Develop and Engage.

The model was used to frame the statements that employees were asked to rate in the survey. They were asked to tick one of four boxes to indicate whether they (1) strongly disagreed, (2) disagreed, (3) agreed, or (4) strongly agreed with each statement. Additional



comments on what improvements could be made to increase employee satisfaction were also invited.

So, for example, under Protect, one of the statements was, "G4S takes health and safety in the workplace seriously" which received a 79 per cent favourable response from the employees participating in the survey. One of the four statements relating to Respect was, "I believe G4S has high standards of ethics" which was rated positively by 82 per cent of respondents, and "I am proud to be a member of the G4S family," appeared under Involve and was rated positively by a resounding 87 per cent.

The number of favourable responses to each of the 17 statements was high, with between 71 and 95 per cent of employees who answered the survey indicating their agreement with each one.

There were slight differences in regional results but, as Irene Cowden, Group HR director, pointed out: "Every region showed an increase in response rates and the overall favourable scores have risen in most regions. Even where the favourable scores have not risen, they have remained the same rather than dropped and, since they were already at more than 80 per cent, this still represents a really positive result."

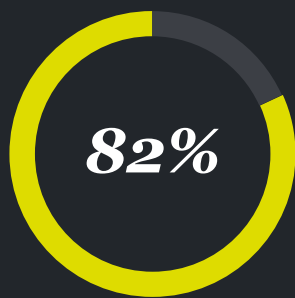
Commenting on the question that showed the most improvement in its rating compared with the 2011 survey, which concerned Health & Safety and whether the company took it seriously, Cowden added:

"We have focused a lot on H&S over the past couple of years in particular so it was good to see this improved perception. However, even though it showed the biggest improvement, there is still a lot more work to do on H&S to focus on really embedding that safety culture into G4S globally."

Work is now underway developing action plans based on the valuable feedback from the survey and all of the comments which people shared. With such a high response rate there is a strong mandate for action so it will be important for the business to continue to do the things from the survey that are seen as increasing people's levels of engagement and conversely to address the things that are not.

"What we wanted to do with this survey was to capture G4S employees' thoughts and sentiments and we have done that, both in the ratings feedback and in the written feedback they have shared," says Theresa White, the Group's head of Employee Relations, Diversity and Inclusion.

"The survey clearly shows that there are a lot of reasons why people are proud to be a member of the G4S family. You work with great people, you do a job that's interesting and varied, which enables you to provide a service that is valued by others and to share your views on how to make things better. There's a lot to be proud of being a G4S employee and evidently a large majority feel the same." ■



"I believe G4S has high standards of ethics"



“There's a lot to be proud of being a G4S employee and evidently a large majority feel the same”

EXPERT OPINION

REMOTE SCREENING REDUCES QUEUES AND COSTS

DAVID STOCKTON, director, G4S global aviation solutions, discusses the benefits that could arise from a pilot remote screening project at Brussels Airport

THE CONSTANT NEED for airports to innovate and seek value from their partners has never been stronger. The focus on efficiency, safety and the security of their passengers, operations and staff has led to a quest for new approaches that will achieve those aims in a cost-effective way that brings benefits to everyone involved.

As a leading provider of Aviation security solutions, G4S has been researching, developing and testing new technologies that support our desire to reposition ourselves in the value chain and blend our traditional skilled manpower with advancing technologies. This is changing our position significantly in a commoditised marketplace.

Of particular interest are the range of pilot projects with which we have been involved in testing new technology solutions that support passenger and baggage inspection through security checkpoints.

A good example of this can be seen at Brussels Airport, Belgium, where we have been providing security solutions since 2010. This international airport handles 19 million passengers each year.

We provide a 720-strong team of security personnel whose responsibilities include passenger, staff, duty free, hold baggage, freight and goods screening, vehicle access control, terminal patrols and canine explosive trace detection. In addition, we

provide ad-hoc security and training, as required.

Our X-ray teams have the highest public profile at Brussels, as they do at the many other airports we secure around the globe. Theirs is a highly skilled job that involves interacting with travellers and their hand baggage as well as examining the X-ray images for forbidden or suspicious objects.

All carry-on bags have to be scrutinised in this way, and our security personnel conduct physical searches when a screener sees something in an image that requires closer examination. As regular travellers will know, the majority of bags pass through the X-ray screening without needing physical inspection but their images all need to be scrutinised carefully on-screen as part of the elimination process.

New technology – referred to as remote screening – that we are now involved in testing at Brussels Airport could ultimately result in shorter passenger queues and faster throughput of air passengers at all airport security checkpoints that adopt such a system, if it proves successful. And, equally important for airport authorities, it will reduce costs.

What makes a difference in the pilot project is that existing X-ray machines are given “a brain” in the form of intelligent image analysis software – called E-Velocity – that remotely monitors their images and highlights specific items or substances that need



“ ... the remote screening concept has led to a 50 per cent saving ... ”

physical examination. The system has the option to automatically divert these bags to an area where checks can be made.

By the same token, this “brain” can also quickly eliminate bags that are “clean”. Once it gives a “clear bag” signal they can proceed to await collection by the passenger without needing scrutiny by the human screener.

G4S is supporting Brussels Airport and Optosecurity (a Canadian security technology provider) with the development of this remote screening pilot.

Initially, the programme focused only on staff screening lanes at remote gates, immediately enabling the number of screeners at these locations to be reduced without any impact on security levels.

Remote screening of hand baggage and personal items has also led to a high-level focus on screening, removing the need to retain security staff at locations where work load fluctuates over busy and idle periods. Further, our success rate at detecting objects with this initiative has increased by approximately 16 per cent.

G4S's involvement in the testing process has resulted in valuable lessons being learned and the development of improvements in the process. As a result, utilisation of the remote screening concept has led to a 50 per cent saving by removing the on-location X-Ray →

THIS PAGE AND NEXT:
Currently, G4S screeners need to examine X-ray images of hand baggage on each passenger lane at Brussels Airport. Once the necessary regulations are in place, a centralised remote viewing room can be trialled in which software will assist a reduced number of staff by giving on-screen warnings of suspicious items in baggage.

screeners and replacing them with half the number of staff at a remote screening point.

Initial tests have already led to the expansion of piloting the system on passenger lanes. This next phase is ready to commence operation and will go live as soon as final Belgian regulatory changes have been passed.

Remote screening has a number of distinct advantages. It provides a clear focus on examining the X-ray image without the distraction of nearby passengers. It also reduces staff numbers as the screening of multiple lanes and images is achieved in a central location, better utilising screeners' time. And the use of an automatic bag diverter could help prevent a backlog of bags being held in an X-ray machine while the screener undertakes a closer review.

In addition, the installation of the remote screening room next to the lane area means that rotation of tasks is easily achieved. This in-depth experience with staff lanes leads to an expectation that once E-Velocity software is added to the remote screening solution, further staffing efficiencies can be gained.

As part of our screening process in Brussels our managers are based in a central work area, to provide

operational oversight. The work area is equipped with video camera feeds of the passenger check-in and queuing areas, and alongside this is a real time throughput projection system which is used by the airport to indicate the numbers of passengers required to be screened in any given hour of the day.

By having real time passenger flow information at hand, our managers are able to better facilitate the flows through the security lanes, thereby providing an enhanced experience for passengers.

These developments are not a threat to our Aviation security business: they support our service offering. By combining manpower and technology with efficiency, consistency and innovation, the service offerings that we can provide are enhanced for our current and future clients.

This technology, along with many others, and the way it is delivered from a customer service point of view is what will create value for both the client and our own business.

The Aviation industry continues to evolve, as does the threat theatre, and by ensuring we are constantly seeking to enhance our position within it, we can continue to lead in this space. ■

“

... our success rate at detecting objects with this initiative has increased by approximately 16 per cent.

”



UNITED KINGDOM | INTEGRITY

G8 SUMMIT PROTECTION PRAISED

G4S Events were commended and thanked by the Prime Minister, David Cameron, for the outstanding work they did providing security at last year's G8 Summit, held at Lough Erne in Northern Ireland.

Mr Cameron expressed his appreciation to Eric Alexander, G4S Events' managing director, and Adriaan Brynard, its regional manager for London, when they were invited to No 10 Downing Street soon after the event.

Five months later, Eric Alexander was back at the Prime Minister's Office in gratitude for his officers' impressive contribution to the security of October's Conservative Party Conference held in Manchester. G4S had secured this major political event for many years and has just signed for a further five years.

For the G8 Summit a team of 450 experienced G4S Secure Solutions (UK) officers, working closely with the Police Service of Northern Ireland, delivered a range of specialised security solutions,

including stewarding, monitoring of site perimeters and securing access to venues, to deliver a safe and secure forum for the heads of state and governments of the world's eight richest nations.

Among those joining Mr Cameron for the 38th G8 Summit in June were US President Barack Obama, German Chancellor Angela Merkel and Russian President Vladimir Putin.

Earlier the same month G4S Events worked alongside police in Hertfordshire, England, to ensure a safe and peaceful meeting for the Bilderberg Group's annual private conference, which attracts some of the world's most influential politicians and businessmen.

The Events team spent 18 months working alongside the police preparing for the top secret project at the Grove Hotel, Watford, attended by 140 guests including George Osborne, UK's Chancellor of the Exchequer, and top businessmen such as Jeff Bezos, Amazon's founder and CEO, and Eric Schmidt, Google's executive



G4S Events' Eric Alexander (left) and Adriaan Brynard at the Prime Minister's Office.

chairman.

A month earlier, G4S Events had been on hand to help protect another high-powered meeting. This time it was for the G7 Summit of finance ministers and central bank governors of the seven wealthiest nations on Earth by global net wealth: Canada, France, Germany, Italy, Japan, the United Kingdom and the United States of America.

Representatives of the European Union, including the EU Presidency and European Central Bank, as well as heads of international financial institutions, also regularly attend.



The G4S Events team at Serbia's Kombank Arena, Belgrade, watched over the Davis Cup tennis trophy last November, when Serbia played the Czech Republic in the final. The 2013 Davis Cup by BNP Paribas was the 102nd edition of this high profile tournament in which national teams in men's tennis compete. Despite taking the first match, with Serbia's top player Novak Djokovic beating the Czechs' Radek Stepanek, Serbia were finally defeated 3-2 by the Czech Republic.



Between Davis Cup matches, Serbia's Novak Djokovic, ranked No 2 in the world, enjoys the close protection of Vladimir Djokic, G4S security supervisor.

UNITED KINGDOM | EXPERTISE**G4S WINS BANK OF AMERICA MERRILL LYNCH CONTRACT**

Bank of America Merrill Lynch operations in the United Kingdom are now being secured by G4S Secure Solutions (UK) under a three-year contract that commenced in December 2013.

Six of the bank's key sites are being protected by over 200 security officers in a move that forms one of the company's largest commercial UK contracts.

Under the contract, G4S

employees are providing reception security, access control, patrolling, administration, CCTV operation and systems, and intelligence and risk management at sites across the UK and Ireland, including its headquarters at King Edward Street, London.

The UK contract with Bank of America is another addition to the growing partnership between the two companies. G4S currently

provides security solutions to over 3,000 Bank of America branches across the United States and facilities across the world.

The deal involves G4S providing sophisticated technology-based security solutions to the bank, including the use of handheld devices providing intelligence, reporting and monitoring.

Technology-enabled operations will include reporting procedures harmonised between the UK and the US, leading to a single global standard for the bank.

MOROCCO | EXPERTISE**G4S AWARDED TANGIER MED PORT SECURITY CONTRACT**

Widely regarded as one of the world's most modern and comprehensive international port operations, Tangier Med Port Authority and Tangier Med Special Agency have signed a contract with G4S to deliver a broad range

of integrated security solutions at Morocco's largest secure site.

The three-year contract, worth approximately £10 million in total turnover, will see over 300 specially qualified G4S personnel protect the port's assets, commodities

and people. Services include operational and technical security, focusing on passenger and freight screening.

The Tangier Med cargo and passenger port, situated 40 km east of Tangier, is one of the largest both on the Mediterranean and in Africa, handling five million containers, six million passengers and 500,000 trucks annually.

BELGIUM | EXPERTISE**ANOTHER BRUSSELS AIRPORT COMES ONBOARD**

Now one of the three largest airports in the Benelux region, hosting low cost carriers such as Ryanair, Jetairfly and Wizzair and welcoming 6.5 million passengers a year, Brussels South Charleroi Airport (BSCA) has awarded a three-year security contract to G4S Belgium.

The contract, which started on 15 October 2013, employs more

than 360 G4S staff to provide a wide range of services including passenger and luggage screening, mobile patrols, control room and perimeter access control.

David Stockton, G4S global aviation solutions director, said: "This award is testament to the new customer-based, 'beyond security' approach we have adopted across our contracts.

This will see the integration of manpower and technology, enabling us to drive operational efficiency, accuracy and performance."

G4S is the aviation security market leader in Belgium and provides security operations at Brussels Airport.

UNITED ARAB EMIRATES | CUSTOMER FOCUS

G4S RENEWS AND EXTENDS OPERATIONS AT DUBAI AIRPORTS

A new three-year contract with Dubai Airports sees new services added to G4S's existing operations at the second busiest airport in the world for international passenger traffic.

The G4S contract, which could be extended by a further two years, employs almost 1,000 people.

G4S staff will continue to support Dubai Airports' unique "May I Help You?" (MIHY) programme, along with other key functions such as initial boarding pass checks, supporting the security screening process and a new lost and found service. The G4S team also support the movement of passengers around the various terminals, both landside and airside, ensuring people are directed to the correct areas and arrive at departures on time.

The new contract also means G4S is now providing services at Dubai World Central – Al Maktoum International's new passenger terminal building which opened in October.

Expressing satisfaction at the contract development, David Stockton, G4S director of global aviation solutions, said: "This

contract highlights our extensive understanding of the dynamics of a large aviation operation and demonstrates how our focus on customer service enables us to create a better airport experience for all."

Over 57 million people passed through Dubai International (DXB). Last November it was named "Airport of the Year" at the Aviation Business Awards and the MIHY service is seen as an important contributor to its success.



AP Photo/Kamran Jebreili

GLOBAL | TEAMWORK & COLLABORATION

EVERYONE BENEFITS FROM NEW G4S PARTNERSHIP

A new partnership that will improve and speed up the check-in process for passengers has been established between G4S and Global Choice.

The agreement will also introduce passenger handling backup systems for airlines and enable G4S to take on additional services which will benefit passengers, airlines and airports. These will include improvements to off-site and mobile check-in, document verification and facial recognition systems – all designed to make the "airport experience" for passengers more reliable and straightforward.

Global Choice will have the chance to capitalise on the extensive customer base of G4S and a larger global shop-window for their products.

The partnership consolidates some of the leading service delivery security processes in the industry and will allow G4S staff to extend the range of their duties, offering airlines and airports additional layers to their passenger security programmes.

The agreement will enable G4S teams around the world to carry out documentation verification to support travel to the US and

other countries. Airlines and airports have to meet rigorous standards set by US Transport Security Administration and comply with Advance Passenger Information Requirements. These improvements will enable airlines and airports to comply and avoid regulatory fines.

John Kiss, business development manager, Global Choice, said: "This partnership with G4S further expands on our ability to deliver industry leading solutions to airlines and airports worldwide that are looking for an end-to-end security solution."

AUSTRIA | EXPERTISE**IMMIGRATION REMOVAL CENTRE CONTRACT IN AUSTRIA**

G4S Secure Solutions (Austria) has won a contract to run an immigration removal centre for the Austrian Government. This is the first time that the government in Vienna has outsourced such a centre to a private company.

G4S will be the main supplier at the newly-constructed facility in the city of Vordernberg which has the immigration removal centre contract with the Austrian Ministry of the Interior.

The deal is worth around £57.5m

(€68m) in total turnover for G4S. Around 100 G4S staff will be employed at the centre providing security and care services for up to 200 detainees awaiting deportation to their countries of origin in a contract that will extend for a minimum of 15 years.

G4S will also deliver on-site catering, medical care and cleaning services.

IRAQ | CUSTOMER FOCUS**BAGHDAD INTERNATIONAL AIRPORT EXTENDS CONTRACT**

Three years after winning a key contract to provide aviation security at Baghdad International Airport (BIAP), G4S has been awarded a two-year extension.

The £14 million (\$22.5m) per annum contract, which was awarded by the Iraq Ministry of Transport to G4S Risk Management, will bring the full contract period to a five-year term.

The G4S team at the BIAP has worked closely with the Iraqi Civil Aviation Authority and the Iraqi Government since January 2010 to develop the Iraqi Civil Aviation's

capability and international credibility.

The partnership has been extremely successful, with Baghdad airport now welcoming close on one million visitors every year arriving on the majority of the region's leading airlines, including Air Arabia, EgyptAir, Emirates, Etihad, FlyDubai, Gulf Air, Qatar Airways, Royal Jordanian and Turkish Airlines.

A team of more than 840 G4S employees works at BIAP, more than 700 of whom are Iraqis. The aim is to continue increasing

the proportion of local staff and the level of local expertise. As part of this commitment, G4S has sponsored a number of its Iraqi managers through the UK Department of Transport's aviation security manager's courses, either in the UK or in Iraq.

The G4S team provides all aspects of the airport's security including project management, operational, logistical and administrative support, physical security for Checkpoint 1 – the main gateway to the airport – as well as a Quick Reaction Force (QRF).

G4S also provides 24-hour security services to the Nineveh and Babylon terminals.

UNITED KINGDOM | EXPERTISE**NEW £35M EXTENSION AT PARC**

An agreement has been reached between the Ministry of Justice (MoJ) and G4S which will see a Bridgend prison, HMP&YOI Parc, expand by 387 prisoner places.

G4S has been commissioned to design, build and operate a new 216-cell house block at the Category B all-male prison in South Wales.

The new block will boost

Parc's operational capacity to 1,723 sentenced and remanded male adults and young offenders. In addition, a new two-storey industrial workshop and education building will be constructed, along with a new visitor centre and gatehouse. The work will also include a new 350-space car park, extended perimeter walls and security fencing.

Parc has been run by G4S since it opened in 1997 and was recently awarded a Level 4 "exceptional" score by the UK government's Prison Rating System, the only privately-run prison to be given this rating.

Preparatory construction work to clear land has already begun, with construction partner Galliford Try expected to complete the site ready for the first prisoners to arrive by December 2014.

GROUP APPOINTMENTS | BEST PEOPLE

HIMANSHU RAJA joined the board of G4S as an executive director in the role of Group chief financial officer on 7 October 2013. He also serves as a member of the Risk Committee and his other responsibilities include technology.

He was previously CFO of Misys, the multinational software and risk management company, where he was responsible for finance, legal and commercial, facilities and procurement. Prior to joining Misys, he held a number of senior roles at BT Group before becoming CFO at Logica in 2011.

Announcing his appointment, Ashley Almanza, G4S Group chief executive, said: "Realisation of G4S's potential will require strategic focus and improved execution and we will benefit from Himanshu's considerable

experience of successfully leading global finance organisations and driving improvements in financial performance and control. He is a great addition to the executive team."

ALASTAIR JAMES has been appointed Group risk and programme assurance director. Alastair joins from Deloitte where he started in 1993 from Andersen Consulting (now Accenture) before becoming a Partner in 2000.

In more recent roles Alastair lead the Operations Service Excellence Area practice before being seconded to Ingeus UK as its Director of Implementation. His expertise is large scale operational transformation and major programme delivery in both the public and private sectors.

ALEX BUTT has been appointed Group head of risk and will report to Alastair James.

A chartered accountant by profession, Alex started his career with KPMG and worked for Raytheon Inc. and Price Waterhouse Coopers before joining the Olympic Delivery Authority (ODA) in 2005 where he was head of risk and audit and sat on the Board's Risk and Audit Committees.

More recently Alex successfully ran his own risk and audit consultancy over several years, advising a number of global organisations, before he became director of Risk and Business Assurance for Capita plc and later Serco plc.



HIMANSHU RAJA



ALASTAIR JAMES



ALEX BUTT

CORPORATE SOCIAL RESPONSIBILITY | GIVING BACK TO THE COMMUNITY

HELPING CHILDREN WITH CANCER



Around the globe, G4S businesses and employees are making a difference to people and projects in need of their support. There seems to be no limit to the ways in which G4S people raise money, or the energy and enthusiasm they pour into deserving enterprises, reflecting the importance the Group places on corporate social responsibility (CSR).

For example, G4S Sweden employees, including managing director Thomas Lundin, have spent a year raising money for the Childhood Foundation for Cancer as one of its VIP sponsors.

They have been involved in several activities to collect money for the sick children and their families, the most gruelling of which was undoubtedly their participation in the international seven-day, 800-mile bicycle ride, from Sweden to Paris.


Team Rynkeby Sveridge (which translates as Team Dilutables) has taken place annually since 2002. Last year, four members of the G4S Sweden management took part, two on the Täby team and two on Stockholm. Between them, they and their G4S colleagues raised around 10 per cent of the astonishing £990,000 (8,637,488 kroner) that was collected for the children's foundation.

Thomas Lundin even had the energy to lift his bicycle above his head on reaching the Eiffel Tower.





G4S WORLDWIDE

 COUNTRIES IN WHICH G4S OPERATES

THE AMERICAS

ARGENTINA • BARBADOS • BOLIVIA
BRAZIL • CANADA • CHILE • COLOMBIA
COSTA RICA • DOMINICAN REPUBLIC
ECUADOR • EL SALVADOR • GUATEMALA
HONDURAS • JAMAICA • MEXICO
NICARAGUA • PANAMA • PARAGUAY
PERU • PUERTO RICO
TRINIDAD & TOBAGO • UNITED STATES
URUGUAY • VENEZUELA

**For more information about G4S
and its operations, visit: www.g4s.com**



EUROPE

AUSTRIA • BELGIUM • BULGARIA
 CZECH REPUBLIC • CYPRUS • DENMARK
 ESTONIA • FINLAND • GREECE
 GUERNSEY • HUNGARY • IRELAND
 ISLE OF MAN • JERSEY • LATVIA
 LITHUANIA • LUXEMBOURG • MALTA
 THE NETHERLANDS • NORWAY
 ROMANIA • SERBIA • SLOVAKIA
 SLOVENIA • SWEDEN • TURKEY
 UKRAINE • UNITED KINGDOM

AFRICA

ANGOLA • BOTSWANA • CAMEROON
 CENTRAL AFRICAN REPUBLIC
 DEMOCRATIC REPUBLIC OF CONGO
 DJIBOUTI • ETHIOPIA • GABON • GAMBIA
 GHANA • GUINEA • IVORY COAST
 KENYA • LESOTHO • MADAGASCAR
 MALAWI • MALI • MAURITANIA
 MOROCCO • MOZAMBIQUE • NAMIBIA
 NIGERIA • SIERRA LEONE • SOUTH AFRICA
 SUDAN • TANZANIA • TUNISIA
 UGANDA • ZAMBIA

MIDDLE EAST

BAHRAIN • EGYPT • ISRAEL • IRAQ
 JORDAN • KUWAIT • LEBANON • OMAN
 QATAR • SAUDI ARABIA
 UNITED ARAB EMIRATES • YEMEN

ASIA/PACIFIC

AUSTRALIA • AFGHANISTAN
 BANGLADESH • BHUTAN • BRUNEI
 CAMBODIA • CHINA • GUAM AND CNMI
 HONG KONG • INDIA • INDONESIA
 JAPAN • KAZAKHSTAN • SOUTH KOREA
 MACAU • MALAYSIA • NEPAL
 NEW ZEALAND • PAPUA NEW GUINEA
 PHILIPPINES • SRI LANKA • SINGAPORE
 TAIWAN • THAILAND • UZBEKISTAN



Our welfare and prosperity depend on us being able to operate in a safe and secure environment. Sadly, in a world increasingly full of risk, we have to focus even more on our security challenges. When we do, however, most of us focus on the downside. At G4S, we believe that in every security challenge there is an opportunity to unlock hidden benefits that can help us to thrive and prosper.

The key to releasing wider benefits for our clients is to always look at the bigger picture and consider solutions that transform performance. To do this, we deliver world class project management that brings together our expertise in logistics, technology, managing the world's biggest force of security personnel, and the knowledge derived from providing security solutions in diverse regulatory environments in more than 125 countries around the world. By doing this, we offer governments and businesses secure solutions that deliver more than the sum of their parts.

Customers that see the challenge of securing their world more holistically are able to protect critical assets more efficiently, generate extra revenues, reduce costs and deliver a better experience to the people they serve.

Recognise that the most secure and beneficial solutions come from understanding the whole problem and the interdependence of parts. Let us help you to see the opportunities that exist in the challenge of securing your world.

**Transforming security challenges
into opportunities**

**For more information on G4S visit
www.g4s.com**

Securing Your World