Integrated Sustainability
G4S SRI update

9th June 2017

Securing Your World

Introductions

Jenni Myles
Group Human Resources Director

Clare Spottiswoode
Non-Exec Director
& CSR Committee Chair

Debbie Walker
Group Corporate Affairs Director

Helen Parris
Director of Investor Relations

Peter Neden
CEO UK & Ireland

Celine Barroche
Company Secretary

Nigel Lockwood
Head of CSR

Herman Kok
Director of Health & Safety

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Agenda

People & Values

Health and Safety

Human Rights

Anti-Bribery and Corruption

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Ethics & Sustainability Governance
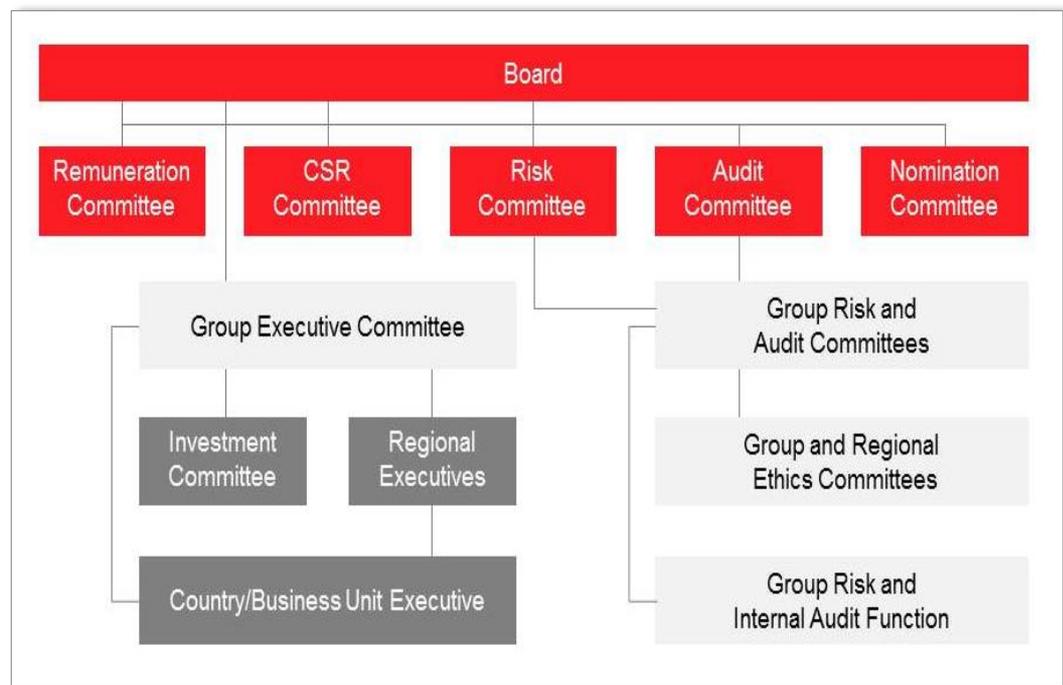
CSR committee

Clare Spottiswoode
Non-Exec Director
& CSR Committee Chair

Winnie Fok
Non-Exec Director

Paul Spence
Non-Exec Director

Board

| Remuneration Committee | CSR Committee | Risk Committee | Audit Committee | Nomination Committee |

Group Executive Committee

Group Risk and Audit Committees

Investment Committee

Regional Executives

Group and Regional Ethics Committees

Country/Business Unit Executive

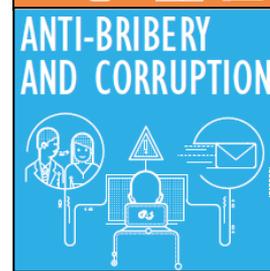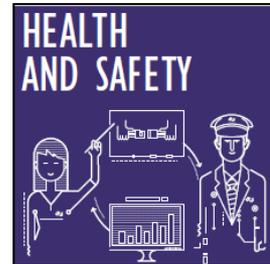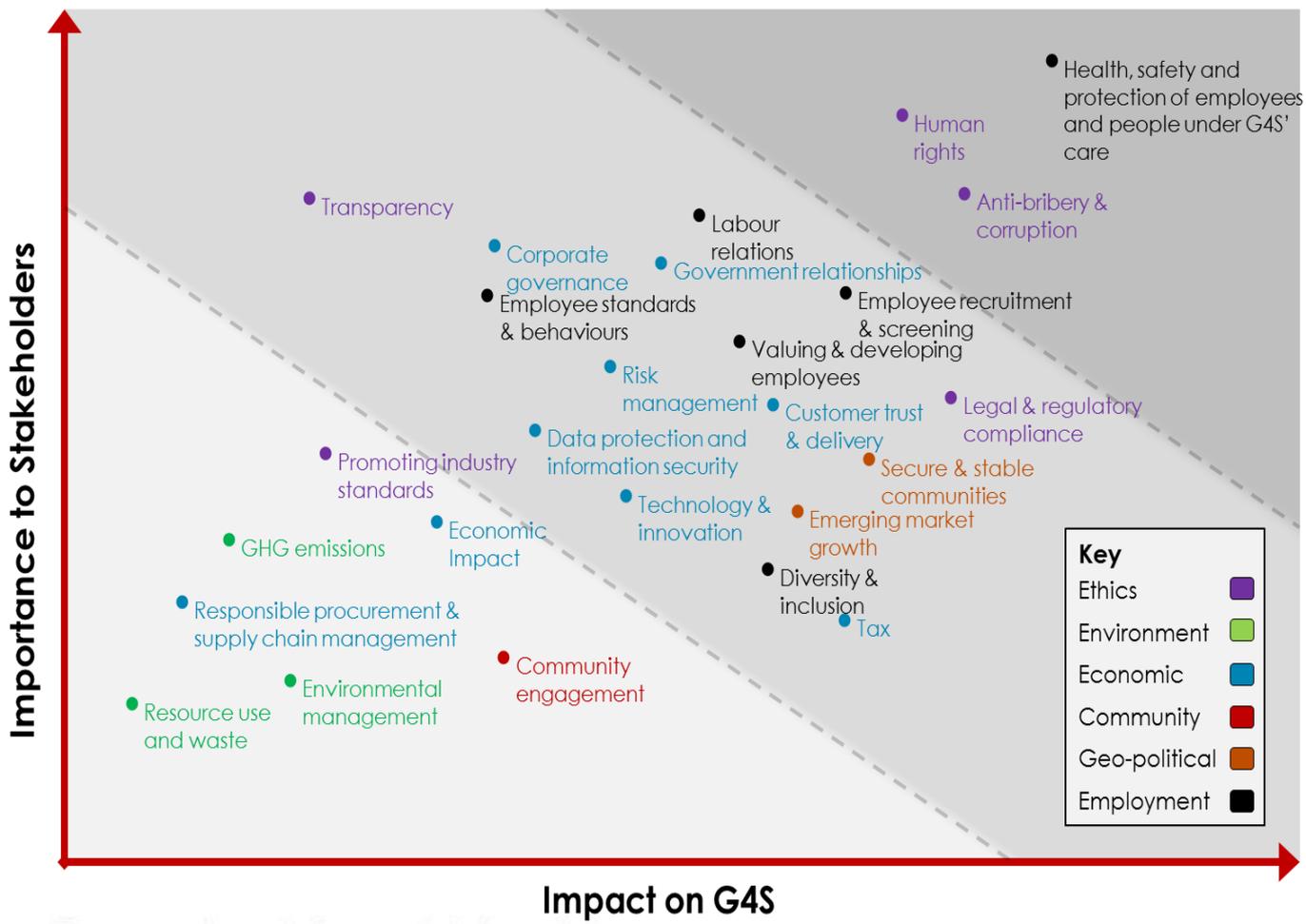Group Risk and Internal Audit Function

Regular Attendees:
- Debbie Walker, Group Corporate Affairs Director
- Jenni Myles, Group Human Resources Director
- Peter Neden, Regional President, UK & Ireland
- Mel Brooks, Regional President, Africa
- Nigel Lockwood, Head of CSR

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Material Priorities 2017

PEOPLE AND VALUES

Importance to Stakeholders (vertical axis)

Impact on G4S (horizontal axis)

- Health, safety and protection of employees and people under G4S' care
- Human rights
- Anti-bribery & corruption
- Transparency
- Labour relations
- Corporate governance
- Government relationships
- Employee standards & behaviours
- Employee recruitment & screening
- Valuing & developing employees
- Risk management
- Customer trust & delivery
- Legal & regulatory compliance
- Data protection and information security
- Promoting industry standards
- Secure & stable communities
- Technology & innovation
- Emerging market growth
- Economic Impact
- GHG emissions
- Diversity & inclusion
- Responsible procurement & supply chain management
- Tax
- Environmental management
- Community engagement
- Resource use and waste

Key
- Ethics
- Environment
- Economic
- Community
- Geo-political
- Employment

HEALTH AND SAFETY

HUMAN RIGHTS

ANTI-BRIBERY AND CORRUPTION

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5

Culture & Values

Our people and values underpin everything we do.

Launched in 2016, our new values are the standards which we have set for ourselves and the organisation, and are reflected in our every-day behaviour.

OUR VALUES

WE ACT WITH **INTEGRITY** AND **RESPECT**

WE ARE PASSIONATE **A B O U T SAFETY**, **SECURITY** AND **SERVICE EXCELLENCE**

WE ACHIEVE THIS **T H R O U G H INNOVATION** AND **TEAMWORK**

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Culture & Values

Embedding our values

Management learning & development	Frontline awareness	Employee engagement surveys
Ambassadors	Speak Out	Case studies & recognition

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HR Core Standards

A series of standards mapped against the six themes of our HR Strategy:

ORGANISE	efficient and effective
ACQUIRE	right people, right places
PROTECT	prevent and respond
DEVELOP	capability and learning
ENGAGE	commit and retain
REWARD	incentivise and recognise

Covering areas such as:
- Safety
- Screening and Vetting
- Pay and Benefits
- Training and development
- Diversity and inclusion

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HR Core Standards

2016: Actions

- Conducted a full review of all HR Core Standards

- Two HR Core Standards revised

    - *Health and safety*

    - *Local employment legislation*

- Implemented new training for HR Managers

- Completed HR Control Self Assessments as part of wider GIA audit and compliance programme. (2017 CSA underway)

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Employee Engagement Survey

SURVEY	2009	2011	2013	2015	2017
Questions	10	15	17	20	20
Methods	2	2	2	2	3
Languages	1	9	31	38	40
Responses	**180,000**	**245,000**	**384,000**	**449,000**	**???**

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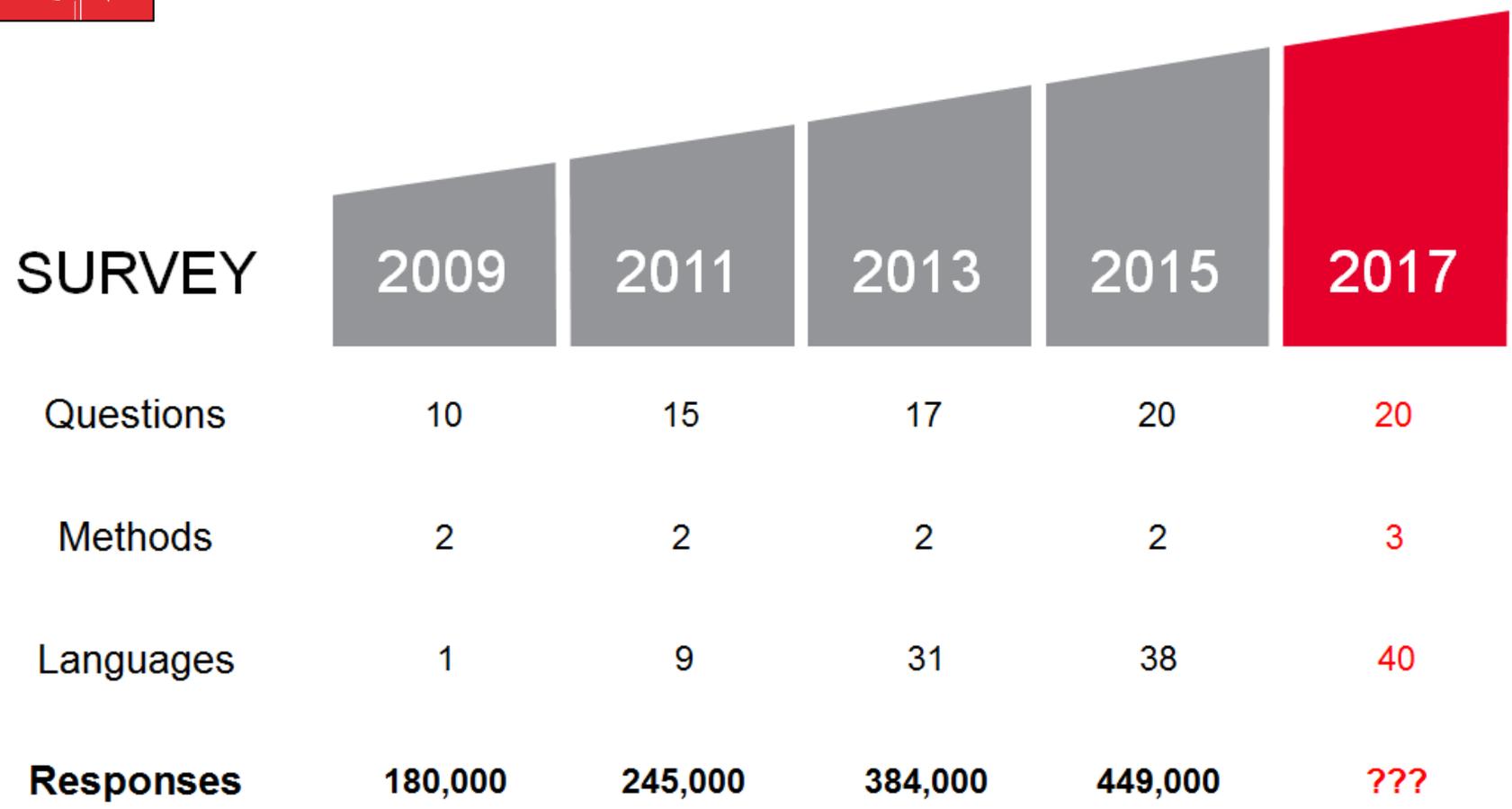
Employee Engagement Survey

PEOPLE AND VALUES

INTEGRITY AND RESPECT

The company respects and values people from different backgrounds	The company treats its employees fairly	I believe G4S demonstrates high standards of ethics
I believe G4S has a positive effect on society and local communities	I understand how to behave in line with the company values	I feel able to speak up if I notice unethical behaviour in G4S

SAFETY, SECURITY AND SERVICE EXCELLENCE

I understand the procedures I should follow to do my job	I have the materials and equipment I need to do my job	G4S takes health and safety in the workplace seriously
I receive recognition from my supervisor / manager when I do a job well	I have been well trained to perform my job	I am encouraged to progress and develop within my role
My supervisor/manager supports me by listening and giving helpful feedback on my performance at work	I believe providing excellent customer service is important to G4S	

INNOVATION AND TEAMWORK

I feel my opinions and ideas count at work	I believe communication in the company is effective for my needs	I am proud to be a member of the G4S team

NET PROMOTOR

I would recommend G4S as an employer to a friend	I am satisfied with my job

I intend to still be working at G4S in one year's time

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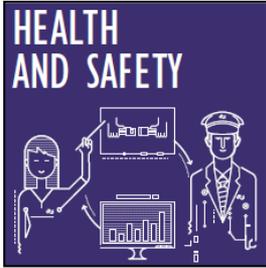
Safety Focus: Actions

- Enhanced performance management of safety incidents

- Extended a online safety training module to management population

- Introduced safety improvement programmes for specific risk areas

- Drafting action plans to address high risk businesses' H&S performance

- Implemented revised Core Standard for Management System
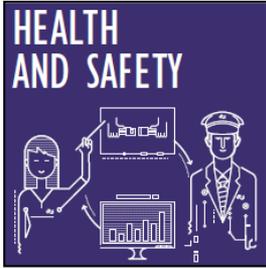
- Multi-country programmes on road safety

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Safety Focus: Analysis

Lost Time Incidents:

- Bimodal distribution not reflected by the mean
- The injury rates do not correlate with fatalities
- Focus on potentially fatal incidents

Mean: 0.33 per 100k hours

Number of businesses

Lost Time Injury Frequency Rate
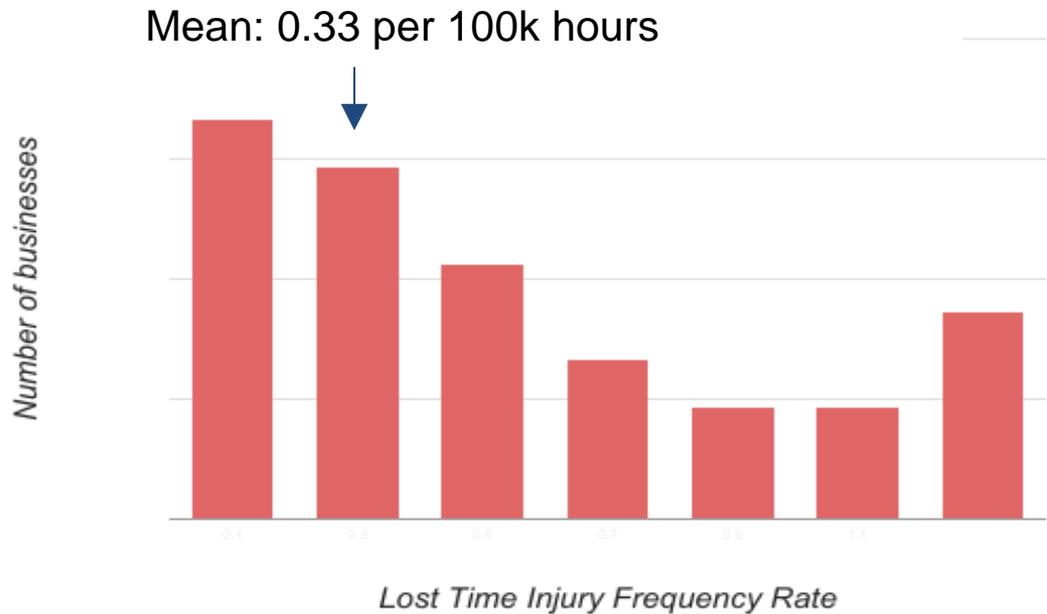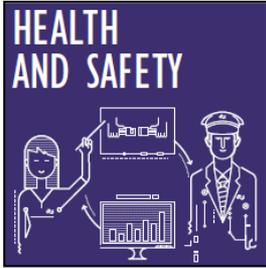
Safety Focus: Analysis

High Potential Incidents:
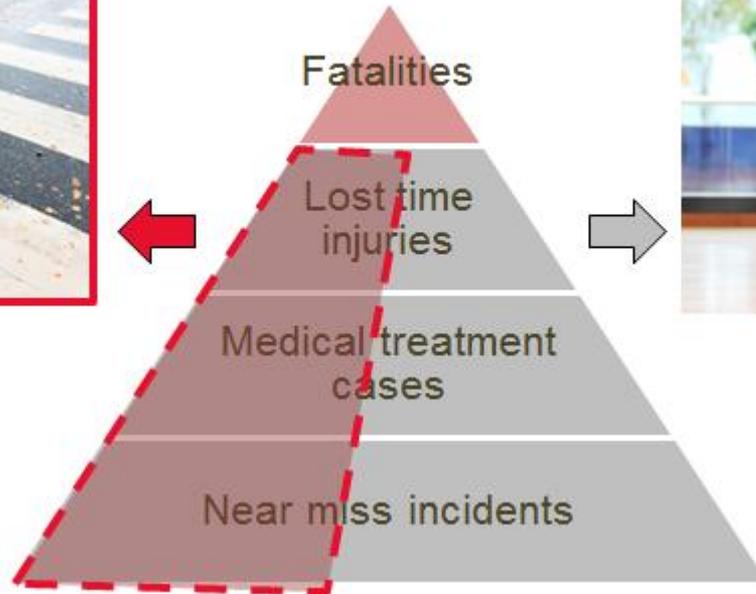
HPI definition: incidents where a fatality or life threatening injury was possible due to the nature of the hazard involved.
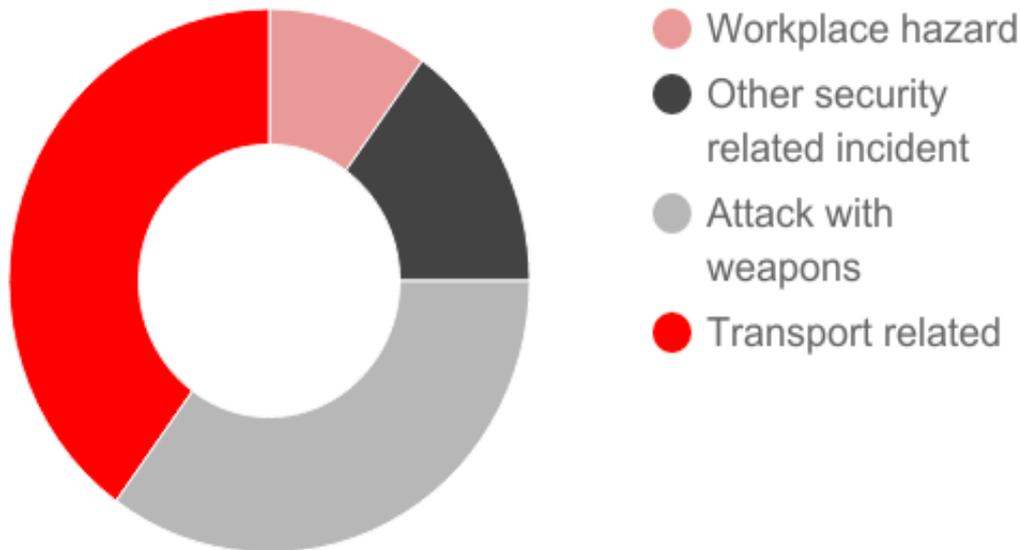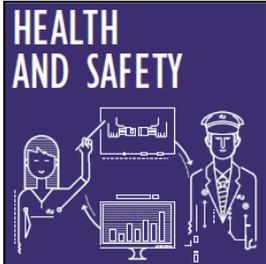
G4S
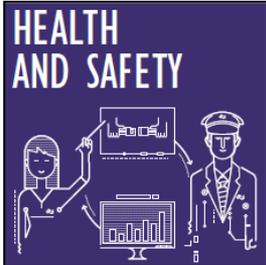
Safety Focus: Analysis

High Potential Incidents:

Workplace hazards, such as electricity, confined spaces and falling from height, account for only 10% of High Potential Incidents.
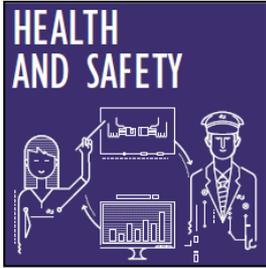
Category of incident

- Workplace hazard
- Other security related incident
- Attack with weapons
- Transport related

Safety Focus: Analysis

Work Related Fatalities:

	Attack- related incidents	Non-attack related incidents	Road traffic incident	Total
2013	17	11	21	**49**
2014	14	8	19	**41**
2015	17	9	20	**46**
2016	20	10	17	**47**
2017 YTD	3	0	4	**7**

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Safety Focus: Analysis

Reducing Road Traffic Incidents:

Road Safety Policy Introduced
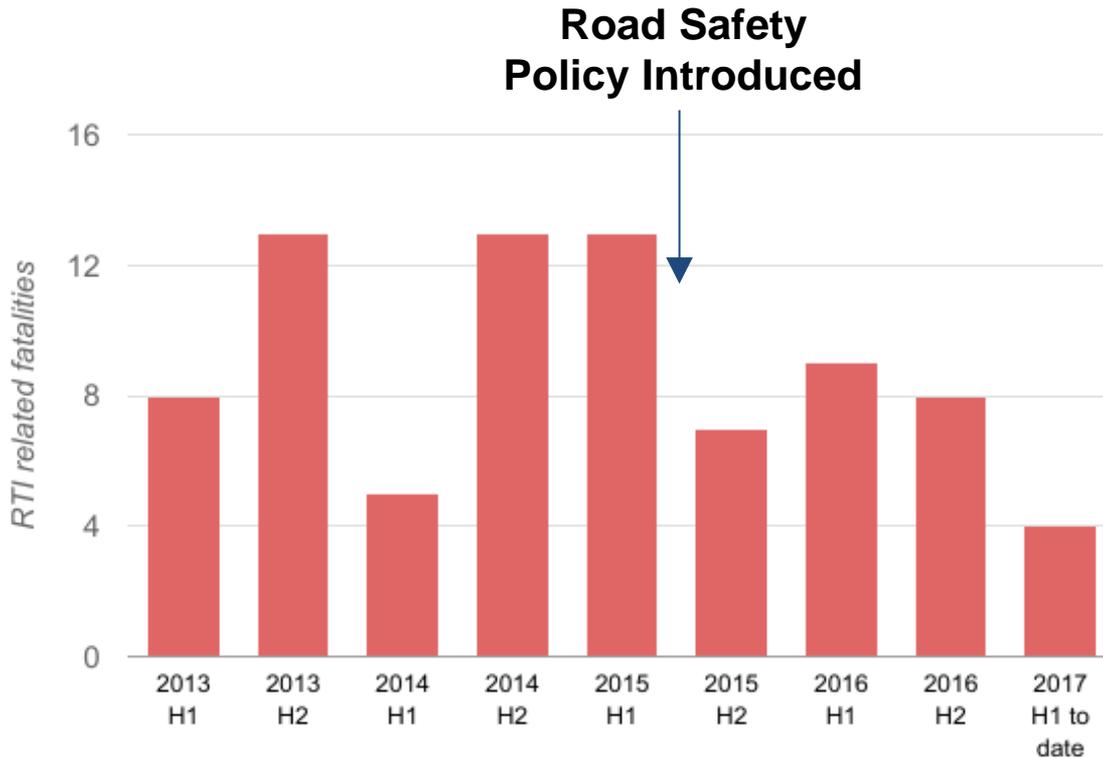
Serious Road Traffic Incidents caused by violations have reduced by 66% since 2015

Motorcycle safety is an area of focus

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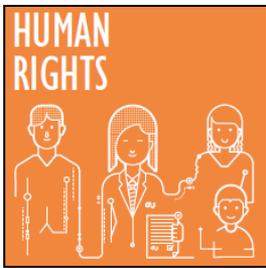
Embedding Human Rights Standards

- Embedded human rights issues into key business policies and processes

- Conduct an annual 'Heat-Map' review to identify the countries in which human rights are deemed to be at high risk

- Conduct human rights reviews of new country entries and major business opportunities requiring board or executive approval

- Human rights control self assessments for all businesses operating in high risk countries integrated into the group's risk and compliance systems

- GIA programme incorporates human rights matters in businesses operating in high risk countries

- A broad analysis of human rights risks are conducted by all businesses as part of our global risk and compliance process
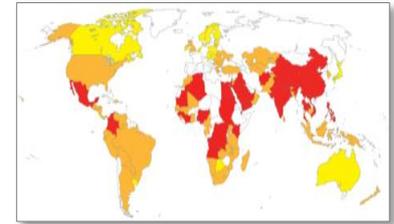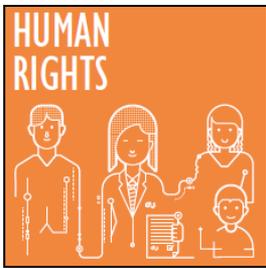
2017: Actions

Awareness of human rights issues and responsibilities

- Training and awareness of key human rights issues and standards for Internal Audit Department. Q1:2017

Modern Slavery

- Human Trafficking & Modern Slavery Statement published in Q2:2017 (www.g4s.com/modernslavery)

Human rights control-self assessment

- Human rights integrated into audit programme for high risk countries. Q1:2017 onwards
- Self-assessment underway Q2 2017

Human rights 'heat-map' review

- Scheduled for Q4: 2017

Risk assessments

- Carry out human rights risk assessments of key areas as required.

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Speak Out: Whistleblowing

IF YOU SEE OR SUSPECT WRONGDOING…

…do the right thing and speak out!

SPEAK OUT !

📞 0808-234-8852

💻 www.g4s-speakout.com

IT IS SAFE TO SPEAK OUT!
You are encouraged to report any serious issues without fear of retaliation. All concerns raised in good faith will be taken seriously and treated with respect.

SPEAK OUT is for reporting serious wrongdoing. Any other concerns (such as pay queries, uniform issues or general employment grievances) should be directed to your line manager, or HR for a quick resolution.

SPEAK OUT — Attention! This webpage is hosted by external secure servers (EthicsPoint) and is not hosted on G4S's website or intranet. Do not use this site to report emergencies presenting an immediate threat to life or property.

Welcome Message

Welcome to the G4S 'Speak Out' website. This website describes our Group values and what you should do if you have concerns about conduct which you believe fails to comply with Group values or standards.

Integrity is one of G4S's core values and means that we can always be trusted to do the right thing. G4S plays an important role in society, making a difference by helping to create safer and better environments in which people live and work. You are encouraged to speak out safe in the knowledge that all concerns raised in good faith will be taken seriously and treated with respect.
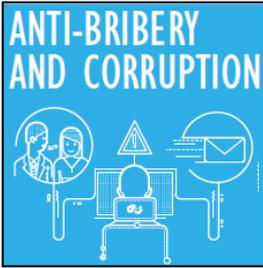
Regards
Ashley Almanza
CEO, G4S plc

FREQUENTLY ASKED QUESTIONS   REPORT ONLINE   REPORT BY PHONE   FOLLOW UP
REFERENCE NUMBER:
PASSWORD:
LOG IN

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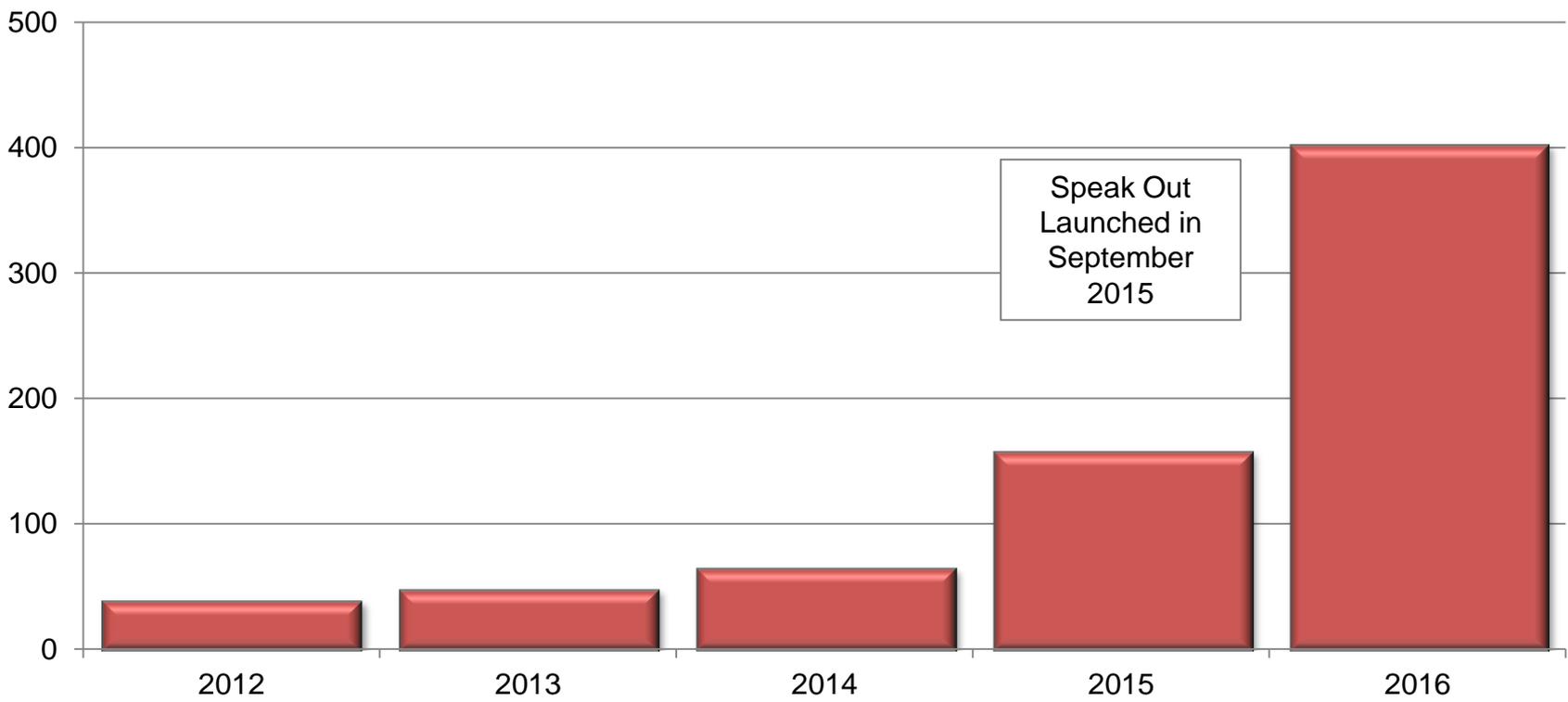# Speak Out: Whistleblowing

Speak Out: Case Management

- Concerns may be reported 24/7 via a dedicated website or telephone hotlines

- All matters reported to Speak Out are reviewed and directed to the most appropriate channel for action

- Many matters are of a low-level grievance nature and are forwarded to the relevant HR team for follow up

- Serious matters are investigated at a senior and independent level.

- Concerns regarding operational procedures are investigated by local management to ensure that G4S standards are followed

- Network of investigators reviewing other matters, such as bribery, ethical or financial issues

- Ethics Steering Group oversee case management and conduct regular reviews of serious cases

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Speak Out: Usage

Number of Whistleblowing Cases

Speak Out
Launched in
September
2015

Speak Out: Usage

2016 Cases by Intake Method

Pie chart segments:
- 44% — Web intake
- 39% — Hotline (phone)
- 14% — Manager report form
- 3% — Speak Out email
- 0% — Undefined

Legend:
- Web intake
- Hotline (phone)
- Manager report form
- Speak Out email
- Undefined
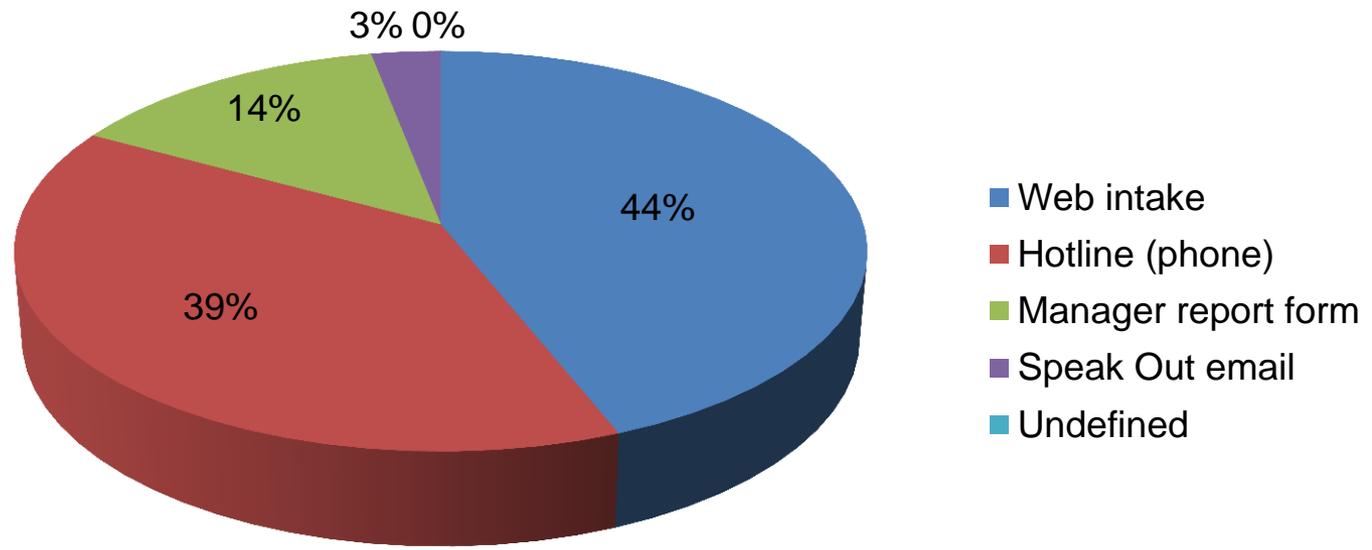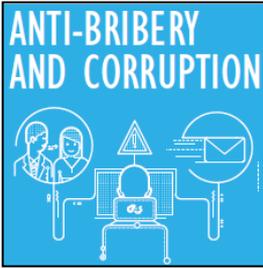
Speak Out: Whistleblowing

Speak Out: 2017 Actions

- Greater visibility of data, trends and issues
- 2017 whistleblowing analysis
    - Very broad range of issues
    - 50% considered to be category 1 or 2
    - Large number of local HR matters
- No major or broad cultural issues emerging
- Values training and on-going values communications programmes
    - Reinforce importance of whistleblowing
    - Remind colleagues of channels available

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Questions...?

Further information is also available at:
www.g4s.com/csr
csr@g4s.com

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Background

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G4S Ethics Code

One of G4S's values is **We Act with Integrity and Respect**, which means we can always be trusted to do the right thing. The Ethics Code outlines how we expect our employees to behave in order to live this core value.

Be safe and secure

- Put Health & Safety first
- Protect the security of our customers and the public
- Carefully follow company rules and procedures

Be honest and trustworthy

- Always follow the law
- Report any wrongdoing
- Never offer or take a bribe
- Avoid any conflict of interest
- Be open and honest with customers, colleagues, and others with whom we deal

Be fair and considerate

- Show respect and consideration for others
- Treat people fairly
- Consider our local communities
- Respect the environment

Be professional and proud

- Do the best job you can
- Look smart and behave professionally
- Be a good role model
- Safeguard and promote the G4S name

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Screening and Vetting

PEOPLE AND VALUES

STANDARD

Standard
6. The business is compliant with the G4S Group Policy on Screening and Vetting

GUIDANCE AND MATERIALS

Policy, Flow chart, Training etc.

1. Scope
2. Applicant declaration of consent
3. Identity checks
4. Right to work checks
5. Medical assessments
6. Criminal record checks
7. Personal history checks
8. Approval
9. Timescales

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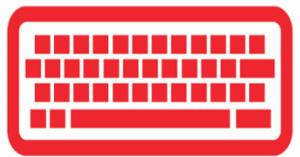
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Securing Our People
Training and development

Security Officers

Ethics Code, anti-bribery, H&S, record keeping, searching, patrolling, CCTV monitoring, emergency procedures etc.

G4S	Customer	Service	Industry	Country
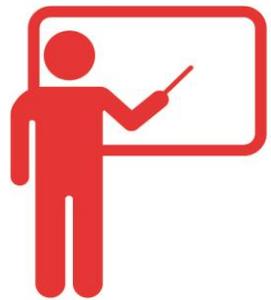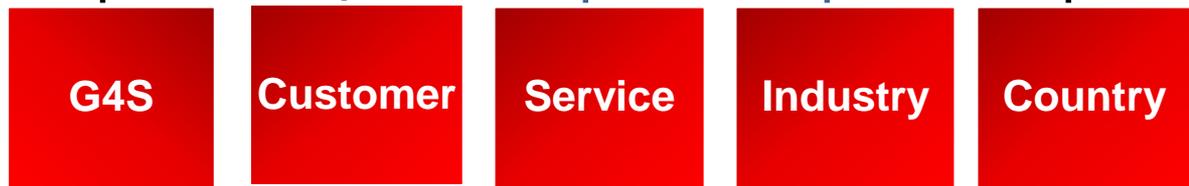
Managers

Business Ethics Policy, on-line training e.g. H&S leadership, anti-bribery and specific training to meet individual and business needs

On boarding	Competency framework	Annual reviews	360 feedback	Leadership Programmes

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Employee Relations: Constructive Partnerships

- Framework EEP Agreement with UNI and GMB union
- Applies globally
- Continues to differentiate G4S in the marketplace
- Positive union relations
- Reviewed every 6 months

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Integrated Sustainability
G4S SRI update

9th June 2017

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