



RECONCILIATION
ACTION PLAN

INNOVATE



An ALLIED UNIVERSAL Company

G4S INNOVATE RECONCILIATION ACTION PLAN

October 2021 – October 2023



G4S Innovate Reconciliation Action Plan

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Acknowledging Country

In the spirit of reconciliation, G4S acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples. We recognise the unique status that First Nations peoples hold in Australia. We acknowledge their ancestors and Elders and the special relationship First Nations have to their traditional lands and waters, as well as an understanding of their unique history, diverse cultures, customs and circumstances across Australia.

Our RAP Artwork

Wiradjuri Totems (2021) by William Hennessy



Our RAP's artwork was created by Wiradjuri person William Hennessy. It is titled Wiradjuri Totems (2021).

This is a painting of the many animals that our mob live with and rely on as bush tucker. The circles represent our mob passing on the knowledge.

Message from Reconciliation Australia



Reconciliation Australia commends G4S on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. G4S continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that G4S will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to G4S using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for G4S to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, G4S will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of G4S' future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations G4S on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from the G4S Australia & New Zealand Managing Director Rebecca Power



We acknowledge the Traditional Owners of Country throughout Australia and recognise their continuing connection to lands, waters and communities. We pay our respect to First Nations cultures and to Elders both past and present.

We fundamentally believe that our people make us stand out from the crowd. Many businesses say this, but for G4S it's critical. Each and every human interaction makes an impact, and every contact creates opportunity (ECCO). We believe in this principle so strongly that ECCO has become our operating philosophy and guiding light to improve outcomes for people. We take shared responsibility with communities to keep those in our care safe and secure, and to help them prosper.

Our purpose challenges us to put the needs and well-being of communities first. We believe this is best achieved with equal measures of prevention, protection and pre-emption. In this RAP, we remain committed to reinforcing and extending our partnership with the Traditional Owners of the lands on which we operate by both ensuring that Aboriginal and Torres Strait Islander communities are well represented in our employee base and continuing to build awareness and respect for Aboriginal and Torres Strait Islander cultures within our business.

Further, we understand that part of our responsibility to Aboriginal and Torres Strait Islander communities is to help those in our care re-build their lives and rejoin community. We remain absolutely and resolutely committed to reducing the level of Aboriginal and Torres Strait Islander people incarcerated.

G4S is an amalgam of diverse and passionate people who care and trust in the power of people for good. This fuels our culture and why, and in consultation with Reconciliation Australia, we have further committed to creating meaningful and lasting change throughout our business.

Rebecca Power
G4S Australia & New Zealand Managing Director

Our Vision for Reconciliation

Our Vision for Reconciliation

G4S will support the change and empowerment of our current and future leaders in a community that recognises, upholds and respects First Nations Peoples and cultures.

We will continue to build a workplace culture that better understands, values and respects the histories, cultures and contributions of First Nations peoples and further our collective objective of a more reconciled community.

Our commitment to the community is to create culturally safe spaces for First Nation peoples across all sites.

Our RAP is a key step in making Australia a safe, prosperous and inclusive nation for everyone. Our RAP is more than just increasing understanding of Aboriginal and Torres Strait Islander cultures – it is our commitment to develop and maintain positive relationships with First Nations communities and stakeholders.

Our Business

G4S is headquartered in the UK with the Australian head office based in Melbourne. Our major contracts with onsite senior management are located across five states and territories in Australia as well as major sites in New Zealand.

The G4S Australia workforce comprises of around 1800 employees. We are pleased to acknowledge all employees working at G4S who identify as First Nations people and welcome the enrichment and diversity they bring to our organisation.

G4S is on a path of growth and transformation. We work on the cutting edge in a world transforming faster than at any other point in recorded human history. In our role helping protect and secure our world, the challenges are many and fluid and the threats faced by the organisations and communities we serve and protect are as unique as they are. We see this as an opportunity to grow in ways that will make the world a safer and better place for everyone.

Our Purpose

Our purpose is "Securing the present to help governments, companies and communities build safe, prosperous futures". We partner with governments, corporations and communities to create secure environments for all, and this shared responsibility is central to what we do.

Our purpose challenges us to put the needs and well-being of communities first. We believe this is best achieved with equal measures of prevention, protection and pre-emption. We collaborate with clients to customise solutions that capitalise on new ways of preventing harm and protecting those in our communities. We believe in social innovation and we strive to develop new ways of preventing crime and reoffending.

We're on a quest, searching for new and innovative ways to harness our intelligence, technology and the skills of our people. To help our partners build safer, prosperous futures for us all.

We believe in the power of people for good.

Our Values

Our culture is defined by our value drivers, beliefs and behaviours:

We Act with Integrity and Respect. We are passionate about safety, security and service excellence. We achieve this through innovation and teamwork.

Our RAP

G4S has the unique opportunity to positively impact the experiences of First Nations people. We have the dual ability to affect change both in our workplace culture and level of diversity as well as positively impacting the lives of those in our care. By providing a culturally safe environment and outplacement services, our aim is to increase rehabilitation pathways and ultimately reduce recidivism.

We established our Reconciliation Action Plan Working Group (RWG) and introduced our first Reflect RAP in 2015. In 2017, G4S developed an Innovate RAP. This formed part of the next phase of our commitment to creating meaningful relationships, enhancing respect and promoting sustainable opportunities for Aboriginal and Torres Strait Islander communities and organisations.

We are committed to strengthening relationships with the communities and consulting our First Nations employees to guide us on our RAP journey. Our RAP Champion is Baydon Widdicombe (First Nations Engagement Lead) who identifies as an Aboriginal person from the Darug Mob in NSW. Baydon leads the RAP Working Group, Reconciliation, Diversity and Inclusion Committee and the First Nations Yarning Circle.

G4S' RAP is driven and supported by our leadership and management teams. These leaders have expressed the desire and enthusiasm to drive our RAP forward and affect positive change. We have now established our RAP Advisory Committee. It consists of members of the leadership team throughout Australia. Members of the RAP Advisory Committee has responsibility for driving RAP initiatives and reviewing progress against key milestones. The journey of Reconciliation is led by the advisory committee and the members of the Reconciliation, Diversity and Inclusion Committee. They will actively support the RAP Advisory Committee by becoming an important communication and action channel between the Advisory Committee and their respective sites.

G4S RAP Advisory Committee Members are:

REBECCA POWER

Managing Director - *G4S Australia and New Zealand*

REBECCA FRASER

Director, Human Resources & Health Safety and Environment - *G4S Australia and New Zealand*

BAYDON WIDDICOMBE (RAP CHAMPION)

First Nations Engagement and Diversity Lead - *G4S Australia and New Zealand*

HEATHER BROWN

Head of Learning and Development - *G4S Australia and New Zealand*

RACHELLE TOWART

Managing Director - *Pipeline Talent, Canberra*

PAUL HIGGINS

Head of Public Affairs - *G4S Australia and New Zealand*

JAYDEN STEVENSON

Aboriginal Cultural Advisor - *Mount Gambier Prison Representative*

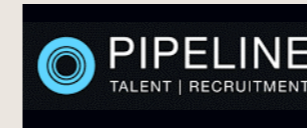
ANGELA SLOAN

Aboriginal Cultural Advisor - *Mount Gambier Prison Representative*

EMMA BEER

Human Resources Manager - *Mount Gambier Prison Representative*

Our Partnerships



PIPELINE TALENT

Pipeline Talent is a 100% Indigenous owned recruitment company specialising in Indigenous employment. Pipeline Talent draws on its extensive database, its professional, personal, community and family connections to match your requirements with Indigenous leaders. Rachele Towart OAM, Managing Director, is recognised nationally in Aboriginal and Torres Strait Islander leadership, governance and education.



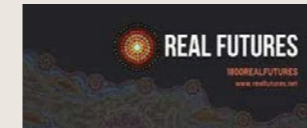
THE TORCH

Since 2011, The Torch has been providing art, cultural and arts industry support to Indigenous offenders and ex-offenders in Victoria through its Indigenous Arts program. By embracing program participants as artists rather than offenders, The Torch provides an avenue to change.



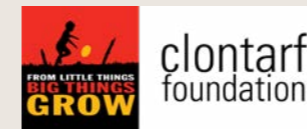
INDIGENOUS EMPLOYMENT PARTNERS (IEP)

Indigenous Employment Partners is an Aboriginal operated social enterprise with a mission to provide culturally appropriate employment, recruitment and training services for Aboriginal and Torres Strait Islander people and the organisations who employ them.



REAL FUTURES

Real Futures is majority Aboriginal owned, controlled and managed Supply Nation Certified Company and original members of FACCI First Australians Chamber of Commerce and Industry. Founded in 2011 by Wendy Yarnold and Brad Carbutt the initial focus as our flagship company Pathways to the Pilbara was to prepare and connect Indigenous Australians with the many opportunities in the resource sector creating a labour market where there previously was none for Aboriginal communities. By taking care of the detail to enable economic and social advancement of Indigenous workers Real Futures became one of Australia's top performing Vocational Training and Employment Centres across all industry wanting to improve their Indigenous engagement strategy and retention making a difference to the lives of our country's custodians.



CLONTARF FOUNDATION

The Clontarf Foundation exists to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men and by doing so equips them to participate more meaningfully in society.



PRINTING WITH PURPOSE

Printing with Purpose is a 100% Aboriginal social enterprise, not-for-profit print management and manufacturing firm. Their business model creates a wide range of training and employment pathways for Aboriginal and Torres Strait Islander people, which helps tackle inequity issues and improve socio-economic participation for Australia's First Nations peoples.

Our Achievements

- Commenced face to face cultural awareness training and curated online training modules focusing on developing cultural competency for all staff across G4S Australia and New Zealand.
- Developed First Nations Cultural Protocols for all sites.
- Funded and supported the Fairbridge Bindjareb Project in Western Australia to provide First Nations peoples with employment and industry training opportunities.
- Established the First Nations cultural space at Port Philip Prison, providing a safe space for Aboriginal and/or Torres Strait Islander peoples to use for cultural ceremonies and events.
- Partnered with The Torch to support First Nations communities in Victoria through cultural and arts vocational programs.
- Established a mentoring program and yarning circle for our First Nations staff to connect and share resources.
- Developed a 'Healing Circle' at MGP and commenced cultural capacity building with local Boandik Elders for Prisoners to conduct Smoking Ceremonies.
- In a partnership with AFSS (Aboriginal Family Support Services) MGP has delivered culturally appropriate programs for Aboriginal Prisoners. This includes: 'Healthy Homes, Resilient Families' and Seasons of Healing' addressing grief, loss and resilience.

Relationships

G4S will build Safer Communities by developing stronger relationships with First Nations peoples and communities with the goal of creating opportunities for rehabilitation and reintegration.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish, develop and maintain mutually beneficial relationships with First Nations peoples, communities and organisations to support positive outcomes.	Work with local contract managers to maintain and review our engagement plan to work with our First Nations stakeholders.	December 2021	First Nations Engagement and Diversity Lead
	Meet with local First Nations organisations in a minimum of two locations to develop guiding principles for future First Nations engagement and strategy development	July 2022	First Nations Engagement and Diversity Lead
	Business leaders to update and develop the First Nations stakeholder's engagement plans, under the guidance of the First Nations Engagement Lead	December 2021	First Nations Engagement and Diversity Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Celebrate National Reconciliation Week (NRW) across all sectors of the business.	Hold at least three internal events across the business each year and encourage employees to participate in internal and external NRW celebrations.	April 2022,2023	Director Human Resources & Health Safety and Environment
	Register all our NRW events on Reconciliation Australia's National Reconciliation Week website	April 2022, 2023	First Nations Engagement and Diversity Lead
	Circulate Reconciliation Australia's NRW materials via internal communications	June 2022,2023	Director Human Resources & Health Safety and Environment
	Members of our RAP Advisory Committee will attend one local community NRW event each year.	June 2022,2023	Managing Director

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence.	Engage the Executive Leadership Team of G4S Australia in the delivery of the RAP outcomes.	December 2021	Director Human Resources & Health Safety and Environment
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	December 2022	First Nations Engagement and Diversity Lead
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2022	First Nations Engagement and Diversity Lead
	Implement strategies to engage our staff in reconciliation	July 2022	First Nations Engagement and Diversity Lead
	Oversee the development, implementation and review of a strategic plan that will communicate our RAP to all relevant internal employees and contracts as well as external stakeholders	December 2022	Head of Public Affairs

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote positive race relations through anti-discrimination strategies and frameworks	Develop, implement and communicate an anti-discrimination policy for our organisation in consultation with First Nations Staff and Advisors.	December 2021	Director Human Resources & Health Safety and Environment
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs as well as removing barriers for First Nations peoples to participate in the workforce and culturally significant events.	December 2021	Workplace Relations Advisor
	Senior Leaders will complete a Cultural Safety training session outlining the effects of Racism and Lateral Violence in First Nation Communities.	July 2022	First Nations Engagement and Diversity Lead
	Ensure all G4S employees have access to and understanding of the G4S Human Rights policy which promotes anti-discrimination in our organisation	December 2021	Director Human Resources & Health Safety and Environment



Respect

We will advance our work towards gaining further knowledge about cultural protocols through our guidance of cultural advisors and Aboriginal and Torres Strait Islander Elders to ensure our work respects and reflects the First Peoples of Australia's cultural beliefs and practices. We will continue and further develop our cultural learning pathway - towards cultural confidence to understand more about the impacts of colonisation towards the First Peoples of Australia. Our Innovate RAP will guide us towards understanding different cultural situations by developing new and innovative ways for improving our working relationships with Aboriginal and Torres Strait Islander peoples, organisations and their communities for us to achieve better outcomes for all Australians.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build respect for First Nations cultures and histories by celebrating NAIDOC week.	Provide opportunities for all employees to celebrate and participate in community events during NAIDOC Week	July 2022, 2023	Director Human Resources & Health Safety and Environment
	RAP Advisory Committee to participate in an external NAIDOC Week event	July 2022, 2023	Workplace Relations Advisor
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC week events	December 2021	First Nations Engagement and Diversity Lead
	Business Leaders will communicate the theme of each event and encourage staff to participate through internal communication.	July 2022 and 2023	Director Human Resources & Health Safety and Environment



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation	April 2022	Head of Learning and Development
	Cultural Awareness Training specific to G4S will include at least one visit by our Executive Leadership Team, RAP Advisory Committee and at least 20% of Head Office employees to The Torch Exhibitions.	June 2022, 2023	Director Human Resources & Health Safety and Environment
	Identify appropriate training provider to provide Cultural Awareness Training to the RAP Advisory Committee and the ELT.	December 2021	First Nations Engagement and Diversity Lead
	The Reconciliation Action Plan Advisory Committee to undertake one cultural immersion activity over the course of this RAP	2022, 2023	First Nations Engagement and Diversity Lead
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development of a cultural learning strategy.	December 2022	First Nations Engagement and Diversity Lead
	Develop the Cultural Learning Strategy and implement it within all sites	July 2023	First Nations Engagement and Diversity Lead
	E-Learning cultural awareness training undertaken by: - 100% new starters to G4S - 20% of all other employees	January 2022	Head of Learning and Development

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Investigate opportunities to improve our services so they are more culturally safe and welcoming.	Investigate opportunities to have Aboriginal Liaison Officers uniforms specifically designed so that are easily recognisable by First Nations peoples and communities.	May 2022	First Nations Engagement and Diversity Lead
	Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2021	First Nations Engagement and Diversity Lead
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	October 2021	First Nations Engagement and Diversity Lead
	Improve signs and symbols including flags and Acknowledgement of Country in our prison and court reception areas; Display Acknowledgement of Country plaques in the G4S Head Office and at least 2 other contract sites.	October 2023	Managing Director
	Invite Traditional Owners into our office at least once during the course of this RAP to communicate with the Executive Leadership Team about the significance of Welcome to Country and Acknowledgement of Country including a formal Welcome to Country Ceremony	July 2022	First Nations Engagement and Diversity Lead
	Implement a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country at every contract site.	June 2022	Director Human Resources & Health Safety and Environment

Opportunities

G4S will continue to work for people and communities to thrive, to ensure their basic rights are achieved, and the environment is prospering. Our Innovate RAP will work towards supporting all Australians to achieve their potential on a basis of equity, equality and respect. We are committed to ensuring our workforce is not only reflective of the communities in which we operate but is equipped and capable to provide the best support for our employees, those in our care and their families. This includes respecting and supporting First Nations employees at G4S and working to increase their representation in our workforce.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Consult with First Nations employees, Engagement Officers and the RAP Working Group to design an employment strategy that supports First Nations recruitment, retention and professional development opportunities.	December 2021	Director Human Resources & Health Safety and Environment
	Develop and implement First Nations Employment Strategy to attract candidates into G4S	July 2022	Director Human Resources & Health Safety and Environment
	Increase the percentage of First Nations staff employed across our workforce at all levels.	October 2022, 2023	Director Human Resources & Health Safety and Environment
	Create an ongoing partnership and work with relevant Aboriginal Employment agencies to identify and promote employment opportunities for First Nations community	December 2021	First Nations Engagement and Diversity Lead
	In consultation with First Nations employees, review HR and recruitment procedures and policies to identify and remove barriers to First Nations participation in our workplace	December, 2021	First Nations Engagement and Diversity Lead
	Build understanding of current First Nations employees to inform future employment and professional development opportunities.	December 2021	First Nations Engagement and Diversity Lead
	Consult directly with Community Engagement Officers to support the introduction of a more culturally appropriate employment pathway and recruitment process within all contract sites.	December 2022	First Nations Engagement and Diversity Lead
	Hold an Open Day within our business to promote vacancies and pathways to a First Nations community to encourage involvement in our business.	June 2022	Head of Talent Acquisition

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase First Nations supplier diversity to support improved economic and social outcomes.	Review procurement policies and procedures to ensure that there are no barriers to procuring goods and services from First Nations businesses	October 2021	First Nations Engagement and Diversity Lead
	Initiate a Supply Nation Membership	December 2022	First Nations Engagement and Diversity Lead
	Develop and implement a First Nations procurement strategy	July 2022	First Nations Engagement and Diversity Lead
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff	December 2021	First Nations Engagement and Diversity Lead
	Develop at least one additional commercial relationship with a First Nations owned business	July 2022	First Nations Engagement and Diversity Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop safe, progressive programs to rehabilitate offenders and reduce re-offending. Developing safe alternatives to custodial programs	Identify and cultivate First Nations specific offender programs and document frameworks to support their operation.	December 2022	General Manager, Port Philip Prison General Manager, Mount Gambier Prison
	Continue to grow the partnership with Services to Youth Council (SYC) and key partners of Mount Gambier Prison to reduce recidivism by 20%.	December 2022	General Manager, Mount Gambier Prison
	Develop policies and procedures to support safe alternatives to custody and reintegration at Maribyrnong Community Residential Facility for First Nations community.	July 2022	General Manager, Community & Social Services



Governance

G4S has established an Advisory Committee. It will meet on a quarterly basis to monitor and report on this RAP to ensure we achieve its outcomes. It comprises internal and external stakeholders inclusive of First Nation community members and G4S Business Leaders.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Advisory Committee to drive governance of the RAP	Quarterly meetings established	October 2021	Director Human Resources & Health Safety and Environment
	Review achievement of objectives as included in the RAP and make recommendations to support implementation	December 2021	Managing Director
	Establish and apply a Terms of Reference for the RAP Advisory Committee.	October 2021	First Nations Engagement and Diversity Lead
	Maintain First Nations representation on the RAP Advisory Committee.	October 2021	First Nations Engagement and Diversity Lead
	Maintain an internal RAP Champion from senior management.	October 2021	First Nations Engagement and Diversity Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Determine resource requirements and ensure appropriate budget is allocated	Define resource needs for RAP implementation	December 2021	Managing Director
	Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2021	First Nations Engagement and Diversity Lead
	Define and maintain appropriate systems to track, measure and report on our RAP commitments	December 2021	Director Human Resources & Health Safety and Environment

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Reporting RAP achievements, challenges and lessons	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September 2022,2023	First Nations Engagement and Diversity Lead
	Report RAP progress to all staff and senior leaders quarterly.	July 2022,2023	Director Human Resources & Health Safety and Environment
	Publicly report our RAP achievements, challenges and learnings.	July 2022,2023	Head of Public Relations
	Investigate participating in Reconciliation Australia's Biennial workplace RAP barometer.	April 2022,2023	First Nations Engagement and Diversity Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop our next RAP	Register via Reconciliation Australia's website	March 2023	Managing Director



More information

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