



Health & Safety Strategy and Standards

Our point of view

In G4S, we believe the health and safety of our employees is of paramount importance. Many of our employees are engaged in providing secure solutions in hazardous environments, and in these challenging conditions it is essential that we put the physical and mental wellbeing of our employees first, and set the benchmark for health and safety across the industry.

A strong safety culture across the group is required to achieve this vision and our Health & Safety Strategy and Standards have therefore been developed under the leadership of the Group CEO to set out what is expected of all businesses and employees in G4S.

Setting the highest standards for health and safety in the industry helps build our employee's loyalty and commitment to G4S, while their own expertise enables our employees to act as role-models for health and safety best practice, helping to secure the world of our customers and society as a whole.

We therefore urge our managers and employees to continue raising the benchmark for health and safety practices in G4S, and call on unions, customers, competitors and governments to work in partnership with us, so that together we can drive continuous improvement in health and safety standards across the industry.

Our strategy

Any organisation's approach to health and safety is determined by a number of factors, including their values, markets, business drivers and attitude to employees. The focus will therefore vary according to what each organisation views as important and a range health and safety strategies that can be adopted are described below.

Strategic Approaches to Health & Safety			
Level 1: Compliance Approach	Level 2: Ethical Approach	Level 3: Integration Approach	Level 4: Differentiation Approach
Companies operating at this level focus primarily on legal and reputational risk arising from health and safety issues and the emphasis in the business is ensuring national regulations and legislation are robustly applied.	Companies taking a mainly ethical approach are concerned with being a good employer, recognising a corporate responsibility to protect employees from harm while increasing their engagement in the business.	Organisations which operate at this level see health and safety as a core business issue which has a clear impact on company performance, directly affecting both service levels and financial results.	At this level, businesses view their expertise in health and safety as providing competitive advantage and use thought leadership and partnerships with all stakeholders to set the benchmark for health and safety across their industry.

In accordance with the importance placed on health and safety at the most senior levels in G4S, all group companies are expected to ensure that their approach to health and safety is positioned *as a minimum* at Level 3, and is fully integrated into their normal business operations so that we meet our responsibilities to employees, customers and the general public. This approach should build on a sound foundation of health and safety practice, giving appropriate focus to the compliance and ethical considerations set out in Levels 1 & 2.

Furthermore, for G4S businesses actively engaged in providing a secure solutions strategy, a reputation for best practice in health and safety is essential. Such businesses must therefore develop proactive strategies to ensure the company demonstrates thought leadership in this field and actively engages with all internal and external stakeholders. Accordingly, the health and safety strategy for these businesses should be positioned at Level 4, again building on strong foundations formed at Levels 1 to 3.

The implementation of these local strategies will be supported by sharing best practice among health and safety experts from every G4S business, via Regional and Divisional Health & Safety Networks. In addition a Global Health & Safety Network will ensure best practice is shared across regional and divisional boundaries.

The health and safety performance of business units will also be monitored at regional and group levels to ensure implementation of this strategy is robust and timely. Compliance will be monitored through a range of measures, including self-assessment and peer-assessment. The standards themselves will be reviewed periodically by group in consultation with regions and operating companies to ensure they remain appropriate.

Our standards

In order to achieve our aims for health and safety, in addition to ensuring that the business complies with local legislation and regulations each G4S operating company is required to meet the following standards as a minimum:

1. Develop a Health & Safety strategy at the appropriate level for that business
2. Publish a Health & Safety Policy setting out how health and safety will be managed
3. Introduce and monitor KPIs to support implementation of the local strategy, including those specified periodically by group
4. Provide reports to group on any work-related fatalities or serious incidents (which could have resulted in a fatality), setting out what happened, the cause, and the measures required to prevent recurrence, and ensure that appropriate follow-up action is taken
5. Identify the major health and safety risks for the business and its employees, and develop specific strategies for handling each risk
6. Formally review health and safety performance of all branches and regions as

part of the normal business management process

7. Formally review the overall company's health and safety performance and strategy at board level on at least a quarterly basis
8. Identify or appoint a competent Health & Safety Expert to provide specialist advice and participate in H&S Networks
9. Establish arrangements for proactive communication and consultation with employees on matters of health and safety
10. Undertake training to ensure that all managers and employees are equipped to fulfil their respective health and safety responsibilities

Our responsibilities

Each G4S employee is responsible for their own and their colleagues' health and safety and is expected to:

- Ensure they understand how to work in a safe manner
- Comply with the relevant legal and company policy requirements
- Report any hazards, accidents and near-accidents
- Contribute proactively to discussions on health and safety at work

All G4S executives, managers and supervisors are responsible for the health and safety of their employees as well as the health and safety performance of their area of the business. While specialist support and expertise must be available within every business unit, it is unequivocally the responsibility of line managers to:

- Monitor and report on health and safety performance
- Provide training and support to employees on all health and safety matters
- Proactively consult employees on health and safety issues
- Enforce the company's health and safety policy and standards
- Continually improve the management of health and safety risks
- Act as a role-model for the development of a health and safety culture

Responsibility for meeting these group standards within each business unit rests with the Country Manager/MD, supported by the HR Director or Manager as appropriate.

Further guidance on health and safety, implementation of these standards and detailed reporting requirements for KPIs and serious incidents can be found on the Best People section of the Group Intranet.