



INTERNATIONAL

ISSUE | 13

→ Africa

Meeting security needs in 29 countries

- Keeping cash circulating after Cyprus banks closed
- Hangzhou welcomes G4S partnership
- Making a commitment to human rights



CONTRIBUTORS



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Managing director, G4S Secure Solutions (Cyprus), and a founder of the company, formed in 1989 with just five employees. Today, it employs over 600, is the island's leading security company and is a founding member of the Cyprus Security Association. He has also played an active role in G4S charitable events that have raised in excess of €1 million.



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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 the short time that I have been part of G4S – first as chief financial officer and now as chief executive officer (see report, Page 10) – I have been impressed with the company's sound growth strategy and exceptional market positions around the world.

We also have a very talented and committed workforce who are an essential part of keeping many societies safe and secure.

In this issue of *G4S International* we feature some of those markets, strategies and people that are fundamental to G4S and its customers.

Regional Review (pages 28–31) focuses on Africa, a continent of great contrasts where we are already providing a range of services in 29 countries and looking to expand.

A Day in the life of G4S (pages 25–27) is a reminder that at any time, somewhere in the world, G4S employees are making a positive contribution to the lives of others.

There's also a feature on the lead G4S is taking on Human Rights (pages 7–9).

These are just a few examples of how G4S touches the lives of millions of people worldwide and our aim is to make sure their experience of G4S continues to be a positive one.

[SIGNATURE]

Ashley Almanza
CEO, G4S plc

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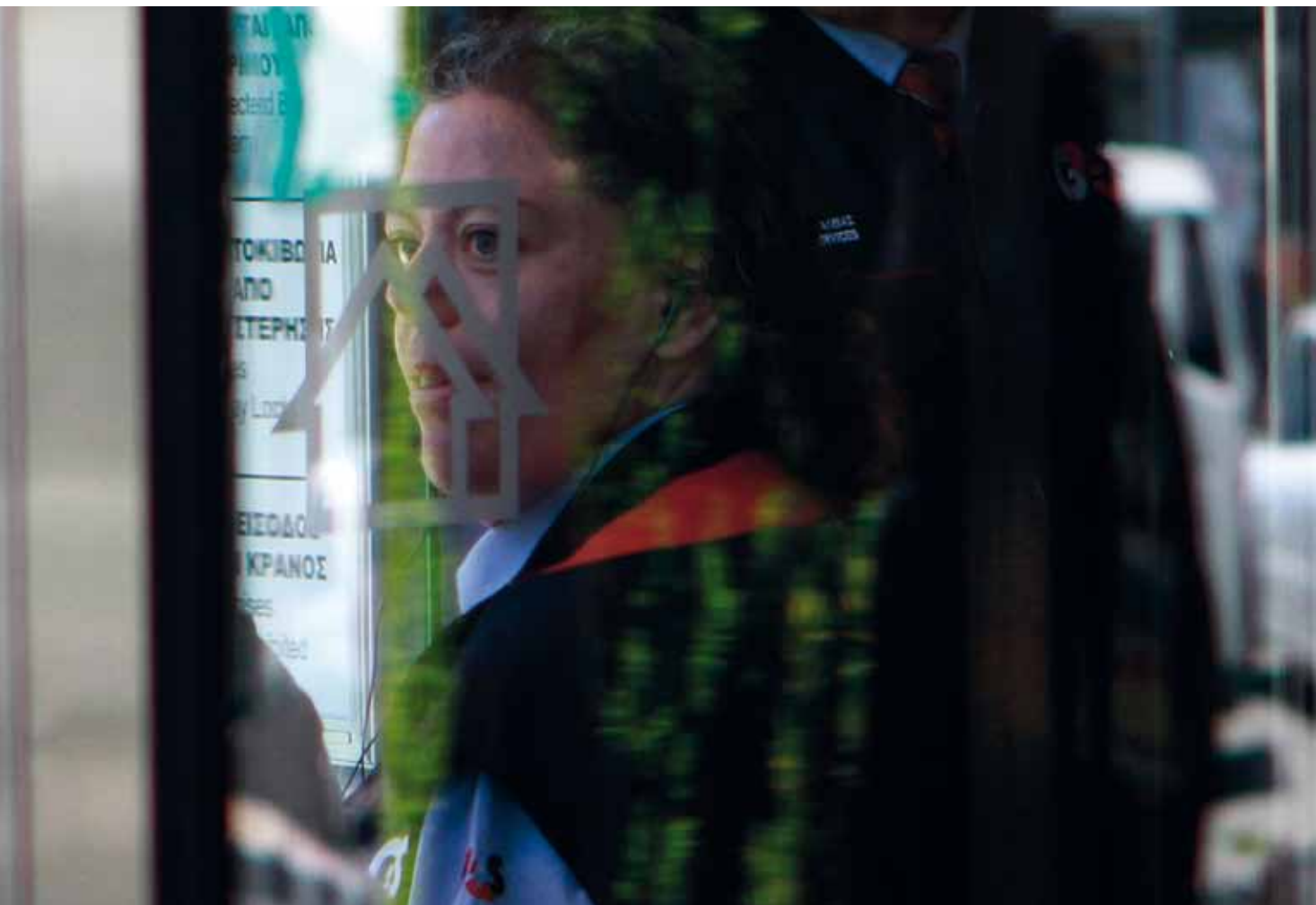
THE CYPRUS MELTDOWN

JOHN ARGHYROU, managing director of G4S Cyprus, reports on how they kept cash in circulation when banks closed for two weeks on the island

EVERYONE KNEW that Cyprus – like some other European countries – faced a huge financial problem. In June 2012 the government had sought a bailout from the European Union because our banking sector had made loans to Greek borrowers and suffered heavy losses in the financial crisis which hit that country.

What no one expected was the enormous impact the bailout solution would have on our country of less than a million inhabitants, when it was offered earlier this year.

To prevent an immediate run on cash deposits during a period of uncertainty all banks were closed from Saturday, 16 March, to allow the bailout offer to be digested and accepted. But the offer was not accepted, so while politicians and lawmakers debated the terms, discussed alternatives and eventually came up with a deal, the banks remained shut for two weeks. The only source of limited cash was ATMs.



AP Photo/Petros Karadjias

For G4S Cyprus, the country's only cash provider since 1990, this period of banking turmoil put us under considerable pressure, but it was important that we stayed calm and carried on during the meltdown. By being flexible and pro-active, and with tremendous support from our 750 employees, we were able to respond to the ever-changing demands of a very fraught situation and meet the requirements of all our customers.

Fortunately, our experience five years earlier of gathering up all Cypriot pounds and replacing them with euros, when we adopted the single European currency on 1 January, 2008, stood us in good stead for a very different but equally demanding situation.

We were given just 12 hours to set up the whole operation. I was the only security industry representative called to a meeting of the Association of Commercial Banks and the Central Bank on 17 March 2013, at which the new measures were

outlined. At that stage, bank closures were expected to last just a couple of days.

It was hectic because no one knew exactly what would happen or what the agreements would be. Everyone was making their own predictions and we were right in the middle, trying to service each and every bank with different assumptions and requirements.

Though banks were closed, that did not mean we had nothing to do. The opposite was the case. We worked continuously for 10 days non-stop, instead of our usual schedule which involves normal working hours on five weekdays. This was necessary to supply cash to bank branches so that they could replenish their ATM machines to allow customers to withdraw cash.

Since banks were closed, cheques could not be paid in or cashed, so ATMs were the only source of money. Even credit cards were not accepted by some outlets, →

“We were given just 12 hours to set up the whole operation”

PREVIOUS PAGE:
G4S security officers
stand at the main
door of a bank as
people wait outside
in the Cypriot capital,
Nicosia, after a two-
week closure.

including petrol stations which needed to pay cash for their fuel. Cash was king, and the need to refill ATMs regularly throughout the day was paramount, even though there were limits on withdrawals.

Fortunately, we had huge support not only from our own employees but also from the Group as a whole. As the bank closures continued, three of G4S's Greek supervisors, together with the regional cash reconciliation manager, came over to provide relief for our vaulting staff, as we were not geared up to work on a 24-hour basis for more than three or four days. With their help, the vaults stayed open and cash kept flowing as the Central Bank kept providing us with euros and we then sent it out to bank branches. Our 25 armoured vehicles were providing cash transportation from 6am to 1am the following day during the height of the crisis.

To achieve this, we needed authorisation to change some of the rules we normally follow and here, again, other members of the G4S family were tremendously helpful. I was in regular contact with senior Group executives including Paul Edwards, regional cash director, G4S Europe, and Andreas Paterakis, regional managing director, G4S South East Europe, in order to increase the limits on the amounts of cash held in our vaults or carried in our vehicles, as well as a corresponding increase in our insurance cover.

We also needed to boost our monitoring of the throughput in our cash centre to ensure everything balanced, with additional auditors drafted in from Greece and others from our Accounts department playing a role as well. This additional manpower was necessary also because, as the crisis deepened, not only were we servicing banks but we were also doing our best to accommodate private requests, particularly from businesses who could not bank their takings, so needed somewhere to provide a safe and secure haven for their cash until it could be banked.

This led to another requirement. Some businesses whose money was in our vaults needed at times to pay suppliers. Rather than withdraw an amount from us and give the cash to the supplier, who may well come to us and ask us to keep it secure, we were able to allow these transactions to take place within our cash centre, by making audited transfers from one account to another. A large public bakery firm, for example, paid cash to a public dairy company – a settlement that required no transportation, just an accounting movement from one account to another.

Incidentally, if anyone was worried about our security, a visit to our cash centre would have put their minds at rest. Not only is it a high security state-of-the-art facility

but throughout the crisis it was also protected by armed police. Our cash vehicles were also accompanied by police escorts on many occasions.

One irony of the situation was that although we were handling much more cash each day than usual, it wasn't ours and so we couldn't use it to pay our employees. They, like everyone else, needed cash to pay for food and other necessities. We would normally pay them by cheque, but until the banks re-opened they could not cash them, so we searched for a solution.

In no time at all, I was informed that G4S was arranging to fly in sufficient cash to pay our hard-working employees, to show G4S's appreciation for their efforts. That was great news, as you can imagine, and we were the first Cypriot company to pay cash to the majority of its employees.

Meanwhile, when news came that the banks were re-opening on 30 March we were asked to give further assistance by increasing the number of security officers we deploy to secure bank premises during banking hours. The concern was that bank branches would be inundated with customers needing cash and that the crowds could become unruly. It would be our job to ensure order.

Throughout the crisis, the world's media descended on our little island in the Mediterranean, and I'm pleased to say that this provided me and my G4S colleagues with an opportunity to demonstrate how well we could respond to even an emergency of these proportions.

I gave quite a few interviews with the likes of BBC, Sky, CNN, Bloomberg, CNBC and various news agencies, all of whom were aware of the pivotal role we were playing. Some were clearly expecting the re-opening of the banks to be greeted by unruly scenes, but I assured them that Cypriot people would behave calmly, and that proved to be the case.

Clearly, the next few years are going to be very difficult for everyone, as the impact of the new financial measures continue to bite as the restructured banking industry makes various adjustments. However, G4S Cyprus will continue to provide the support expected of it by being flexible and pro-active. ■

FOR MORE INFORMATION ...

→ For further information on the topics covered in this article, log on to **www.g4s.com** or e-mail **magazine@g4s.com**



MAKING A COMMITMENT TO HUMAN RIGHTS

G4S takes the lead in adopting UN Guiding Principles and mapping its priorities

IN A PERFECT WORLD, we would all expect to be treated well and with respect by everyone else. Human rights would be protected. Diversity would be embraced, differences tolerated and we would live in harmony and freedom.

Though ours is not yet a perfect world, we all have a part to play in striving for that ideal, which recognises the “inalienable fundamental rights to which a person is inherently entitled simply because she or he is a human being”.

But not everyone agrees on what those rights should be or where to draw the line in certain situations. Take crime, for example. Some countries impose the death penalty for serious offences whereas others argue that even murderers have a right to life and settle for imprisonment. Some nations treat men and women differently, while others champion equality.

These differences are well-known and frequently debated, raising an important question: how should a multi-national organisation like G4S embrace and support human rights throughout its global operations? By enabling millions of people around the world to work or live in safe and secure environments – from busy transport hubs to industrial and commercial complexes – G4S is clearly making a major contribution to human rights. But is it doing enough?

Five years ago that would have been a difficult question to answer, not because of a lack of commitment but because the Group had never felt the need to put its position on human rights into words. After all, its operations, often in sensitive or complex environments such as prisons or immigration centres, already reflected its commitment to human rights and actions, it could be argued, speak louder than words.

But there are times when words are needed to draw attention to those objectives, and that time has come with the unveiling of a new G4S Human Rights Policy.



In recent years, the four themes embraced by G4S's Corporate Social Responsibility (CSR) programme – integrity, people, environment and community – have moved strategically from the fringes to become more core values. These factors are proving to be more important to potential employees, customers and partners than ever before and can be a real differentiator for companies competing in complex or higher risk sectors.

With established operations in over 125 countries, the chances are that the Group's future expansion will take it into environments that are complex and may even be judged as high risk. It is essential that its operations in those countries do not impact negatively on human rights and there was clearly a need to provide managers with guidance on how to respond to various situations.

At the same time, customers and other stakeholders were increasingly asking companies like G4S to demonstrate specific actions and practices which are aligned to internationally recognised human rights standards, such as the United Nations Guiding Principles on Business and Human Rights (2011). It is those principles on which the new G4S policy is based.

"Although we had a lot of human rights values built into our operational procedures, we didn't really have a policy that we could point to and say, for all of our businesses, this is the guidance on what is and is not acceptable from a human rights point of view," explains Debbie Walker, G4S group communications director.

"So we decided that despite the fact that there's lots of great human rights activity going on within G4S, we

wanted to be much more explicit about the Group's expectations on human rights, so that businesses did not make mistakes and also did not move away from the core values we wanted to live up to."

G4S began to evaluate and map the human rights landscape during which it sought input and feedback from a number of external sources. It then formulated a policy and guidance, based on the UN guiding principles, setting out its expectations of managers and employees in upholding human rights standards.

The new strategy, which is being rolled out this year, includes the production of an annual "heat map" which grades countries in temperature terms to reflect their human rights risks, from hot spots – high risk environments – to cool, or low risk ones, giving managers an at-a-glance guide to potential problem areas or territories needing a greater human rights focus.

A CSR and Human Rights Assessment is already in place as part of the process for looking at entry into new countries and also evaluating the business partners with whom the Group will be working.

"Following that assessment," Debbie Walker explains, "a recommendation will be made to the Group Executive and the CSR Committee, and ultimately the Board, as to whether that entry should be approved or not, or whether there should be any conditions placed on the work we do there."

Existing businesses will also be assessed annually in terms of their human rights, on either a country or a service basis. And the internal audits that are carried out on every G4S business will now start to include a human rights element.

Nigel Lockwood, G4S group CSR manager, will



“... we wanted to be much more explicit about the Group's expectations on human rights, so that businesses did not make mistakes ...

Debbie Walker, G4S group communications director

coordinate the assessments as well as producing the heat map. Anything that arises from those assessments he will raise with the Internal Audit department and the CSR Committee. There's also a whistle-blowing resource for anyone who sees human rights malpractices, as well as grievance mechanisms and complaints processes for anyone who feels they have not been treated correctly.

The new G4S Human Rights Policy and Guidelines are now available for public viewing online at www.g4s.com. They remind us just how complex human rights can be and the challenges that face companies like G4S, working on a global scale in both developed and developing nations.

They provide a list of 36 rights, together with definitions, from the UN Guiding Principles. These include:

- *right to life (No. 1)*
- *right to liberty and security (freedom from arbitrary arrest, detention, exile) (No. 2)*
- *right to freedom of thought, conscience and religion (No. 19)*
- *right to freedom of assembly (No. 21)*
- *right to health (No. 29)*
- *rights of detained persons to human and dignified treatment (No. 33).*

The introduction of the G4S Human Rights policy recognises that the role security sometimes plays in society means that G4S businesses have to be aware of the potential challenges to human rights issues and their ability to uphold the standards they have set themselves. It also establishes the Group's expectations for the conduct of all of its companies, employees and those with whom it does business.

Dr Hugo Slim, senior research fellow, Oxford Institute of Ethics, Law and Armed Conflict, one of the outside experts involved in the development of the policy, comments:


"Shareholders, NGOs and members of the public now have a public policy that sets out G4S's commitment on human rights. I hope they will use it constructively to build an increasingly sophisticated dialogue with the company about the many different roles it plays to protect people and ensure their security around the world." ■

FOR MORE INFORMATION ...

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Human rights values were already built into G4S's operational procedures in sensitive and complex environments, such as prisons and immigration centres.





“... we are confident Ashley Almanza will provide strong strategic and operational leadership.”

G4S chairman John Connolly

CHANGES AT THE TOP FOR G4S

New chief executive and chief operating officer appointed

ON 1 JUNE, ASHLEY ALMANZA took over as G4S chief executive officer, having been appointed as CFO just a month earlier. The change of role follows the decision by the former CEO Nick Buckles and G4S chairman John Connolly that he would step down from G4S on 31 May, after 28 years with the company. At the same, it was announced that Eddie Aston would be joining G4S on 8 July in the new role of chief operating officer.

In its extensive search for a suitable successor to former CFO Trevor Dighton on his retirement, the G4S Board sought candidates with experience and capabilities that would enable them to take on the CEO role, as part of the Group's succession planning.

Having joined the Group on 1 May as CFO, Ashley Almanza was therefore among the internal and external candidates considered during the process to find a new CEO, and the Board announced him as the new CEO on 21 May.

A chartered accountant with an MBA from London

Business School, as well as a Degree in Commerce and a Post-Graduate Diploma in Accounting from the University of Natal, South Africa, Ashley Almanza held a number of senior executive roles at BG Group from 1993 to 2012. These included being CFO from 2002 to 2011 and executive vice president from 2009 to 2012.

In the latter role Ashley was accountable, during 2009 and 2010, for the strategic and operational management of BG Group's UK, European and Central Asian businesses which had combined annual profits of around US\$3 billion. He also led a consortium of global companies through complex government negotiations in Central Asia.

G4S also announced that **EDDIE ASTON** would be joining G4S on 8 July as chief operating officer. Eddie joins the Group from DHL where he was CEO – Global Sectors.

Over the last 13 years Eddie has held senior executive roles with Deutsche Post DHL, including

CEO of Global Sectors (responsible for improving the customer experience, building internal capabilities and driving margin improvement), CEO of Life Sciences, Healthcare and the Public Sector businesses (where he was also responsible for the NHS Supply Chain operation) and a variety of managing director roles.

Prior to joining DHL, he worked in several senior operational roles at Wincanton, Booker Cash and Carry, Tesco and Unigate. Eddie Aston will join the G4S Executive Team which includes the regional CEOs and other senior functional directors.

In the meantime, **STUART CURL**, G4S regional CFO for the UK, Ireland and Africa, has been appointed acting Group CFO whilst a search for a successor to the CFO role is conducted.

Commenting on the changes, G4S chairman John Connolly said: "Nick Buckles made a massive contribution to the Group over a 28-year career. As CEO he led G4S in the creation of significant shareholder value following the merger of Securicor and Group 4 Falck – building the world's leading security company. On behalf of the board and everyone at G4S, I thank Nick and wish him the very best of luck for the future.

"The board is extremely pleased to have attracted Ashley Almanza to the Group. He brings a wealth of experience from working across international borders in complex businesses and we are confident he will provide strong strategic and operational leadership. We are also confident that in introducing Eddie Aston into the new COO role we will further strengthen our operating processes, including in the key area of risk management.

These senior management changes, together with recently announced new Board appointments, will position the company strongly as we pursue our strategic goals." ■

“These senior management changes, will position the company strongly as we pursue our strategic goals.

G4S chairman John Connolly



New COO Eddie Aston
OPPOSITE: New CEO Ashley Almanza.

EXCITING CITIES

THE CHANGING FACE OF



WHEN ITALIAN MERCHANT TRAVELLER MARCO POLO arrived in Hangzhou, on China's eastern coastline, at the end of the 13th century he called it "the City of Heaven", describing it as "the most beautiful and elegant city in the world".

Over seven centuries later, Hangzhou's ancient beauty continues to attract a multitude of visitors, particularly expatriates working in Shanghai, 110 miles to the north-east, eager to escape for the weekend, making it one of China's busiest resorts.

The capital of Zhejiang Province and one of seven ancient capitals of China, Hangzhou is a prosperous city located on the lower reaches of the Qiantang River in the southern part of the Yangtze River Delta, known as China's "factory belt".

Its best known attraction, West Lake, a natural clearwater lake surrounded on three sides by mountains and the old city on the fourth. Its beauty is enhanced by temples, gardens, pagodas and artificial islands, becoming a United Nations Educational, Scientific and Cultural Organisation (UNESCO) World Heritage Site in 2011. That accolade reflects the fact that it has influenced garden design in the rest of China, as well as Japan and Korea, for many centuries.



ZHOU

UNESCO also chose Hangzhou as the host for an international congress, held in May this year, on "Culture: key to sustainable development".

West Lake scenic area contains over 60 cultural relic sites as well as attractions of great natural beauty. Artists and poets have chronicled its delights over the centuries. Its subtropical climate makes it a year-round destination for tourists.

Hangzhou is also renowned for its fish, rice, fine silk, Longjing tea and a slower pace of life compared to bigger cities. But there's nothing sleepy about Hangzhou or the 21 million inhabitants of its sprawling Metropolitan Area, who represent well over one third of the province's total population. →



OPPOSITE:
Ms Tong Guili, deputy mayor of Hangzhou Municipal Government (top), whose responsibilities include development of this exciting and historic city, has welcomed the arrival of G4S Zhejiang Secure Solutions. The company's general manager is Frank Chen (centre) who reports to G4S regional managing director Peter Zhang (far right).

Today, whilst preserving its heritage, Hangzhou is focused on continuing prosperity. This combination of past, present and future comes together in Qing He Fang Street, whose historic buildings are a favourite attraction of visitors and provide them with an opportunity to buy local products and goods that are showcased in a variety of shops.

Since the city is also considered one of the culinary capitals of China, its restaurants are well patronised by visitors and residents with a taste for fine dining. As a harbourside city, there are plenty of waterbuses and ferries from which passengers can view the developing metropolis from a different vantage point. More energetic visitors can also make good use of Hangzhou's huge public bicycle system, enjoying the convenience and freedom of exploring the city on two wheels.

Hangzhou's recent comprehensive economic strength has led to it being ranked second in of all China's provincial capitals for several years and it is now entering a new development stage, with services and the financial sectors taking the lead. Forbes magazine called it "the best commercial city on China's mainland" and it has also been voted "China's happiest city" for nine successive years.

Situated at the southern end of the Grand Canal – known as the Beijing-Hangzhou Canal – which at 1,115 miles is the world's longest artificial waterway, linking the Yangtze and Yellow Rivers, the city has thrived as a trading centre for many centuries.

The modernity of its magnificent central business district (CBD), located on the southeast side of downtown Hangzhou, near to the Qiantang River, is in marked contrast to its ancient and historic sites. Hangzhou CBD has become the city's business, political and cultural centre, combining offices, hotels, luxury residences and shopping malls and boasting an Opera House and an International Exhibition Centre among its numerous attractions.

So, in the 21st century, Hangzhou has become a vibrant and futuristic city which also happens to be the country's internet capital. So it is no surprise to find that it is home to "Ali Baba" (alibaba.com), China's largest e-commerce company. Electronic information and bio-pharmaceuticals are among its other strengths. It also attracts a large student population, as one would expect of a city with 38 colleges and universities.

Frank Chen was one of its students, 24 years ago. Today, he is the newly appointed general manager of G4S Zhejiang Secure Solutions, based in Hangzhou.

G4S Zhejiang is the first joint venture company utilising international expertise to be granted a security service licence in Zhejiang Province (see News, page 45). Until a recent change in law, the provision of manned security services was limited to Chinese owned companies.

"I was fascinated by this city immediately when I became a college student," Frank Chen explains, "and have lived in this city ever since. What is more important is that Hangzhou is changing a little bit every day with cleaner air, safer environment, exuberant people and blossoming enterprises. It has been named as one of the most inhabitable cities.

"More and more people, young and old, from all over China are being attracted to study, work and live here. The first subway line was opened in January, connecting the biggest bus station, two railway stations and downtown business areas. With this subway, the city is on track to grow faster and faster."

G4S's entry into the Chinese security market has also been well received by the Hangzhou authorities.

"As the world's leading security solutions group, G4S has a wealth of experience in terms of manned security, electronic security systems, financial outsourcing and other security services," says Ms Tong Guili, deputy mayor of Hangzhou Municipal Government and Member of the Party Leadership Group of Hangzhou, which has responsibility for affairs related to foreign economic relations, foreign trading, overseas investment, foreign affairs, Taiwan affairs, human resources, social security, economic cooperation and the development zone.

"We warmly welcome G4S to develop business with its partner, Zhejiang Zhiyuan, in Hangzhou," Ms Tong adds. "I believe that both parties will achieve a win-win result through mutual efforts. We sincerely welcome international renowned entrepreneurs to visit and invest in Hangzhou.

Peter Zhang, G4S regional managing director for North Asia, explains that G4S Zhejiang's security services licence permits a broad range of activities, from static protection and patrols to monitoring and response.

"We have a number of high profile companies waiting to engage with us," Zhang adds, "and we expect to be operational in the summer this year. Ultimately, we hope the joint venture's performance in Zhejiang will be a springboard that enables G4S to satisfy the needs of its international customers operating elsewhere in China." ■



AVIATION UPDATE

PARTNERING WITH THE WORLD'S BEST

**Bringing people, technology and processes
together to provide a better passenger experience**

LARGER AIRCRAFT, BIGGER AIRPORTS, LONGER QUEUES

and greater frustration as passengers wait to pass through ever-tighter security checks. That's the expectation of many travellers as they pack their bags and prepare for a long-haul flight. But the aviation industry is working hard to change that, with G4S's support

A decade or two ago, airports were little more than points of departure and arrival for airline passengers who sat around with nothing to do as they waited for their flight to be called. Today, they are being transformed into brightly-lit and comfortable micro villages, with shopping malls, restaurants and bars, and various other distractions to satisfy travellers' needs, as well as boosting income for airport authorities.

Leading players in the aviation industry are now constantly looking at ways to improve the passenger experience and, in particular, to speed the security screening of air travellers – which used to be a bottleneck.

It's not something they can do alone, of course, and G4S is proving to be the perfect partner in bringing about change for many leading airports and airlines.

Dubai International Airport (DXB), the world's third busiest airport, is a shining example of what can be achieved by taking a completely new approach to the handling of over five-and-a-half million passengers a month that not only speeds up operations but also makes them more enjoyable for travellers.

Queuing time, for example, has been cut by one third, to just over eight minutes and by the end of this year DBX expects to be processing up to 350 passengers an hour. A major contribution to this achievement has been the deployment of over 1,000 G4S UAE employees on the airport's "May I Help You?" programme.

Between them, the G4S team assist around 30,000 passengers a day with a variety of requirements that come with international air travel, from flight transfers and pre- and post-screening, to giving flight details or



G4S manpower and technology combine to speed up check-in and security queues.

airport directions.

"The contribution of G4S has been significant," says Dubai's head of operations planning, Ahmed Al Shamali. "They understand the demand of an ever-growing international airport and comprehensively meet the high standard of aviation security."

With ambitions to be regarded as the world's best airport by 2015 and the busiest by 2020, Dubai International is one of a growing number of airports and airlines which recognise and value their partnership with a security services company that combines expertise with flexibility. What began as a meet-and-greet initiative, to give passengers a good experience of the airport, has expanded into a broader contract with G4S UAE that embraces trolley management, duty free support, lost and found, and other duties that complement the core service.

"That's because we are a trusted partner," explains David Stockton, G4S global aviation director. "We currently partner with 120 airports and 85 airlines

around the world and we strive to find new ways of improving the passenger experience at most of them.

"What we are doing very successfully is helping the aviation industry move from security operations that were based very largely on manpower to a combination of technology and manpower. This reduces costs in the long run and speeds up the scanning of documents and the screening of passengers and their luggage."

This integrated approach to providing security solutions is having an impact on many industries. With aviation, G4S is achieving it by partnering with companies whose technology or software can significantly improve on the quality and consistency of security processes. It works well, of course, with an industry whose customers already use technology extensively, such as online reservations and check-in.

Stockton adds: "Aviation security is now very much looking toward a risk-based outcome-focused security process, so that frequent and known travellers are not →



May I Help You? G4S meet-and-greet team members at Dubai International Airport carry that message loud and clear on their uniforms, in English and Arabic. **RIGHT:** British Airways has awarded a new three-year contract to G4S to provide security solutions at both Heathrow and Gatwick airports.



subjected to the same level of scrutiny as a passenger who is an infrequent traveller, has booked a one-way ticket two days earlier and paid for it with cash.

"Decisions can be taken by a combination of machines and humans to make that judgment and speed up the check-in and security queues."

One of G4S's partners is Global Choice whose software-driven equipment specialises in the capture and authentication of documents, facial recognition and advanced passenger profiling. It is used for passport checking and, with illegal travel being a major concern for airlines, the detection of fake passports or fraudulent visas is essential.

G4S document-checking is undertaken for a number of airlines, including Delta at Schiphol Airport, Amsterdam, and Virgin and British Airways in the UK. In March this year British Airways awarded a new three-year contract to G4S Aviation Services (UK) to provide security solutions at both Heathrow and Gatwick airports.

G4S has explored the market for new technology with the result that Opto security's remote screening is now assisting the G4S teams at Brussels airport to examine baggage more efficiently. Its makers say it "adds a brain" to standard X-ray equipment by detecting threats and alerting human screeners. Its images can also be viewed remotely, which eases the pressure on screeners at the machine and avoids any possibility of collusion. When an item of luggage contains neither metal objects nor liquids, a "Clear Bag" module sends it on its way without it needing to be checked by a screener, which speeds up the process.

Opportunities to use this and other new technology will be explored in other countries, including Australia

and Norway, where G4S was awarded a £250 million contract in October last year to provide security services over the next six years at Oslo Airport (OSL). G4S has been working in partnership with OSL – named Europe's most punctual airport four times – since 2008. It takes 92 per cent of its annual 21.1 million passengers just five minutes or less to pass through G4S security.

Screening is also an important element of the Canadian Air Transport Security Authority (CATSA) five-year contract awarded to G4S Secure Solutions (Canada) in 2011. G4S is providing services at 22 airports, including Vancouver International Airport, with the objective of "delivering high quality services that promote an efficient screening process and a positive passenger experience, while working with CATSA to continuously improve and innovate".

With so much activity in this rapidly changing sector, David Stockton is ensuring that the Group shares its knowledge and explores new opportunities on a regular basis. He has established an Internal Global Aviation Forum at which G4S representatives from key countries get together to share best practice and explore innovation, processes and various initiatives. The most recent forum was attended by 20 countries in the Group who had an opportunity to see demonstrations of technology that is changing the face of aviation security.

"Airports need to process people safely, securely and efficiently," David Stockton adds, "and that has to be done in a coordinated way, using manpower, technology and processes. And that is where G4S is very strong. We look at how we can value-engineer that process to improve the commercial viability of the airport, while keeping it safe and secure." ■

WHERE IN THE WORLD IS...?

EARLY INHABITANTS of the country we are challenging you to identify came up with an ingenious way of constructing homes. A group of such dwellings were discovered during excavations in 1965, with huge curved mammoth tusks forming a framework on top of which were piled other bones from the massive creatures.

Also found at the same site was an engraving on a mammoth bone. Made some 15,000 years ago, it is believed to be the earliest example of a map, depicting an area around the settlement.

But where in the world is this country whose history dates

back to the Stone Age?

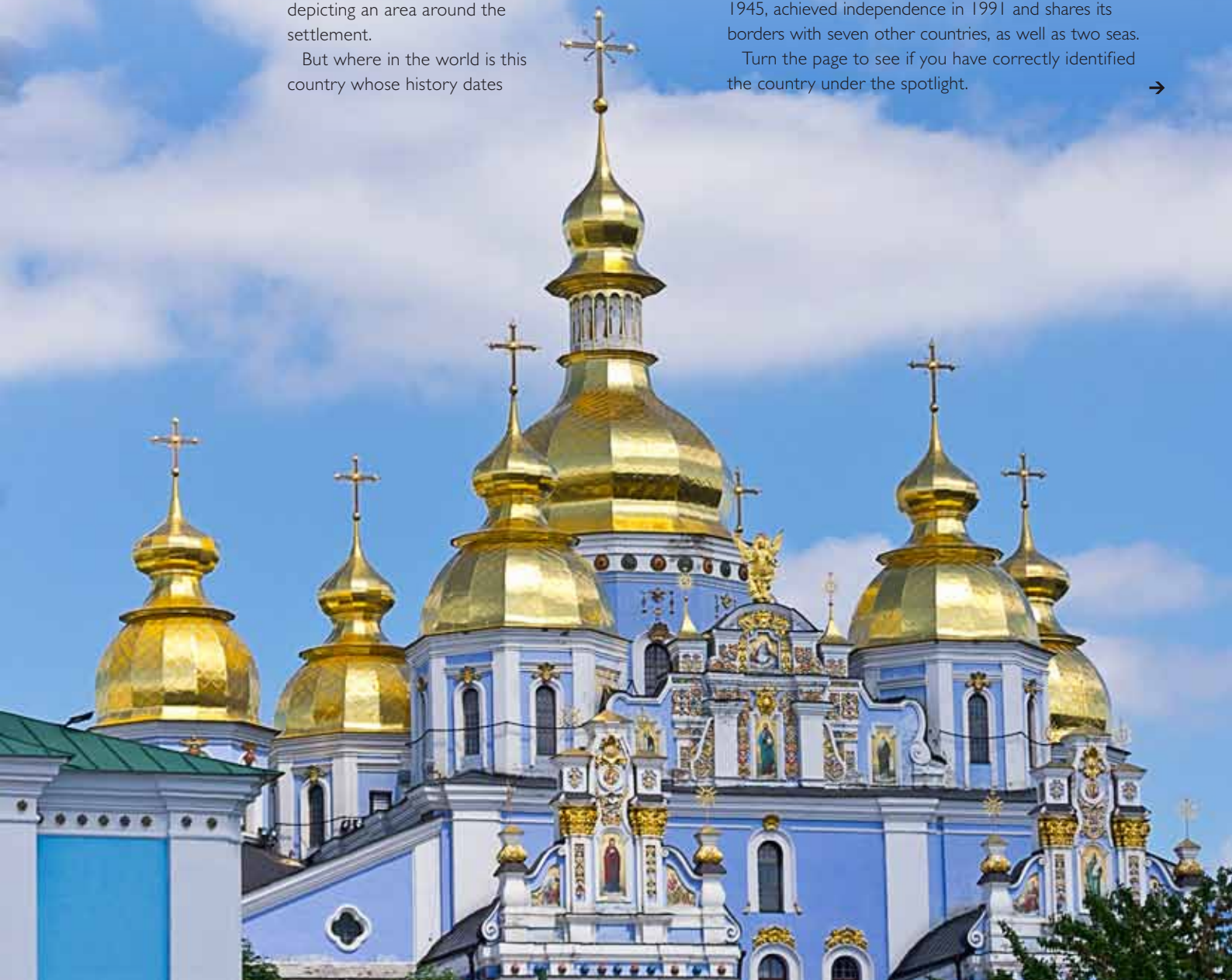
Today, it is home to around 46 million people, though that number has been diminishing. In 2007, its population was found to be declining at the fourth fastest rate in the world, though it is believed to have stabilised since then.

It is the third largest exporter of grain and with estimated reserves of 2.3 billion tons of manganese – an important ingredient in the production of metal alloys – it has 11 per cent of the world's deposits.

Need another clue or two?

It was a founding member of the United Nations in 1945, achieved independence in 1991 and shares its borders with seven other countries, as well as two seas.

Turn the page to see if you have correctly identified the country under the spotlight. →



Where in the world is ...?

UKRAINE

THE COUNTRY UNDER OUR SPOTLIGHT became the largest entirely within Europe, following the break-up of the Soviet Union in 1991. It shares its borders with Russia, Belarus, Poland, Slovakia, Hungary, Romania and Moldova, as well as the Black Sea and Sea of Azzov.

Mammoths are known to have roamed the region but it was not until a farmer's chance discovery at Mezhirich, close to Ukraine's capital, Kiev, in 1965, that it was realised early man had used the animal's huge bones to construct dwellings.

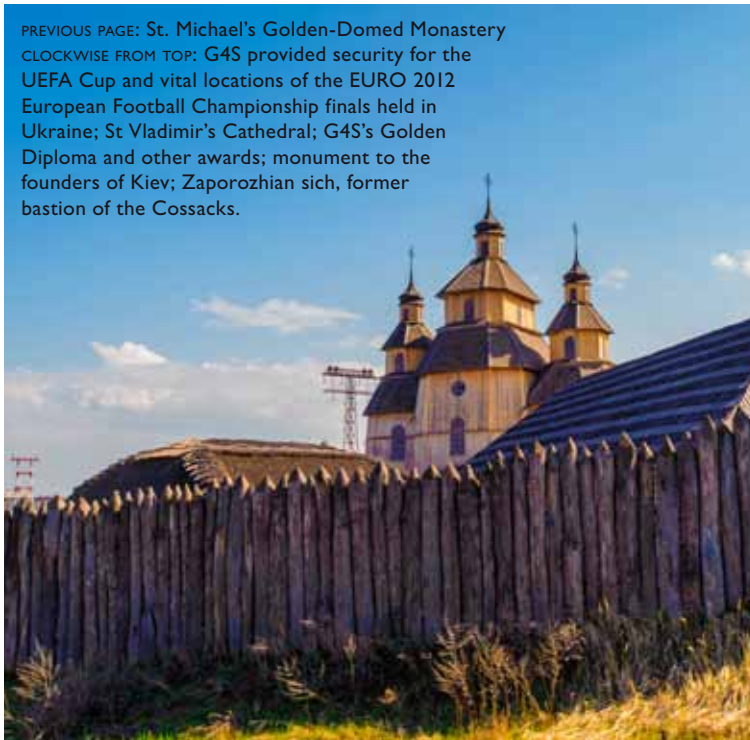
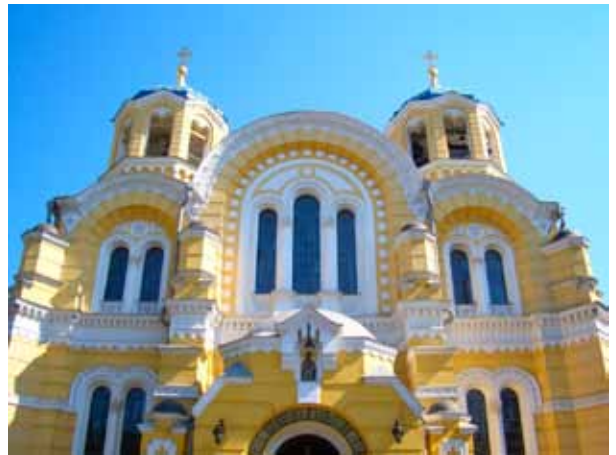
The remains of four huts were uncovered at the site, made up of a total of 149 mammoth bones, one of which had markings which experts believe to be a map. The Mezhirich relics are around 15,000 years old.

G4S has had a presence in Ukraine since 1992, a year after the country achieved independence, and is recognised as a major player in the security market. It provides a wide range of manned security, systems and consultancy services.

Earlier this year, G4S Ukraine's achievements were recognised at the Ukraine President's official residence where it was awarded a Golden Diploma in the 10th All-Ukrainian Security Rating, for the third successive year.

A special award was also given to G4S Ukraine's managing director and country manager, Yuriy Kozlenko, to mark his contribution to the industry. ■

PREVIOUS PAGE: St. Michael's Golden-Domed Monastery
CLOCKWISE FROM TOP: G4S provided security for the
UEFA Cup and vital locations of the EURO 2012
European Football Championship finals held in
Ukraine; St Vladimir's Cathedral; G4S's Golden
Diploma and other awards; monument to the
founders of Kiev; Zaporozhian sich, former
bastion of the Cossacks.





Mary Evans Picture Library/INS. OF CIVIL ENGINEERS

HISTORY REVISITED

SECURITY, SAFETY AND SUBWAYS

LORNA WEBLEY journeys into the world of metro rail systems and discovers new ways of enhancing the experience

Dignitaries taking a ride on the first train on the Metropolitan Railway, including future British prime minister William Gladstone and his wife (at the front of the carriage on the left).

SIX DECADES after the world's first public railways began appearing in the United Kingdom, Victorian England embarked on an even bolder initiative. It decided to build an underground train system to serve its capital.

The Metropolitan Railway, opened in 1863, ran between London's Paddington and Farringdon Street, using wooden carriages and steam locomotives. It was an immediate success and in the intervening years has evolved into a complex system of 11 lines.

Known locally and fondly as "The Tube", due to the

shape of the tunnels, it plays a big part in the lives of Londoners and visitors, connecting people and places across the capital and carrying more than one billion passengers a year.

Hardly surprising, therefore, that this milestone in the evolution of city transport has inspired other cities around the world to create similar metro systems on which passengers are transported quickly – and safely. Some are subway systems, others operate above ground and a few are elevated monorails.



As well as being the world's first ever underground railway, the **LONDON UNDERGROUND** also holds the record for being the first system to operate electric trains, in 1890, and is still the world's second longest system after the Shanghai Metro in China, whose 270-mile length is just 20 miles longer.

Whichever mode of transport has been chosen, the safety and security of their passengers are paramount.

G4S has an operational involvement with many metro systems, including London Underground dating back to 1998. More recently, G4S Cash Solutions (UK) secured a two-year contract with Transport for London (TfL) to manage the cash flow process from various ticket offices within the London Underground network.

And so, in London Underground's 150th anniversary year, G4S is providing services that would have been beyond the comprehension of Victorian travellers. Since May last year it has been carrying out cash management for over 260 stations, including travel card processing and bank card receipts as well as replenishing ATMs at a number of stations on behalf of several banks.

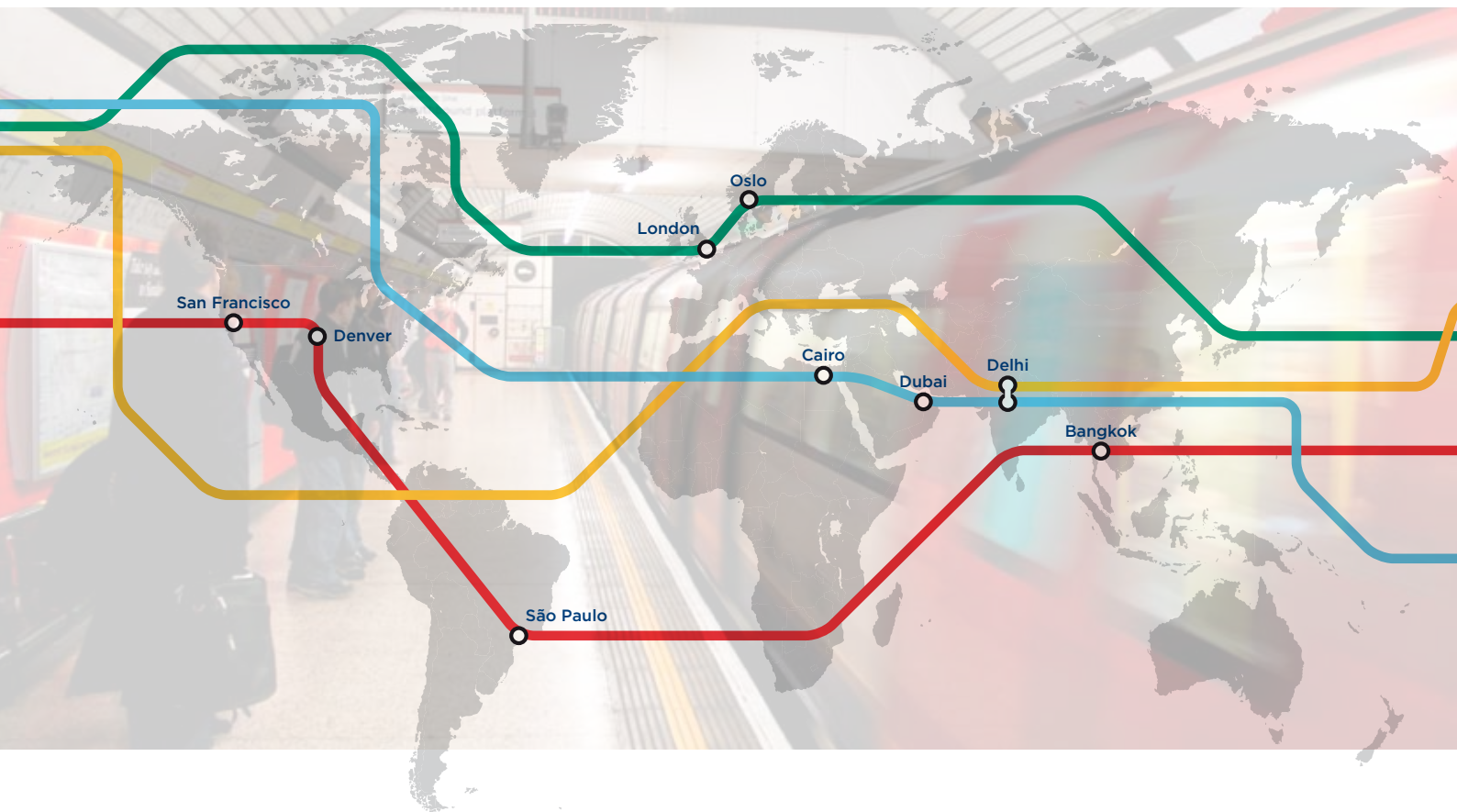
These operations are helping to significantly reduce the time spent tracking money, allowing TfL employees to focus on meeting the needs of those using the London Underground system.

In Europe, G4S Norway is using technology to safeguard the **OSLO** metro system, known as T-Bane. The rapid transit system's main central station is Majorstua where six metro lines meet.

In 2007, the entire fleet of 200 trains, which carried over a quarter of a million people daily, was replaced with new trains on which the latest security monitoring equipment was installed. With the new G4S system, images are transmitted wirelessly from a number of surveillance cameras, mounted on each platform, into the train driver's cabin showing live images to ensure that passengers board and leave the train safely before the automatic doors are operated.

Since then, G4S has further increased the quality and stability of train-side cameras and associated wireless devices. Around 120 stations along the metro network have train-side the monitoring systems and are equipped with some 1,000 cameras. In addition, several older stations have been upgraded to the new equipment. Thermal cameras and intelligent video software help G4S Norway maintain high standards of safety on both trains and Oslo's metro stations.

In South America, **SAO PAULO** – the economic heart of Brazil – has two metro systems that connect its residents to the vibrant metropolis and to which G4S



makes a major contribution.

The Sao Paulo Metro, Companhia do Metropolitano, is Brazil's first underground transit system. Since 1974 it has worked alongside a larger company, the Companhia Paulista de Trens Metropolitanos (CPTM), which connects with it and serves the greater metropolitan area. Together they cover 300km, carrying 3.7 million people daily.

G4S Vanguarda provides both metro companies with electronic security, CCTV monitoring and surveillance services at ticket booths, on platforms and in administrative areas. In addition, its mobile patrols help prevent vandalism and reduce fare dodging.

DUBAI began transporting the passengers on its metro network in September 2009. As the first metro network in the United Arab Emirates it has helped ease the daily commute for thousands of workers. Dubai Metro is a driverless, fully automated network with two operational lines that run underground in the city centre and on elevated viaducts elsewhere. Three more are planned.

The wide range of services provided by G4S UAE include cash clearing, tickets and card delivery, replenishment of ticket vending machines, cash collection from each station, coin processing and bank



deposits. G4S staff also carry out multi-storey car park management and cash collection from bus stations, customer service centres and water taxi centres.

North Africa's largest and most densely populated city, **CAIRO**, introduced a metro system in 2008. G4S Egypt provides over 800 security officers who interact with almost four million passengers a day. By providing a security presence at passenger gates and ticket offices, →

From Dubai (above), Delhi (below) and Sao Paulo (next page), G4S teams provide security for rapid transit systems.



they have helped the Cairo Metro increase revenues by 15 per cent annually. The middle two cars of all Cairo metro trains are reserved for women.

On the Indian subcontinent, the **DELHI** Metro Rail Corporation (DMRC) has revolutionised travel by providing a fast, reliable, safe and comfortable means of transport for its capital and surrounding towns. The rapid transit system, which became operational in 2002, now has six lines and 142 stations, 35 of which are underground with the remainder elevated.

G4S India's partnership with DMRC began in November 2011 with 18 security officers and two supervisors. That presence has grown dramatically and the G4S contract with DMRC now includes 440 G4S customer facilitation assistants, nine supervisors and 27 security officers. In addition, G4S services have evolved from providing security to crowd control and management, emergency response and evacuation.

With the introduction of the **BANGKOK** rapid transit lines, thousands of passengers' daily commute to work has been reduced significantly as they choose to leave their cars at home and ride into Thailand's capital on the BTS SkyTrain. Running on 40ft-high flyovers, each train carries up to 1,000 passengers per journey, connecting to 30 stations. The SkyTrain lines connect at various points with the Mass Rapid Transit (MRT) underground line.

G4S Thailand continues to make a significant contribution to the safety and security of passengers travelling on the SkyTrain and MRT following its five-year contract extension in March 2013. MRT initially signed a contract with G4S in 2010, which was extended in 2012 for a further two years. Feedback from passengers has already indicated that they feel more secure with this system in place.

The **UNITED STATES** has the world's highest number of metro systems – also known as subways. Many interconnect with the US intercity passenger rail operator, Amtrak, whose network covers 21,000 route miles in 46 states, the District of Columbia and three Canadian provinces.

G4S Technology has entered into multiple contracts with Jacobs Engineering to design, build and maintain electronic security systems for Amtrak. It provides an extensive range of services in select locations and maintains a deployment schedule working around the busiest track times, while adhering to strict safety regulations.

Like most rail systems worldwide, Amtrak – which operates more than 300 trains each day at speeds up to 150 mph to more than 500 destinations – shares



facilities with commuter rail operations and city transit systems, so safety and security is the highest priority.

Transit systems in California and Oregon are among those using G4S to provide transportation solutions. In Eugene, Oregon, security officers conduct platform patrols and fare inspections for Lane Transit District, one of the US's top five bus rapid transit systems. It's a partnership that extends over 11 years.

Sacramento California's rapid transit system, SacRT, which operates 80 bus routes and 27 miles of light rail, is another satisfied customer. G4S officers assigned to SacRT's innovative video control centre are highly efficient at video surveillance, assisting police and initiating close on 100 security-related calls a month.

The Bay Area rapid transit (BART) system, serving California's San Francisco Bay area, has – like Amtrak – benefited from an upgrade provided by G4S Technology. The project, completed in 2010, required a complex physical security installation involving strategically located cameras about which neither BART nor G4S is prepared to say more, for security reasons.

Amtrak passengers taking the daily California Zephyr from San Francisco to Denver will also find a visible G4S presence on the Mile High City's six light rail lines. The Regional Transportation District (RTD) of Colorado's capital city has enlisted G4S's help in reducing fare dodgers.

Security officers carry handheld devices that not only enable them to check fare validity but also to photograph anyone without a ticket to keep track of those riding without paying. First offenders are issued with a warning, a second violation leads to a \$50 fine and that doubles with a further citation. Repeat offenders are banned from RTD property.

Metro trains have come a long way since the first underground steam train went into service 150 years ago, and high-tech security plays an even more vital role for the 21st century's rail travellers. ■



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 ...

AS THE SUN COMES UP over the Melbourne suburb of Truganina, in the south-east Australian state of Victoria, **ANNE HOOKER** eagerly prepares herself for the challenges and opportunities that await her at Port Philip Prison.

For, while her G4S Care & Justice Services (Australia) colleagues take care of other essential aspects of running a maximum security prison with over 850 inmates, Anne's focus is on helping particular prisoners acquire skills they can use when they return to society.

Her role as youth development officer came about 15 years ago, just 13 weeks after she joined G4S as a correctional officer, soon after the newly built Port Philip accepted its first prisoners in 1997.

"Every day, I teach young adult offenders new skills to help them live a law-abiding life on release from prison," she explains.

The programmes she runs in the youth unit are her own concept, devised at the outset, in 1999, when Port Philip was a remand prison, as a way of trying to prevent suicide and self-harm in younger individuals. They were reinforced and re-established in 2006 when the prison's role changed and it opened its doors to long-term prisoners.

One of Anne's notable successes has been the ground-breaking "Doin' Time" programme, in which young inmates set up their own business to design,

produce and sell t-shirts. This initiative involves young prisoners being mentored by local business people and is supported by some of Australia's largest companies.

In this way, young inmates develop personal skills designed to reduce the risk of them reoffending and help them become positive and productive members of the community. It has also raised thousands of pounds for charities.

"It is a sad fact that crime is a growth industry, both here and around the world, with no sign of slowing down," Anne observes. "The reasons for this are varied. We encourage some young people today to take risks and try new things, without giving them any of the skills or support to enable them to make informed choices for their futures."

She is dedicated to doing whatever she can to change that situation.

"The young men in the youth unit are the reason I do this work. To have the privilege of watching them grow, learn, develop and become true leaders is an amazing experience, and marks the fulfilment of my vision. Every young prisoner who gets out and rejuvenates their lives reinforces my ambitions.

"The youth unit's principles are unique and innovative for many reasons, particularly the fact that they completely challenge the way in which young offenders are managed.



"Our approach is to empower young offenders to be self-directed and connected to the community. Between us, we help define their values. This is achieved through the amazing team of staff, prisoner mentors, volunteers and the prisoners themselves in the unit."

Those who benefit from Anne's effort probably have her mother to thank. "She told me that everyone deserves a second chance; never to be judgmental; never to give up; and never to be afraid to say what you feel."

When not helping young offenders, Anne Hooker is likely to be found on a baseball field. She plays to keep fit and also coaches at all age levels. Anne also enjoys sailing, inside and outside Australian waters.

Six hours after it heralded a new day in Melbourne, the sun rises on Abu Dhabi, the second largest city of the United Arab Emirates which is attracting increasing numbers of tourists to major sporting, entertainment, business and cultural attractions.

The huge responsibility for safety and security at many of these events is entrusted to an experienced G4S team, whose specialised security skills are required most days of the year.

For events operations supervisor **SHIVA KUMAR**, 31, and his G4S colleagues, their responsibilities range from securing motor sport tournaments to pop concerts and high-profile business conventions. Some of these attract 50,000 or more spectators and have a television audience of billions.

"My job is to ensure the safety of all spectators, ensuring they have a memorable experience whilst also checking that they behave appropriately and abide by the country's laws and legislation," Shiva Kumar explains.

He joined G4S UAE as a security officer in 2007. Within a year his abilities were recognised and he was promoted to supervisor, then in 2010 to his current role. The job is focused on the organisation and supervision of a large team of event safety and security officers, often working under pressure, depending on the nature of the event.

"It's a challenging job that requires alertness, quick decisions and efficient responses to a variety of situations," Shiva explains. "I am proud to be involved with some of the world's largest and most sought-after acts and events."

Shiva Kumar and his team have the satisfaction of knowing that their presence during any event and the extensive knowledge they have of the spectacular venues in which they are held make a vital

contribution to the safety, comfort and enjoyment of those who attend.

Shiva's work in Abu Dhabi is well underway by the time the sun rises on South America and the Brazilian city of Sao Paulo. At 7am G4S worker **ANDREZA CAVALCANTI DOS SANTOS** is starting her shift at the Menino Jesus Hospital. Security



is an important aspect of her job, but not in the conventional sense.

The 31-year-old mother of three provides specialist hospital cleaning services to protect the 400 children who are patients from contracting superbugs and infections. Maintaining a clean environment is vital for the well-being and recovery of the youngsters in the hospital.

Andreza has been a cleaner at the hospital for a year, having been recommended to the job by a friend who is a nurse. Working 12-hour shifts on alternate days gives her the opportunity to spend more time with her own children – Gabriela, 16, Gabriel, 15, and

Giovanna, 5 – particularly going to the beach or the countryside.

Children and their welfare play a special part in Andreza's life, so it is no surprise that she is a big fan of Xuxa, a Brazilian celebrity famous for her TV shows and educational DVDs for kids.

Andreza and her colleagues may not be famous but they have the satisfaction of seeing young people, who are unwell, recover and recuperate, knowing that they have played an important part in their care. ■





REGIONAL REVIEW

AFRICA

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



ABOVE: Andy Baker, regional president, G4S Africa.

The regional headquarters are located in Pretoria, South Africa's capital. Cape Town (pictured above) is the legislative capital and Bloemfontein, where G4S manages Mangaung Prison, is the country's judicial capital.

AFRICA, RECOGNISED AS THE BIRTHPLACE OF MANKIND, is today the world's second-largest and second-most-populous continent with one billion inhabitants –about 15 per cent of the Earth's population. It covers six time zones and its inhabitants speak over 2,000 languages.

G4S is the largest security solutions company on the continent, working in over half of its 54 fully recognised sovereign states. A workforce of 112,000 employees provides customers with a wide range of security and affiliated services.

"Currently, we have a presence in 29 countries," says Andy Baker, regional president, G4S Africa. "Each has a country managing director who, in turn, reports to a regional managing director. There are exceptions to this, however, and a couple of the larger countries, or those I feel need my specific involvement, such as Nigeria and Kenya, report directly to me."

"There's certainly room for expansion in Africa, which is exciting," Andy Baker confirms. "For example, we recently signed our first customer in Tunisia and we are actively looking at opening a

business in Ethiopia during 2013. Being in only 29 of the 54 countries, there remains plenty of scope for geographical growth."

Not every African country has the same needs or potential, and many factors are considered when assessing business or developing the optimal mix of services for each one. Many offer both cash and secure solutions, and the various nuances in the different countries hold differing opportunities.

The cash solutions on offer range from cash-in-transit to cash processing services for major banks, as well as G4S's CASH360 cash management system for retail outlets.

The huge continent also provides significant opportunities for G4S's secure solutions business. In addition to looking after the interests of its business customers with traditional security services, in some of the region's more volatile countries, G4S teams provide protection for people and property through highly-trained security officers deployed on door-to-door journey management duties to escort VIP customers.





The Africa Region management team pictured during a 2012 meeting.

Front row (from left): Andy Baker,

regional president, G4S Africa; Barry Doran, regional finance director, Africa; Elanie Kruger, regional human resources director; Peter Mogg, regional corporate business development director; Carlos Rosa, regional sales director.

Back row (from left): Jim Anderson, regional Cash Solutions director; Karel Meyer (no longer with G4S); David Edwards, regional managing director, Kenya Cluster; Rouan Venter, chief operations director, Secure Solutions, Africa; Rensio Smit, regional manager, Mergers, Acquisitions and Legal Affairs; John Donnachie (no longer with G4S); Johan Theron, managing director, G4S Correction Services (Bloemfontein); Albert Erasmus, managing director, Cash Solutions South Africa.

Absent during the photo shoot: Kobus Fourie, managing director, Secure Solutions South Africa; Abraham Ghazarian, regional managing director, North and West Africa Cluster; Michael Druce, regional managing director, Nigeria Cluster; Clive van Ryneveld, regional managing director, Central and Southern Africa Cluster.





“We also have a prison, the Manguang Correctional Centre, in South Africa, which is very successful,” Baker adds. “In addition, we have a few non-core businesses. For example, we have some successful courier and facilities management businesses that provide cleaning, catering and even garden services that are doing very well.”

Andy Baker took over at the helm of the G4S Africa region in January 2012. He is an Englishman who has lived and worked on the continent for 25 years. Based in Johannesburg, he describes himself as very comfortable in Africa but cautions the uninitiated that it is a difficult continent in which to operate.

“There are many threats unique to our continent and they change in nature over time,” he explains. “We understand we have to be vigilant to stay ahead of terrorism, which is on the rise in certain areas of Africa. Our primary function is to make it easier for our customers across the continent to do their business safely. We are a business support services organisation and we strive to add value to our customers’ business.”

Against the backdrop of criminal activity that differs from country to country, and therefore requires different responses, G4S Africa also needs to attract and retain world-class talent. But Baker commented that he is impressed with the talent on offer. Much of his time is spent making sure he has the right leader in each country and the right support executives around that person, to make sure G4S Africa meets its commitments.

“I’m pleased to say we’ve made some fantastic strides in that area,” Andy Baker observes. “We’ve been able to attract some great talent and it’s really making a difference to our business. Whatever the issues are in a particular country, if you put the right management team in place, the issues dissolve. I firmly believe that, through our people, any issues we face are surmountable.”

Although value for money is, naturally, a factor in contract discussions, G4S’s global presence and international service levels are a key consideration for customers. “We’re finding multi-nationals saying, ‘We have excellent service from G4S in the UK or US or Asia, and we want the same level of service across the world, whether it’s Cameroon or the Democratic Republic of Congo’.

“Our ability to offer this, coupled with the quality of our staff, differentiates us from our local competitors.” “Another key and significant point of differentiation is the pan-African footprint. Our closest competitor, in

terms of geographical footprint, has a fraction of our presence," Andy Baker explains.

Probably the best example of a world-class delivery of service is G4S Africa's involvement in protecting Johannesburg O.R. Tambo Airport with a 720-strong security team. "It's a significant showcase and highlights the level of superb service that we can deliver," he adds.

G4S Africa's sector strategy is robust. Mining is one of the region's key focus areas, which is unsurprising given its importance to Africa's economy. G4S provides security solutions at about 100 of the continent's 700 operating mines. Oil and gas, ports, aviation and telecommunications are other vital sectors in which G4S Africa is playing a role, developing long-term strategic partnerships with customers on many levels.

"Our role is to help our customers deliver their own business objectives – either increasing their revenues, reducing costs, managing risks, protecting critical assets or improving their service delivery to the customers they serve," Andy Baker explains.

"We help support our customers by understanding the environments in which they operate, the pressures they face and the issues that matter to them. By understanding the bigger picture and applying our local and global expertise and knowledge – derived from providing security solutions in diverse regulatory environments in over 125 countries around the world – we turn our customers' security challenges into opportunities." ■



“Our primary function is to make it easier for our customers across the continent to do their business safely.



Mangaung Correctional Centre

UPDATES

on topics previously discussed in the magazine

CYBER SECURITY

UNITED STATES

A senior US official told journalists in early June that cyber security is now “at the centre of the relationship” between America and China, following the summit meeting between the two countries’ leaders in the United States.

Tom Donilon, US national security advisor, revealed that President Barack Obama had told his Chinese counterpart, Xi Jinping, that if “direct theft of United States property” emanating from China were to continue it would be “an inhibitor to the relationship”.

The Chinese president is said to have acknowledged how important the issue was to Washington and his officials confirmed that Mr Xi opposed all forms of cyberspying.

Their discussion follows the widely-published report by cyber security firm Mandiant, in February, which claimed a secretive branch of China’s military is probably the world’s “most prolific cyber espionage groups”.

It identified the People’s Liberation Army’s Unit 61398, known as APT1, as the home of computer hackers who, it said, had been operating since 2006. Its focus in recent years has shifted from corporations to critical national infrastructure.

A BBC reporter and camera crew were briefly detained by soldiers when they were seen filming near the anonymous 12-storey facility in Shanghai’s Pudong district and were only released when they handed over their footage.

China denied hacking American targets and questioned Mandiant’s report. It claims to have been

a victim of hacking and, of the 500,000 such attacks that it says it experienced in 2011, around 15 per cent are believed to have emanated from the United States.

ISRAEL

Benjamin Netanyahu, Israeli prime minister, claimed in June that Iran “and its proxies” were behind a significant increase in cyber attacks that were targeting the country’s “essential systems”, such as water, power, rail networks and banking.

Speaking at a cyber security conference in Tel Aviv, Mr Netanyahu said most attacks were not made public because they were blocked successfully. He added:

“Every sphere of civilian economic life – let’s not even talk about our security – is a potential or actual cyber attack target.”

UNITED KINGDOM

The 200,000 members of the UK’s Federation of Small Businesses (FSB) are losing a combined £785 million through cyber crime annually – equivalent to £3,750 each. In a report published in May it revealed that 41 per cent of its membership had been a victim in the past year, often through frauds carried out by a customer or client in “card not present” situations, such as when purchases are made online or over the phone.

In addition, virus infections hit 20 per cent of respondents to the FSB survey, eight per cent had been a victim of hacking and five per cent had suffered security breaches.

The FSB report follows on five months after a report on larger UK companies revealed that nine out of 10 were victims of a cyber attack in the previous year. Cabinet

minister Francis Maude revealed at the time that a new “cyber incident response scheme” would become fully operational in 2013, to which organisations could turn for help following a cyber attack.

Just how serious the threat is becoming was made clear in March when a massive cyber attack on Spamhaus – a European non-profit spam-blocking group – slowed some internet traffic to a crawl around the world.

They achieved this by harnessing the power of 1,000 or more computers (botnets) under their control, and getting them each to pose as Spamhaus and send requests for information to special types of server, known as a resolvers.

The New York Times estimated 100,000 resolvers were involved in the attack, each responding with messages that were 100 times larger than the initial enquiry. Spamhaus was overwhelmed by this flood of information and could no longer respond to legitimate traffic, but the attack failed to take it down.

Some experts believe this co-ordinated cyber assault originated in Russia and generated 300 gigabytes per second. If that is so, it was the biggest cyber attack in history.

See: “Internet: approach with caution”, *G4S International*, 2/10, pages 23–25; “Invaded by robots”, *G4S International*, March 07, pages 12–14; and “Dangerous Dot Cons: phishing”, *G4S International*, September 06, pages 26–27.

COUNTERFEITS

EUROPE

Unexpected food for thought: consumers in the United Kingdom were perplexed to discover in April that two beefburger products were suspected of containing horsemeat – an animal product not popular in Britain.

Within weeks, what began as a suspicion had escalated into a full-scale scandal involving some of the biggest food producers and supermarkets. Most of the products were supposed to be pure beef but were adulterated with horsemeat – by 100 per cent in one case.

Since the discovery, in the UK, the scandal quickly spread to 13 other European countries, resulting in a search for an EU-wide solution.

Whilst there was no evidence of food safety issues arising from the apparently deliberate contamination, certain animal products are considered taboo in certain countries. Horsemeat is not

knowingly consumed in the UK and Ireland, and pig products are not eaten by Muslims or Jews. Yet 23 out of 27 samples of beef burgers tested contained pig DNA.

The scandal has highlighted a major breakdown in the traceability of the food supply chain.

The same is true of the discovery in Germany and the Netherlands that farms had mislabelled their eggs, claiming them to be organic even though they had been laid by battery hens. Results of an on-going investigation that began in 2011 were revealed in February this year and involved 150 farms in the Lower Saxony area of Germany and 35 Dutch farms.

"We suspect that there has been systematic fraud on a large scale and it is a serious crime," said Christian Meyer, agriculture minister of Lower Saxony.

Meanwhile, in the same month that the organic egg scandal

was made public, Oceana – the largest international advocacy group working solely to protect the world's oceans – reported on widespread "seafood fraud" in the United States. Its investigation, carried out in 21 states, found that mislabelling and swapping one type of fish for another was surprisingly common.

"Surveys of one kind of fish have found mislabelling rates of 25 to more than 70 per cent for commonly swapped species, such as red snapper, wild salmon and Atlantic cod."

It concluded: "Due to an increasingly complex supply chain, it is often unclear where and when seafood fraud actually takes place."

See: "Counterfeits", *G4S International*, June, September and December 2008.

TUNNEL VISION

GERMANY

Law enforcement agencies are increasingly focusing their attention on defeating sophisticated technological crimes, but there are still some crooks who prefer to get down and dirty in their quest for ill-gotten gains.

And the simplest way to gain access to a high-security building – as we have reported here in the past – is to tunnel your way in.

That's precisely what a hard-working team of robbers did at a branch of Volksbank in Berlin in January using silenced pneumatic drills. Having hired a lock-up garage under an assumed name, they began what police describe as a

"professionally dug" 100 ft tunnel that was 4ft 6ins high and 3ft wide.

To gain access to their target, a bank's strongroom, they had to penetrate 3ft-thick concrete. Having done so, they raided 100 safety deposit boxes and escaped with a cache of gems and valuables that are estimated to have been worth £8.3 million (€10m).

Having completed the raid, they set fire to the tunnel to destroy fingerprints or other incriminating DNA evidence.

See: "Tunnel vision", *G4S International*, June 06, pages 24–26.



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UPDATES

on topics previously discussed in the magazine

ART THEFT

UNITED KINGDOM

To the art world, and particularly to the Henry Moore Foundation, the 22-inch bronze sculpture titled "Working Model of a Sundial" was worth £500,000. But to the scrap dealer, who bought the 21kg work of art from the two thieves who had stolen it from its plinth, it was valued at just £46 to be melted down.

Four days after the original theft, the two men returned to the same gardens, which are part of the sculptor's former home, and tore another sculpture down and made off with its heavy base which, in

material terms, was more valuable as scrap metal than the work of art.

Fortunately, the scrap merchant saw a BBC *Crimewatch* programme which featured the thefts and came forward to return the damaged sculpture, which will cost an estimated £13,000 to repair.

Both thieves, aged 21 and 19, appeared at St Albans Crown Court in December and received 12-month custodial sentences, the younger man serving his time in a young offenders institute.

The case is reminiscent of the

disappearance of a two-tonne Henry Moore sculpture, "Reclining Figure", worth £3m from the same location in 2005. It is thought that it was melted down for around £1,500 and the metal it produced was shipped to China to feed that country's growing demand for electrical components.

See: "Mystery of missing masterpieces", *G4S International*, March 06, pages 4–7, and "Protecting works of art", June 06, pages 12–17.

CCTV

AUSTRALIA

Growing concerns about the use of closed circuit television cameras in public places has resulted in a resident of Nowra township, Adam Bonner, successfully challenging Shoalhaven City Council, on the south coast of New South Wales, over its plans to install 18 CCTV cameras in the township's business district.

In May, in what has been described as a landmark decision, the NSW Administrative Decisions Tribunal ordered the council "to refrain from any conduct or action in contravention of an information protection principle or a privacy code of practice". It also required the council to render "a written apology to the Applicant for the breaches..."

Though it was not ordered to switch the cameras off, Shoalhaven has done so while it considers its next move.

UNITED KINGDOM

Meanwhile, the following month,

breaches of privacy in connection with such systems was raised in the United Kingdom by the Coalition's first ever surveillance camera commissioner, Andrew Rensson. His concerns were not about local authorities, however, but home owners who set up elaborate CCTV systems to protect their premises.

In a newspaper interview, he said a surge of complaints about snooping neighbours has led the Government to contemplate introducing new laws to control the use of such cameras.

He made the revelation in the same month that the government introduced its "surveillance code of practice" for public CCTV systems, particularly those used by police forces and local authorities.

See: "Surveillance and acceptance", *G4S International*, March 08, pages 9–11.



MEET THE MANAGEMENT

KEVIN
O'CONNOR

**MANAGING DIRECTOR
G4S CASH SOLUTIONS UK**

PROFILE BY KEITH BLOGG

FROM COINS
TO GOLD
BARS ... AND
BACK AGAIN

AN OLD ADAGE, "Look after the pennies and the pounds will look after themselves", could have been coined for Kevin O'Connor, the new managing director of G4S Cash Solutions UK.

It certainly provides an appropriate commentary on his working life, for it was literally the job of looking after the pennies that launched Kevin's career in the security business. And responsibility for the pounds came soon afterwards.

Today, his 6,000 customers range from the Bank of England and the big banks to supermarkets and small businesses. He heads a business whose employees securely sort and move a massive £300bn in cash every year, £59bn of which is for UK banks. They include over 3,000 crew members operating with a fleet of over 2,000 sophisticated security vehicles. Every day, they provide 50,000 services and every year they make 600,000 ATM replenishments.

It is a far cry from his first job at a coin warehouse in Maidstone, Kent, run by Securicor. It was 2001, just three years before the businesses merged with Group 4 to form G4S. In that role, Kevin managed the many tons of coins that flowed daily between banks and their customers – sorting, counting, packaging and delivering them back into circulation under tight security.

"I had been working as a front line manager for Waitrose supermarket," Kevin recalls. "I was looking for a company where I could move up and fill different roles, a company that would match my ambitions with opportunities. Then I spotted a Securicor job advertisement – I have it with me still – and I seized the opportunity.

"I had seen Securicor in action at the store and was drawn to the idea of a career in security. That first appointment helped me in my career more than I could ever know at the time. It allowed me to learn the whole business of managing cash.

"I had to understand the processes and controls, how to drive efficiency and productivity, reconciliation, questions of health and safety and how to prevent theft."

After just nine months, Kevin was recognised as one of the most knowledgeable people in the coin business. It was now time to move into the world of bank notes at a cash centre in Kent. This gave him an insight into bulk cash movement and the mysteries of packing and unpacking cassettes of notes for ATMs – expertise that was soon put to the test.

Kevin transferred to the large and busy cash handling branch in central →



Kevin O'Connor discusses the technicalities of G4S's end-to-end retail cash management solution, CASH360, with senior engineer Alan Goodchild. RIGHT: G4S's fleet of cash vehicles in the UK provide 50,000 services every day.

London, with a brief to focus on cash control and reconciliation. It had huge outsourcing contracts with the major banks and he soon introduced reforms that proved to be very effective.

It is a measure of his success that nine years later Kevin still counts workers at the London centre among his friends. "It is great to go back there and meet people I worked with years ago," he says. "I am a great believer in getting to know the people you are working with and encouraging them."

With that experience under his belt, he was ready for a bigger role. Appointed director of cash centres UK, he took charge of operations at all of G4S's 11 UK cash and coin centres and its 42 cash transportation branches. His remit stretched to innovation and engineering, sales and dealing with regulators.

Innovation and customer focus saw big mutual benefits. Using automation, conveyor systems and manufacturing techniques Kevin oversaw the transformation of the way cash is handled. This reduced the cash cycle and provided an immediate saving for customers. Service quality improved as well as productivity. One new feature was his introduction of the Japanese management concept of Kaizen –

continuous gradual improvement. "It is a bit of a passion of mine. It helps improve efficiency and at the same time boosts staff morale," he explains.

A crime wave directed against cash movement in the UK then pushed Kevin into a new key role as risk director of G4S Cash Solutions. When he took the job in 2009 a new kind of robbery was posing a major headache for the company and other cash carriers. Largely based in London, it involved snatching a bag of cash without violence and running away with it. By this time the UK suffered 70 per cent of all attacks in Europe, running at a shocking 800 a year.

"The snatches were mainly done by youngsters, some only 15 years old," says Kevin. "You had Fagin-style characters running the gangs, so even if you caught the robbers you were not cutting off the head of the snake."

Working with the Flying Squad at Scotland Yard, from the Metropolitan Police he introduced new technology to beat the thieves and developed a technique which trained staff to assess a threat and react to it. A new glue was developed which sealed notes into a block if a cash box was interfered with. Protection officers were brought in to shadow



officers. Customers were brought on board as key partners. The union, the Home Office and the British Security Industry Association were all involved.

In the first year, robberies were reduced by 50 per cent. A year later they were down another 50 per cent.

There were other challenges to face, however. Extortion by kidnapping family members of staff was a growing threat and new methods were devised to deal with it. Ram raiders had grown more sophisticated and were using JCBs and cranes to overreach traditional barriers. Kevin's answer was a barrier which could resist a seven ton truck doing 50mph, with height protection so that thieves could neither go over it nor under it. It is now standard in all vulnerable branches.

Kevin O'Connor's most recent role took him onto the international stage as managing director, G4S International Logistics, moving gold, diamonds, jewellery, banknotes and works of art around the world. Gold had to be moved from mines in Mali, Tanzania and Papua New Guinea to processing plants in America and Switzerland, then on to investment banks in London, New York and Hong Kong.

Armed couriers or security officers used air, sea and helicopters to do the job. For Kevin it meant a huge amount of international travel to meet customers all over the globe.

"In my first week we foiled an attack in Tanzania by raiders armed with machine guns," he recalls. "No-one on our side was injured."

He adds: "It was a great privilege to be able to visit so many cities and countries, though some of them can pall after, say, your fourth visit."

His new role as top man at G4S Cash Solutions followed a management restructuring at the beginning of this year. Kevin lives in Kent, and commutes to his head office at Sutton, Surrey.

"One of my first priorities has been to get to know how we can meet the exact needs of each customer. They are the principal focus," he says. "I like to work closely with all my colleagues, so in the first four weeks I met all the union representatives and branch managers. In time I will go round the branches to help gain as many views of the business as possible."

Kevin has come a long way in a relatively short time: After leaving school he took a series of college courses leading to a certificate in management, followed by an MBA.

"It was a hard slog at weekends for three and a half years," he adds. "I worked long hours during the week and there was no let up after that. I had – and still have – a thirst for knowledge and I am an avid reader. My Kindle is my favourite gadget, enabling me to read management books and case studies or historical novels and Ken Follett-style fiction."

His free time is devoted to his family. "I try to get home in time to see my son before he goes to bed once a week and I spend as much time with him as I can, going to the zoo or visiting a farm," says Kevin. "My wife is interested in child psychology and would like to do voluntary work with children in need of special support. She is ying to my yang."

The cash business faces challenges, he predicts, due to the economic crisis and low interest rates, but he adds:

"There are some interesting growth opportunities in how we can do more for our customers and give a better value service. We are working on two new project streams that will meet the needs of the market. We have the people and the ideas to win through."

And, of course, in bringing those projects to fruition, Kevin O'Connor will still be counting the pennies and the pounds. ■



A HARD LESSON TO LEARN?

MARTIN GOSLING examines how educational authorities around the world are responding to a heightened need for security



IT IS SURELY every parent's hope that their children, while at school, college or university, will be cared for and kept safe from harm as well as being educated well.

But the publicity given to atrocities carried out against students in several countries in recent years has understandably raised levels of anxiety and led to a debate on the best ways to ensure the well-being of those whose safety is entrusted to education authorities.

Sophisticated communications have elevated the question of school safety in the public consciousness and each new incident adds to the perception that pupils are constantly at risk. Tragedies in Russia, Germany and, more recently, in the United States and the Netherlands have also fed the notion that the number of attacks on educational premises is growing.

In April this year, an on-line but vague threat of violence by a former school pupil in the Dutch town of Leiden resulted in the closure of 22 schools before he was arrested.

Adding to alarm resulting from reports of major incidents, there is equal concern relating to possible violence or calamity which may emanate from within a place of learning, rather than from an external threat.

As a result, there has been something of a revolution in the culture and management of many schools.

In Western Australia, for example, there has been a surge in demand for assistance from security companies and police following incidents within schools where pupils have become unmanageable or threatening towards staff. This reactive method of dealing with disruption is fundamentally different to other security models which require the constant presence of protection staff.



To deter or foil such incidents, a clear understanding of the nature and causes of risk is required. But there will always be unexpected and unpredictable incidents, particularly where an individual – pupil, teacher or even a member of a school board – may have a grudge that results in an act of violence.

Yet school safety is not just about the avoidance of shootings, explosives and arson.

The “feel” of an institution and the way in which this impacts upon the attitudes and responses of students may be based on low level but pernicious behaviour towards the vulnerable. This may be linked to an exaggerated assertiveness displayed by those who do not wish to become, nor appear to be victims.

In former times, the widespread phenomenon of bullying was either tolerated by school staff, who saw it as a rite of passage for the victims, or dealt with “in house” by the use of corporal punishment, as both deterrent and penalty.

Today, the victimising of the vulnerable in school

may be far more subtle than playground taunting. Social websites have become the weapon of choice for those who wish to humiliate and even destroy another child. And often the details of such campaigns emerge only after the victim has resorted to self-harm or sometimes suicide.

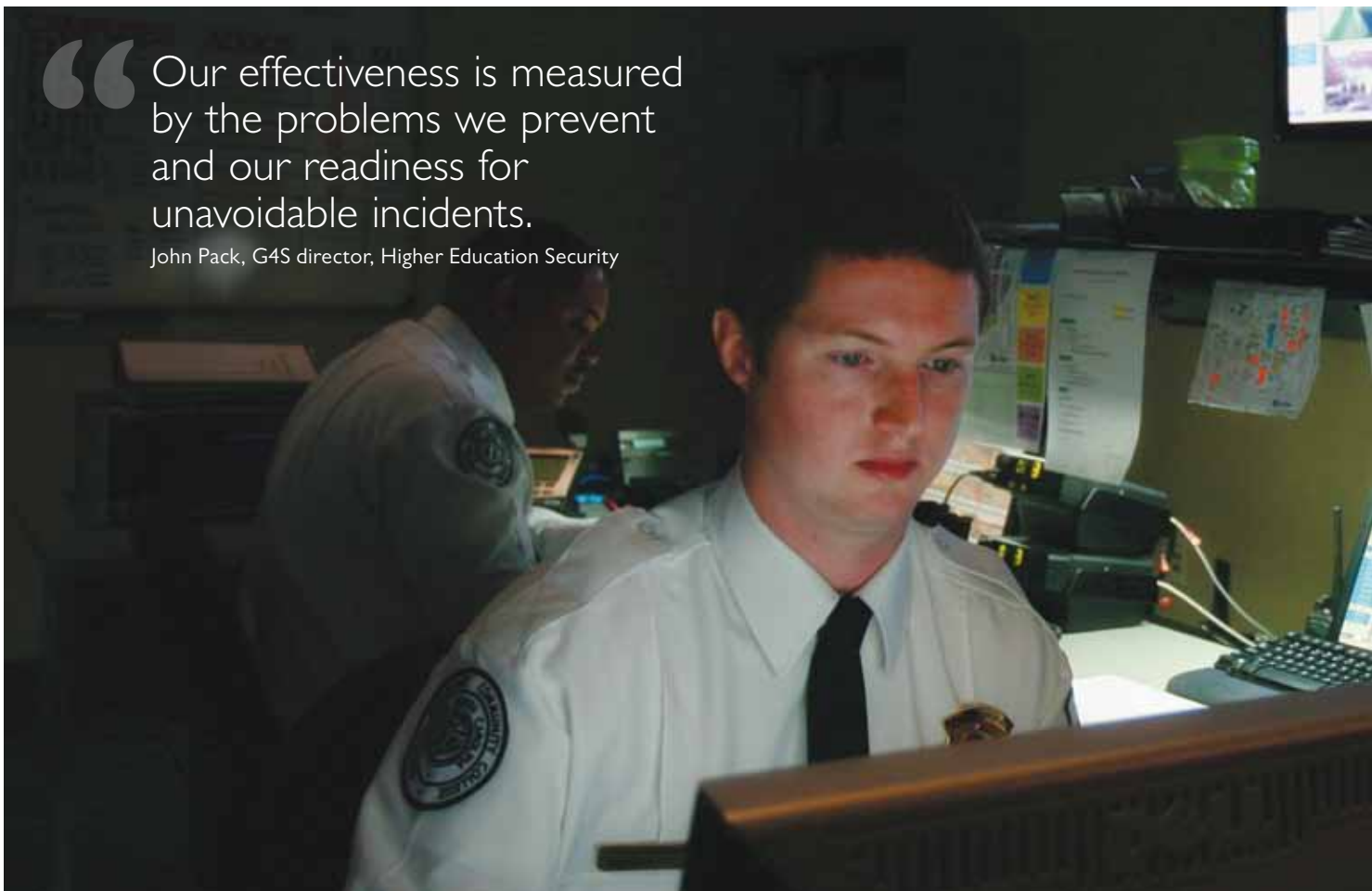
When establishing a level of security and safety compatible with the perceived risks, it is important that both planners and operatives understand the less obvious impact their arrangements may have upon those to whom they owe a duty of care.

Those in a place of learning should expect a culture and atmosphere that promote self-confidence and the attainment of their potential. This is bound to be undermined if the anticipation of violence and disruption is embodied in the routines of the institution and the physical structure of their surroundings.

Some studies have shown that students' perception of the likelihood of something going seriously wrong, may be based on the obvious signs of increased protection,

“Our effectiveness is measured by the problems we prevent and our readiness for unavoidable incidents.

John Pack, G4S director, Higher Education Security



such as surveillance cameras, heavily-armed patrols and the introduction of security gates – all of which are prominent reminders that violence or disruption is expected by those in authority. This may create anxiety rather than the sense of security that is its purpose.

Therefore, it is of critical importance to strike a balance when planning security in schools – one that achieves the aim of providing protection without converting the establishment into a fortress.

But none of this is easy or straightforward. Educational establishments and their governing bodies strive to put in place arrangements that fall within budget while meeting the expectations of parents and critics. Strategies have been devised to address the needs of specific institutions and, in parts of the UK, police officers are based in schools to act in both security and liaison roles. It is against this background that G4S has evolved a flexible blend of services that are tailored to meet individual needs.

Technology is playing an increasingly important role,

of course, and sophisticated security systems have been installed by G4S Technology to meet the needs of high-profile educational institutions.

For example, G4S Technology's fully integrated Symmetry access control and contactless smartcard solution was installed at the Institute of Education, the UK's leading centre in education and social research, after an employee survey highlighted the need to improve security.

And improvements at the University of West London, where G4S Technology had installed its Symmetry access control and barrier entry system, has resulted in the systems being extended to other buildings within the University estate.

Carlos Loiola, G4S Brazil's chief business development officer, points out that the introduction of cutting edge technology can lead to the reduction in numbers of staff on the ground – a strategy that has led to G4S putting security into 300 of 1,200 schools in Sao Paulo, Brazil's largest city.

The approach adopted by G4S in North Carolina, USA, illustrates how a complex and scattered establishment can be effectively but discreetly policed. The Central Piedmont Community College is spread over six campuses where a three-tiered security force has been deployed. By responding sensitively and proportionately to incidents and threats while co-ordinating operations from a single control centre, it has been possible for G4S to ensure that an appropriate and unobtrusive level of protective cover is maintained.

Last year, at Akron University, Ohio, the alertness of G4S security patrols led to the apprehension of two men who had just carried out an armed robbery. The suspicious behaviour of the suspects prompted the patrol to alert the police. A high speed car chase followed, involving both police and Akron security staff, and the two men were arrested and charged with having robbed a student at gunpoint.

John Pack, G4S director, Higher Education Security, says, "Criminals attempt to exploit the youth and naïveté of students," adding: "Our effectiveness is measured by the problems we prevent and our readiness for unavoidable incidents."

Against a background of political and social instability in many parts of the globe, it is probable that the challenge of ensuring safety in schools and colleges will escalate. And it is up to those organisations with experience and foresight in this sensitive field to continue developing strategies that are effective without being oppressive. ■



MOVING TARGETS

Ensuring the safety and security of business travellers and deployed staff is a major concern. GAVIN GREENWOOD reports

THE GLOBAL BUSINESS TRAVEL MARKET IS HUGE, and is set to expand further as companies in the weak or recovering economies of the West seek opportunities in countries and regions that they previously ignored as too complex or even dangerous.

Companies spend huge sums on travel and accommodation for their personnel, and while it is impossible to break down the amount spent variously on international travel – which naturally attracts the greatest concern among companies and their employees – the annual value has been estimated at around \$1 trillion.

Business travel is also increasing, if data provided by the Global Business Travel Association (GBTA) on trends within the US can be seen a global indicator. In its most recent survey GBTA reported US business travel spending reached \$266.7 billion in 2012 and was expected to rise by 4.6 per cent in 2013, with around 432 million person-trips.

Just as the tempo of business travel is picking up, so are efforts by companies to cut costs. From a security perspective this has a number of implications, not least the extent to which corporations recognise their need to support and monitor the risks and challenges their personnel may face in often increasingly unfamiliar locations and markets when under greater pressure to perform.

The search for new business opportunities in these competitive times, maintaining and nurturing existing commercial relationships and the internationalisation of skilled labour and expertise has led to millions of corporate employees travelling regularly to all parts of the globe. This is seen by many workers and their bosses as “real” business travel, involving international flights and upmarket hotels in distant cities.

But the reality of business travel for most employees and their companies involves a relatively short journey within their own country and it barely registers as an issue to personnel and their line managers.

While there are obvious distinctions to be made between what may generally be considered as “safe” and “unsafe” destinations, from a legal perspective and also increasingly finessed duty of care obligations, there may be far less difference than initially seems likely or even plausible.

For example, an employee sent to Brussels without a security briefing or support and who is subsequently injured in a mugging could sue his or her employer on the same grounds as an employee hurt in a terrorist attack in Karachi.

G4S has been providing precisely this type of service since the company's Global Intelligence System (GIS) was launched in April 2009 to provide a web-based portal of current information on a wide range of



incidents and events that could disrupt or threaten business travellers or expatriate personnel.

In June 2013 GIS launched a new expanded and upgraded service that increases the ability of corporate subscribers to quickly assess areas of specific concern for their travelling or resident staff or contractors.

Tom Bacon, head of risk analysis at G4S Risk Consulting, which has produced and runs the revamped service, says the subscriber-based online system is a "valuable tool for company duty of care to both staff and assets abroad". The UK-based operation is marketed globally and many of its customers have their headquarters in other parts of the world. A number of G4S operating companies make use of GIS services to enhance their traditional security contracts.

Its incident reporting and alerts include in-depth, forward-looking advice, warning of issues such as strikes, civil unrest or extreme weather that can impact travel, disrupt business continuity and cause economic loss. "Advanced warnings and real-time information help companies stay informed and attuned to relevant risks," Bacon adds.

In practical terms, GIS provides corporate security and human resources managers with a valuable tool for overseeing the deployment of staff, expatriate personnel and any contractors to whom a company has a duty-of-care responsibility. It does this by constantly assessing and swiftly disseminating geopolitical intelligence on current and future security or operational issues that may threaten travel and business continuity.

The GIS core products of immediate and specific relevance to the safety and security of travelling or deployed personnel are:

- **TRAVEL RISK ADVISORIES** providing current information on entry requirements, in-country travel, medical and local embassy contacts;
- **24/7/365 INCIDENT UPDATES**, delivered via email one to three times a day, can range from obvious threats – such as a bomb attack – to developing potential health risks and disruption to transport systems and communications networks. More than 20,000 incidents are reported annually and are held in the GIS archive where they may be accessed by subscribers;
- **THREAT ALERTS** notifying subscribers of events that could affect their travel plans or business interests, or warn of incidents that can heighten security and travel risks;
- **WEEKLY RISK ANALYSIS AND SPECIAL REPORTS** analyse and help place into context the events reported by the other services, as well as other factors that may have an impact on a company's security, travel and business operations.
- **SECURITY THREAT ASSESSMENTS** for 220 countries monitor and analyse such factors as armed conflict, insurgency, terrorism, civil unrest, kidnap, organised crime, environmental and infrastructure risks. The assessments provide wider and highly detailed information that help contextualise specific travel advice.



All the UK analysts who support GIS have minimum Masters qualification in such topics as International Relations and Conflict Studies as well as regional specialisms.

Tom Bacon says the new G4S service also includes a feature that statistically models the GIS three-year archive in order to identify trends in incidents that can help in pre-travel planning. Another feature, known as "heat mapping", graphically illustrates areas within a country or region that may require a higher degree of briefing, advice or support for travelling or expatriate personnel.

Closer to home, and with relevance and implications for the entire G4S estate, the upgraded service will also serve as a forum for communication between





G4S journey management teams in various countries around the world are able to provide physical protection in regions that may be dangerous or hostile to visitors.

subscribers, GIS analysts and G4S international staff.

This function is intended to ensure G4S clients receive the widest range of prized “dusty boot” street-level intelligence as quickly as possible, supported by analysis of its significance and advice on how any threat may be mediated. The company’s global spread and the vast information resource represented by G4S’s more than 600,000 employees will help support this effort in providing an unmatched platform for the collection, collation and dissemination of travel-related intelligence and advice.

“By utilising the G4S global footprint, the site could be a vital forum for ground-truths information and a facilitator for business when subscribers require in-country assistance,” Bacon adds.

G4S Africa has a two-prong approach to travel security. Its journey management teams provide armed

teams to protect visiting VIPs, welcoming them when required as they step off their aircraft and escorting them throughout their visit, checking out routes and destinations for potential risks and finding alternatives if necessary.

Its customers also have access to daily health, safety and security “flashes”. These newsletters, published Monday–Friday, provide G4S Africa’s management teams as well as their customers with the latest information about threats and trouble spots about which they need to be aware. It is also fed into GIS in case it contains issues or incidents not already picked up by the information-gathering open-source and restricted services it uses.

In a fast-moving world, it is sometimes necessary to get information about dangers to individuals as quickly as possible. That is why G4S Sweden has launched a new service, in partnership with a technology company, that uses smart phones to send warnings or guidance to customers. Called G4S Global Warning System, it is based on GPS data that pinpoints the precise position of its users and – when they are detected in an area of concern or where there has been an incident – sends the alerts through SMS text messages or app notifications.

These different but complementary G4S services, designed to meet various corporate needs, will certainly assist business travellers, and staff deployed in other countries, to avoid most dangers. But should an unforeseen emergency arise, the G4S Global Warning System has one more trick up its sleeve: an emergency button that sends an crisis alert from the subscriber’s smart phone to his company’s security management giving his precise location. ■



CHINA

PROVINCE GRANTS SECURITY LICENCE TO G4S

Zhejiang Province has granted a security service licence to a G4S joint venture, enabling it to provide a broad range of manned security services throughout the province. G4S Zhejiang has established its headquarters in Hangzhou, the provincial capital, close to Shanghai (see "Exciting Cities" feature, pages 12–15).

G4S has formed its partnership with Zhejiang Zhi Yuan Investment Holdings Ltd following a change of national law in 2010 which has seen a gradual opening up of the Chinese security market. Licensing of security services companies is under the control of the Provincial Public Security Departments across China.

The approval from the Zhejiang authorities is the first of its kind in

the province. Having a company in the province with the international expertise of G4S will improve the local professional security market and provide better service options for high-end customers, such as multi-national corporations, in the area. This will be achieved by introducing new technology and global operational standards.

Expressing his delight with the opening up of the Chinese security market, Dan Ryan, G4S regional CEO for Asia & Middle East, described it as "a significant milestone in our development in Asia". He added:

"We have significant experience in the Chinese market, having provided facilities management, ATM and cash management,

electronic security systems and risk consulting services in the country since 2001. Through our new joint venture, we now have the ability to expand our business into the broader provision of manned security services and to export our expertise and capabilities developed elsewhere in the world into China."

Peter Zhang, managing director of G4S China, commented:

"China's service industry is developing quickly. There is a strong demand in the Chinese market for high-quality service solutions. We are confident that with the right combination of G4S global expertise and our understanding of the local market we can make a difference."

UNITED STATES OF AMERICA

G4S SUPPORT FOR VETERANS RECOGNISED BY WHITE HOUSE

President Barack Obama and First Lady Michele Obama have recognised G4S USA for its successful commitment to hiring returning military veterans and their families as part of the Joining Forces Campaign.

Drew Levine, president, G4S Secure Solutions (USA), and G4S custom protection officer Joshua Milewski were invited to the White House in May to honour the company's contribution to providing employment for military veterans who have returned from service in Iraq and Afghanistan.

Milewski, a former US Marine from Baltimore who served in Operation Iraqi Freedom, was

one of the returning veterans hired under the programme. He was hired in 2012 by G4S as a custom protection officer and has since been promoted as a site supervisor.

"G4S has stood by me from the beginning," said Milewski. The company continues to support his commitment to his country as an active member of the Army National Guard.

G4S was one of the first companies associated with the Joining Forces Programme and has hired 7,900 veterans since August 2011.

"Returning veterans are a perfect fit for our custom protection

officer programme," said Levine. "Their skills, experience and dedication provide true value for our customers."



Drew Levine, president of G4S Secure Solutions (USA) and custom protection officer Joshua Milewski at the White House.

CORPORATE

FACEBOOK'S THUMBS UP FOR G4S RECRUITMENT

In the first five months of this year, G4S has seen its resourcing Facebook page pass the 50,000 "like" mark, leading to over 11,000 job applications via its online careers centre.

Representing a major return on investment and a flourishing new channel in the recruitment of personnel, the company's Facebook "likes" reach a combined audience of over 17 million.

Since January 2013 alone, over 100,000 visitors to the G4S Facebook page (www.facebook.com/G4S) have clicked through to careers.g4s.com to view roles.

The milestone, which is unique for an essentially business-to-business brand, has meant that G4S has seen remarkable growth in its social media standing since it was

established in early 2012. G4S is one of the world's largest employers with around 620,000 staff in over 125 countries worldwide.

A mixture of growth and the nature of its work make it one of the world's top recruiters, hiring in excess of 200,000 people every year. The rapid growth in recruitment by G4S through social media has been demonstrated by the rise in its ranking in the renowned Social Recruitment Monitor.

Since January 2013, it has consistently ranked No1, sitting amongst leading global brands such as Google, Disney, Microsoft and eBay. G4S has undertaken a wide range of activity on its Facebook page to drive awareness and engagement, enabling it to pass

the 50,000 mark in just two years and target candidates previously considered out of reach.

The inclusion of job tips, key developments at the company, as well as images and videos about G4S employees at work at various locations across the globe, have resulted in an average of over 750 stories being created on G4S' Facebook page every day.

Colin Minto, G4S head of resourcing, said: "As one of the world's largest employers and recruiters, we are continually looking at ways to reach potential members of the G4S family more quickly and effectively."

"Social media is now a crucial part of that process, enabling us to reach a truly global audience quickly and visually."

BAHRAIN

2013 GULF FOOTBALL CUP FIXTURES KEPT SECURE

The biennial Gulf Football Cup, which is played between Gulf Cooperation Council countries, took place this year in Bahrain, and G4S was given the responsibility for managing its security as required by FIFA rules.

A key element was the media "mixed-zone" area where post-match interviews are conducted.

Keeping the area accessible to essential staff for "clean" TV coverage is also an important part of G4S Bahrain's security function through strict enforcement of secondary accreditation at peak times of the competition.

Managing the access rights of numerous TV crews was also vital,

with the event being screened live to all the Gulf countries and around the world by internet.

The 2013 Gulf Football Club tournament took place in January, with 16 matches being played at two venues. The United Arab Emirates were the champions, beating Iraq in the final.

CORPORATE

MINING DIVISION GROWS BY OVER 50% IN 2012

The cover story on our previous issue turned the spotlight on G4S's growing presence in the mining sector (G4S International, 1/12, pages 4-7). Now comes news that the mining division's success continues with annualised growth increasing by over 50 per cent in 2012.

In what was a year of decline for the majority of mining-based suppliers, G4S secured £85m of new business across the globe, with a large proportion coming from the Americas and Europe regions (71 per cent and 50 per cent regional annualised growth respectively).

Its African and Asia & Middle-East territories also maintained strong growth at 35 per cent and 25 per cent respectively.

G4S now serves over 350 customers in 58 countries across the six continents, at over 365 sites.

CORPORATE

G4S 4TEEN CELEBRATE IN ETHIOPIA

Double Olympic champion Haile Gebrselassie brought the hugely successful G4S 4teen programme to an end in June. He invited the young athletes, all of whom he had mentored, to the final celebration in his home city, Addis Ababa, the capital of Ethiopia, where he shared some final words of wisdom and inspiration with the youngsters who have achieved so much.

The British Ambassador to Ethiopia, Greg Dory, also hosted a reception for the athletes to celebrate the programme. He wrote on the Foreign and Commonwealth Office's blog about his excitement at meeting the G4S 4teen members from around the world and hearing about their experiences.

Five of them had achieved their dreams by representing their countries at London 2012, resulting in a spectacular gold medal performance from BMX rider Mariana Pajón (Colombia), and another from Kazakhstan weightlifter Ilya Ilyin, an early G4S 4teen member, whose gold win at Beijing led to him stepping aside for a younger athlete.

The achievements of all the young athletes was reviewed in *G4S International* 1/12, pages 24–25.

In 2007, G4S unveiled its truly pioneering programme, having selected 14 athletes from disadvantaged backgrounds around the world to come together as one global team to help them compete at the very highest level.

The athletes are from a variety of sports – from archery to wrestling – but all shared in one dream. As well as the help of Gebrselassie, G4S has supported these athletes financially, socially and logistically in a genuine

and meaningful way.

Over the six-year programme, they received tremendous support from G4S's international network of offices and employees, were given access to once-in-a-lifetime opportunities, such as training with childhood heroes and world-renowned experts, and received English language and computer lessons.

G4S has made a difference to all of the 14 athletes involved, supporting them, their families, the communities in which they live, and the future generation of sporting heroes.

The Daily Telegraph and CNN TV reported on the programme and the G4S 4teen athletes' visit to Ethiopia.

Speaking to the media, Botswanan sprinter Fanuel Kenosi expressed his thanks to G4S, whose sponsorship was responsible for him competing in the Beijing Olympics.

"I can never thank G4S enough," he said. "They have changed my life. Without them I would not have competed in Beijing 2008. Now I am focused on Rio 2016."

Gebrselassie took seven of the athletes (from Bangladesh, Botswana, India, Kenya, Peru, South Africa and The Philippines) who were able to accept his invitation to see his humble beginnings and his home in Addis Ababa.

Gebrselassie commented: "It was a pleasure for me to welcome them all to my country, a place of which I am hugely proud. To be asked to be the G4S 4teen mentor was an immense privilege and I have many great memories from this programme.

"The level of commitment that G4S has shown to the members of the team is impressive and I am

honoured to have played my part as the G4S 4teen global ambassador."

Athlete Obinna Metu, the Nigerian 100m sprinter, added:

"This has been a fantastic experience. G4S and Haile have been a huge support to me for the past six years and it is thanks to G4S that I was able to compete at London 2012 and in Beijing 2008.

"This trip to Ethiopia is the perfect end to the programme. We have all achieved so much in the last six years and it has been great to be able to reflect on this over the past few days whilst we have been back together again.

The legacy of the G4S 4teen lives on as each country involved has set up a unique project to commemorate and celebrate the programme and the athlete in their country.

The remarkable achievements of these inspiring athletes have been captured in an 80-minute documentary *G4S 4teen – The Inspiring Journey* – which can be viewed on YouTube. com: www.youtube.com/watch?v=2ZkVh3I4XpU

Pictured with their mentor, Haile Gebrselassie, in Addis Ababa are (standing, from left): Snigdha Manda, Zodwa Maphanga, Sharmin Akhter, Charly Suarez and Pauline Korikwiang. Sitting: Fanuel Kenosi and Obinna Metu.



UNITED KINGDOM

PENNINE ACUTE HOSPITALS NHS TRUST AWARDS
5-YEAR CONTRACT TO G4S

In May, G4S Integrated Services began delivering healthcare cleaning services for Pennine Acute Hospitals NHS Trust in Greater Manchester, UK, in a five-year contract announced in February.

The facilities management (FM) contract, worth up to £56m, involves G4S providing cleaning services to four hospitals in the Trust: North Manchester General Hospital, The Royal Oldham Hospital, Fairfield General Hospital

(Bury) and Rochdale Infirmary as well as a specialist neurological rehabilitation unit. Together, these hospitals serve some 800,000 people in the community.

In the largest healthcare FM contract awarded to G4S, staff are responsible for over 184,000 square metres of premises and 1,960 in-patient beds. It represents a quarter of the total of all the company's existing soft FM contracts at 173 FM serviced

healthcare sites in the UK.

Bob Taylor, managing director of G4S Integrated Services, said: "We're delighted to be working with Pennine Acute Hospitals NHS Trust. We have an 11-year track record to be proud of delivering professional FM services to healthcare businesses across the country and look forward to supporting the people of Greater Manchester."

UNITED STATES OF AMERICA

G4S OFFICERS TACKLE MAN WITH KNIFE AFTER
DEADLY ATTACK

Eight G4S employees in Tumon, in the US Western Pacific territory of Guam, helped respond to a fatal incident in February in which three Japanese tourists died and a dozen were injured.

One was knocked down by a vehicle which then crashed into a store, and the driver then began stabbing people.

Ruben Ignacio, a G4S officer who was on patrol at the Outrigger Guam Resort, went outside in response to screaming and,

together with a bystander, tackled the assailant and wrestled him to the ground.

Assisted by G4S officers Kenneth Hernandez and Jeong Choi, Ignacio was able to take the knife away from the man, then defended him from angry bystanders. He was held down until the police arrived.

Meanwhile, other G4S officers – Elyn Miguel, Jared Mendiola and Frank Jackson – gave their support, including giving emergency first aid to some of those attacked,

including young children. This continued under the direction of the Guam Fire Department medics when they arrived at the scene. The G4S employees also assisted police with crowd control.

All were honoured, two weeks later, during an award and recognition dinner.

A 21-year-old man has been charged with murdering three people and attempting to murder 12 others.

UNITED KINGDOM

CONTRACT EXTENSION AT MEDWAY
SECURE TRAINING CENTRE

G4S Care & Justice Services continues to provide services at Medway Secure Training Centre, Kent.

The agreement is for up to 23

months and was formalised with the Youth Justice Board (YJB) for England & Wales in February. It follows on from a 15-year contract, and the extension period began in

April 2013. It is expected to deliver enhanced savings to the YJB of £4.6m, without any deviation from the previous service provision.

CORPORATE

NEW GLOBAL HEAD OF OIL AND GAS SECTOR

Brian Christie has been appointed G4S global director of its oil and gas business. The company is a major supplier to the sector.

Christie will be responsible for the development of G4S's global oil and gas strategy by building on the Group's expertise in risk assessment and intelligence, logistics, end-to-end project management and integrated technology solutions.

He will focus on delivering

increased reliability in the security of customers' assets, reduced operating costs and stronger corporate reputations through the formation of strategic business partnerships between G4S and oil and gas operators around the world.

Christie has over 30 years of extensive oil industry expertise and knowledge, ranging from hands-on production and drilling experience in the North Sea as

a technical service engineer and a drilling engineer, to launching and developing successful oilfield service businesses in Europe, the Middle East, West Africa, Asia, Russia and other former Soviet states.

He joins G4S from Champion Technologies Inc – the second largest oilfield chemical company in the world – where he has worked for the past 10 years.

UNITED STATES OF AMERICA

PROPOSED US DIVESTMENT OF G4S GOVERNMENT SOLUTIONS

Following a strategic business review, G4S announced in March that it has decided to divest its US Government Solutions business, which operates sensitive contracts requiring high level security clearances. It is therefore managed under a proxy board structure in order to comply with US national security regulations.

G4S Government Solutions, which in 2012 had revenues of around £400 million, provides security, fire protection, facilities management, training and

mine clearance services to US Government organisations, including the Departments of Energy, Homeland Security and Defense, in addition to international organisations such as NATO and the United Nations, both within the United States and overseas.

The company announced in March that it believes an alternative parent would be able to create or add more value to the business than G4S. As a non-US parent, with restricted access to important commercial data, its ability to

manage the business and share best practice is severely limited.

G4S will retain its highly-regarded US commercial security business which provides a broad range of security services and technology to commercial companies and Government departments at a federal, state and local level, where high level security clearances are not required.

Houlihan Lokey has been appointed to manage the divestment process which is likely to be completed within six months.

UNITED KINGDOM

NATIONAL METER READING CONTRACT WITH BRITISH GAS

G4S Utility Services began 2013 as the leading provider of utility meter reading services in the UK with the announcement it has been named as preferred bidder to manage the national meter portfolio for British Gas.

Since April 2013, G4S has been reading all conventional electricity and gas meters for British Gas

customers, as well as providing full data management services including data processing, data aggregation and meter operator services for both fuels.

The seven-year contract, worth at least £150 million, will involve the reading and data management of approximately 17m energy meters, countrywide.

Kim Challis, chief executive officer, G4S Government and Outsourcing Solutions, commented:

"G4S and British Gas have enjoyed a successful relationship for over 16 years and we are delighted to be working with them on this major contract."

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

ALGERIA • ANGOLA • BOTSWANA
CAMEROON • CENTRAL AFRICAN
REPUBLIC • DEMOCRATIC REPUBLIC OF
CONGO • DJIBOUTI • ETHIOPIA
GABON • GAMBIA • GHANA • GUINEA
IVORY COAST • KENYA • LESOTHO
MADAGASCAR • MALAWI • MALI
MAURITANIA • MAURITIUS • 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