



INTERNATIONAL

ISSUE | 15

→ Making the world a safer place

How G4S rises to the challenge of risky environments

- Setting gold standard for energy industry
- Driving traffic incidents off the road
- Latest figures show cash is still king



CONTRIBUTORS



KEITH BLOGG

Security together with law and order have been his specialist subjects in a journalistic career that extends from London evening newspapers to a major TV station. Keith's Metropolitan Police contacts led to him editing *The Job*, the fortnightly staff magazine of the capital's police force, for four years. He is now a freelance feature writer.



MARTIN GOSLING

A former British Army officer, policeman and senior probation officer who worked on secondment in prisons, Martin has wide experience of the UK criminal justice system. He is now a writer and has contributed to the *Criminal Lawyer*, *International Police Review* and other journals.



GAVIN GREENWOOD

His work as a newspaper and magazine journalist has included stints as a wire service reporter (Reuters) and postings in Southeast Asia, Hong Kong and East/Central Africa. Gavin specialises in regional political, security and defence issues, including work in complex environments.



ROY STEMMAN

Editor of *G4S International Magazine*. Roy has been writing on security issues and reporting on the Group's activities for more than 30 years, during which time he has visited many of the countries in which the Group operates and won a number of awards for the G4S publications he has produced.



LORNA WEBLEY

Lorna is an editor and writer specialising in employee and customer publications with many blue chip companies among her clients. Lorna also writes regularly for the London Press Service. For four years she edited *Global News*, the internal newspaper of GSL, which was acquired by G4S.

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

PUBLISHED BY:

G4S plc,

The Manor, Manor Royal,

Crawley, West Sussex RH10 9UN, UK

Tel: +44 (0)20 8770 7000

Fax: +44 (0)1293 554406

Website: www.g4s.com

e-mail: magazine@g4s.com

PRODUCED BY:

Baskerville Corporate Publications,

Suite 231, 91 Western Road,

Brighton BN1 2NW

EDITOR: Roy Stemman

Tel: (44) (0)1273 695203

email: roy@baskervillepublications.com

DESIGN: Cox Design Limited, Oxon

PRINTED in Denmark

THE PAPER this magazine is printed on is produced in line with the standards of the Programme for the Endorsement of Forest Certification Schemes and is sourced from sustainable forests.



WELCOME

In this issue of *G4S International* we look at how Technology plays an increasingly important role in security and safety. Our **History Revisited** feature (pages 28–31) looks at technology in the form of body worn cameras and we also look at the work of our teams who detect and clear unexploded mines and other ordnance in **Making the world a safer place** (pages 11–15). Another of our innovative technology solutions is our access control system called Symmetry – its success means it is opening the doors to many new customers, literally, as described in **Setting energy industry's gold standard** (pages 4–7).

We also meet Alastair James, our risk and programme assurance director, who joined the Group last year. We have made a significant investment in risk assurance processes and resources and in our **Meet the Management** feature (pages 34–37) Alastair discusses his role, which now includes Audit, and the benefits of our new global approach to risk management.

Safety First is one of our core values which lies at the heart of the organisation and we are constantly working to improve our safety standards and performance to ensure our employees, customers and the public are safe. One recent initiative, Driving Force, focused on improving road safety. This was very successful and is now being implemented globally, resulting in significant improvements in safety and on our impact on the environment. You can read more about **Driving Force** on pages 8–10.

These are just a few examples of how G4S touches the lives of millions of people worldwide and how our employees are striving to deliver excellent service to our customers.

Ashley Almanza

Group Chief Executive, G4S plc

INTERNATIONAL CONTENTS

ISSUE 1: 2015

REGULAR
OPINION
FEATURE
EXPERTISE

Setting energy industry's gold standard 4

G4S Technology's solution exceeds USA's new legislation to protect critical infrastructure

Driving Force 8

Health & Safety initiative focuses on traffic incidents

Making the world a safer place 11

G4S Risk Services' work in the most challenging environments

Exciting Cities – Glasgow 16

Commonwealth Games success for Scotland's second city

Where in the World is ... 19

this country of stunning beaches and idyllic locations?

Family affair 21

A closer look at Parc's pioneering work with young offenders

A Day in the Life of G4S 24

Meet employees who make a positive contribution to the lives of others

History Revisited 28

New body-worn video technology is an independent witness

The disappearance of MH370 32

How will it influence aviation?

Meet the Management 34

Alastair James, director of Risk and Audit

Updates 38

Follow-ups to topics discussed in previous issues

Cash is still king 41

Why real money will never go out of fashion

Meet new security officer, Bob ... 44

the Robot built by academia and G4S Technology

News 45

SETTING GOLD STANDARD FOR ENERGY INDUSTRY

**G4S Technology's
solution exceeds
USA's new legislation
to protect critical
infrastructure**

A DAMAGING SNIPER ATTACK on a Silicon Valley electricity power substation in April 2013 was followed, a year and four months later, by a break-in and theft at the same Californian facility.

Then came news in July last year that a power grid operator in the American Midwest had discovered a vulnerability on an external third-party server and had shut down a cybersecurity breach.

The US government immediately asked critical infrastructure operators to review computer networks to see if they had become infected by malicious software (malware), known as "Energetic Bear" or "Dragonfly", that one source believes could have infected more than 1,000 energy and industrial firms around the world.

These headline-grabbing events have reinforced growing concerns about the physical security of the USA's vital energy and utilities industries and heightened awareness of how disruptive a terrorist attack on an electricity

“
Having superior
physical security
for Iberdrola USA
is paramount
”



power-generation plant would be.

The motive behind the sniper attack is still unclear, with some suggesting vandalism and others arguing it was domestic terrorism. What is certain is that a team of snipers first disrupted communications by cutting AT&T fibre-optic cables in the early hours of 16 April 2013 and then opened fire on 17 transformers, causing severe damage.

Fortunately, energy grid officials managed to prevent a black-out by rerouting power from other plants in the area but \$15.4 million of damage was done to the transformers. However, a federal analysis reported by the *Wall Street Journal* in March last year showed that the nation would be plunged into a coast-to-coast blackout if only nine of the country's 55,000 electrical substations were to go down.

Not surprisingly, the Federal Energy Regulatory Commission ordered the imposition of mandatory physical security standards for all substations in 2014 and the North American Electric Reliability Corporation also announced this year its enhanced mandatory Critical Infrastructure Protection (NERC CIP) version 5 standards (see panel: "Greater focus on cyber protection").

It is against this worrying backdrop of increased physical and cyber threats that an Energy Centre of Excellence has been established in Chicago, Illinois, by G4S Technology, which has been making a major contribution to the security of critical national infrastructure for more than two decades.

This exciting development coincides with



INTEGRATOR OF THE YEAR 2013

SDM Magazine, which focuses on new directions for security systems and integration, named G4S Technology its "Systems Integrator of the Year 2013" in recognition of "its leading systems integration company's commitment to the total security solution through a layered security approach encompassing technology, manpower and service".

Announcing the award in October 2013, the magazine's editor, Laura Stepanek, explained that it recognises one company each year "that demonstrates unmistakable success, a high level of innovation, the use of industry best practices, and notable growth and accomplishments in the systems integration industry."

She said G4S Technology has differentiated itself through its innovative strategy of "the layered security approach", adding:

"They are the only integrator who can offer a single source solution encompassing a robust communications network, top-of-the-line security technology, manpower and guarding, and a truly unique and thorough National Services programme that provides customers with ongoing service and maintenance throughout the life of their system."

GREATER FOCUS ON CYBER PROTECTION

The North American Electric Reliability Corp's Critical Infrastructure Protection (NERC CIP) standards Version 5, announced earlier this year, is the first major change in requirements and approach since its predecessor – Urgent Action Standard I200 – was approved more than a decade ago.

The most notable change is a tiered-impact rating system that classifies bulk electric system (BES) cyber systems into high, medium and low categories.

This approach will result in a dramatic increase in the number of facilities covered by the standards, since all cyber assets that could impact BES facilities will be within the scope of the CIP standards when they come into force later this year.

The need for such stringent regulations is confirmed by the latest statistics which show the energy and utility sectors have rapidly become a battleground for targeted physical and cyber attacks. In 2013, for example, the US Department of Homeland Security's Industrial Control Systems Cyber Emergency Response Team responded to more than 200 attempted attack incidents, more than half of which were aimed at the energy sector.

the announcement that G4S Technology has been selected for the deployment of the second phase of a comprehensive, multi-layered, integrated physical security solution for world-leading energy company Iberdrola USA that meets all present and future NERC CIP 5 requirements. G4S led the completion of Phase I of the project.

The G4S Energy Centre of Excellence showcases G4S Technology's physical security capabilities and product solutions, specifically highlighting those in the field of NERC CIP compliance for the energy and utility industry.

"This is an extremely critical time for the energy and utility industry, as they focus on strengthening security measures to protect the nation's power grid from unwanted attacks that could cause widespread instability to the nation, while also meeting compliance regulations," says Sam Belbina, president of G4S Technology.

"We were an early entrant and influential leader in the energy and utility sector, designing and building critical infrastructure security systems at some of the largest hydroelectric facilities in the world, followed by crucial structures in the Californian Central Valley, as well as at most of the major locks and dams along the Mississippi, Missouri, Ohio, Tennessee and Columbia rivers," Belbina adds.

"Now, we are leaders in setting the gold-standard for national electrical distribution companies, including American Electric Power, Progress Energy, PG&E, SCE and Iberdrola USA. The establishment of the Centre of Excellence allows us to better support these large-scale initiatives and the development of cutting-edge technologies and systems."

Iberdrola USA provides renewable and thermal electricity generation, electricity transmission and distribution, natural gas storage and other services to 24 states across the USA. Phase II of its NERC CIP compliance contract will see G4S focus on upgrading video and implementing an AMAG Symmetry access control system across Iberdrola USA's three operating companies.

Keri Glitch, chief security officer for Iberdrola USA, comments: "G4S Technology has proven to be a supportive, reliable and innovative technology partner for Iberdrola USA, serving to realise our vision of intelligent, quality service to our broad customer base." ■

CASE STUDY FEATURES ON YOUTUBE

→ A video case study of the G4S Technology-Iberdrola USA partnership can be viewed on YouTube. Just type "Iberdrola USA" in the search option and click on "G4S Technology Case Study" in the list that appears.



RETROFIT SOLUTION RESCUES LEGACY SYSTEMS

IN ADDITION to producing customised solutions for the energy industry in the USA and other countries, AMAG Technology has, in the last couple of years, come to the rescue of numerous businesses – some of them household names – which had been devastated by the news that their installed Casi Rusco security systems would not be supported in the future.

UTC, the system's parent company, eventually offered an upgrade solution but during a period of confusion and lack of communication, many of its customers turned to G4S Technology for advice and support. It didn't take long for Symmetry's developer to devise a simple way to assist them.

"Our engineers used our existing hardware platform and changed the form factor to provide a direct pin-for-pin upgrade solution for traditional Casi Rusco users," explains AMAG Technology's president Matt Barnette. What's more, AMAG's offer of a Symmetry retrofit (SR) alternative was the first available, well ahead of its competitors.

It meant that Casi Rusco customers could continue using their existing systems by simply removing an existing circuit board and replacing it with a

Symmetry board – as simple as that. Not only did that extend the life of their security systems but it also brought other benefits. AMAG also offered a database utility convertor so that customers switching boards on their legacy systems could convert and load their cardholder data into the Symmetry system.

Furthermore, the Symmetry software that controls the retrofit plug-and-play control panel includes identity, visitor and video management, all in the same package. Typically, these modules are sold separately by competitors in the market.

Earlier this year AMAG Technology announced that Casi Rusco users who migrate to Symmetry now have access to an even wider group of products, which it calls an "ecosystem", allowing them to take advantage of a plethora of integrations and open options that were not previously available to them.

The ecosystem includes an extended group of over 40 of the most advanced and progressive security system manufacturers in the industry who are all members of the Symmetry Extended Business Solutions programme. ■



“

In 2011 and 2012 road traffic incidents were the biggest cause of work-related fatalities in G4S

”

THE DRIVING FORCE

LORNA WEBLEY investigates how **G4S** is helping reduce the number of road traffic incidents among employees

EVERY DAY on roads around the world a huge number of road traffic incidents occur because of bad driving habits. These include speeding and using mobile phones while driving, which are the cause of a significant number of crashes and collisions.

Many seem to shrug off road accidents as something that “just happen”. In reality, of course, they don’t – someone is to blame. Which means something can be done to prevent or reduce the number of incidents that occur on roads around the world.

And G4S is doing it. With its global commitment to Health & Safety at all levels, it has climbed into the front seat, as it were, of its vehicles all over the world to ensure that the company’s drivers lose any bad habits they may have acquired.

This new initiative – Driving Force – is a Group-wide programme aimed at embedding basic road safety measures that will help reduce accidents among its employees and other road users.

The need for action is self-evident. In 2011 and 2012 road traffic incidents were the cause of more work-related fatalities in G4S than anything else. With a fleet of over 35,000 vehicles spread all over the world there is at least one employee on the road every second of every day.

Some of these vehicles are driven in challenging environments where the chance of an incident is very high. Although risks may be inevitable, by establishing ways to mitigate and help manage risks G4S believes they can be significantly reduced.

The Driving Force programme was first piloted in seven countries – Peru, Mozambique, South Africa, Saudi Arabia, India, Thailand and the Philippines – in the summer of 2013. Bulgaria also joined the pilot later on. It’s being driven by Group HR, regional HR directors and John Lennox, operations and security director of the G4S Cash Service Excellence Centre.



As part of the pilot, each country was presented with a pack, which contained a variety of safe driving related material, such as the seven Driving Force rules (see panel). These target the main causes of serious incidents.

Businesses can choose how they implement them and in what order. They are assisted by posters and training materials to help communicate and raise awareness of each of the rules. Practical materials designed to help businesses execute them are also available, including vehicle checklists and forms available for basic driver evaluation.

"These pilot countries were chosen for various reasons," says Lennox. "Some were selected because of the high number of road traffic incidents occurring; others were picked because we wanted to gather feedback from countries in all regions, and from a range of diverse environments, to ensure the materials we developed were truly applicable to all countries within our global reach.

SIGNIFICANT REDUCTIONS

"We are committed to improving the standard of road safety among drivers and to preventing serious incidents occurring, which could cause harm to them or to people they come into contact with in the performance of their duties."

In two of the seven pilot countries there have already been significant reductions in the number of fatal road traffic incidents in the last 12 months. All of the countries have provided positive feedback about the pilot, which has enabled the programme to be refined where necessary for each region.

Lennox continues: "Although the initiative is aimed at employees who drive as part of their duties, it's really about instilling good health and safety standards. *Everyone* has a responsibility to follow them, communicate and embed them regardless of their role.

"We all have responsibility for personal safety and it's important that we think about how our actions may affect others."

Following the success of the Driving Force pilot, the programme is now being rolled out globally to ensure that all drivers comply with the minimum standard.

In the first instance, businesses are expected to review their current practices against some

DRIVING FORCE RULES

- Check your vehicle before driving
- Always wear a seat belt
- Always wear a helmet and high visibility equipment
- Do not speed
- Never use a hand-held mobile telephone whilst driving
- Do not drive under the influence of alcohol or drugs
- Take a short break if required

core road safety standards to help them identify their priorities and areas of focus. The issues found may vary from country to country.

In some countries, for example, this may concern the use of seatbelts, in others, journey management or the speed at which vehicles are driven.

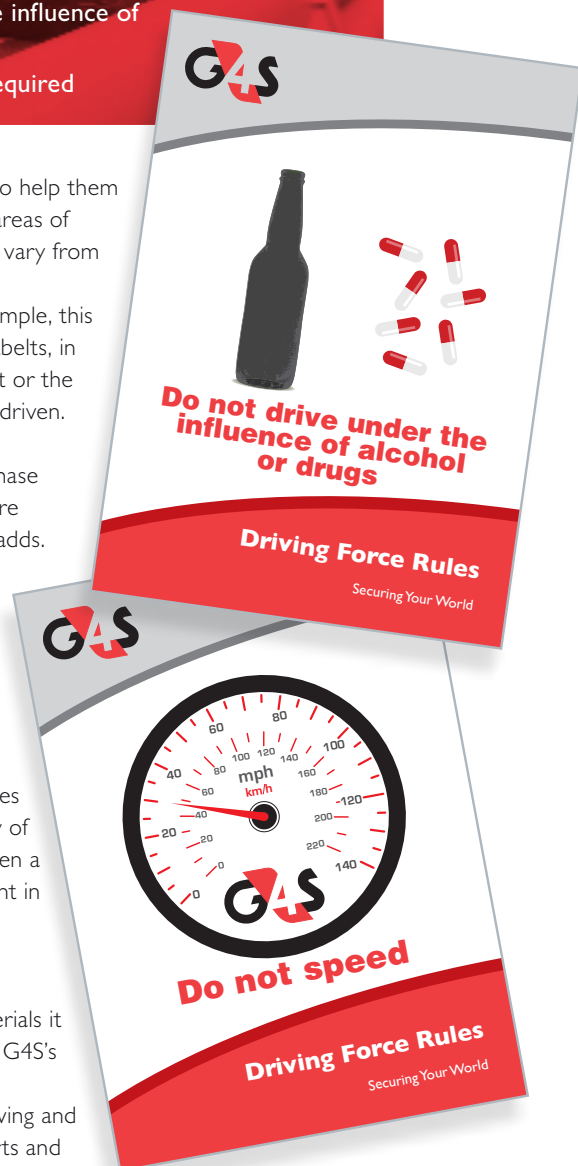
"The initial Driving Force materials are just the first phase and set the standards that are expected by G4S," Lennox adds.

"Further materials to support businesses as they implement the rules and gain expertise will be developed during this year."

The results speak for themselves. Thanks to the Driving Force pilot, businesses that previously had a history of road traffic fatalities have seen a reduction of over 50 per cent in serious road casualties.

As the programme goes forward, Driving Force will continue to ensure the materials it provides are appropriate to G4S's needs.

"We are constantly reviewing and learning from incident reports and investigations," says Lennox, "and we are gathering feedback from businesses. Road safety is a key area of focus for G4S but we are on a journey to continuously improve and raise the profile of all aspects of safety in our organisation." ■



The seven simple Driving Force Rules are reinforced by posters and other educational material.

MAKING THE WORLD A SAFER PLACE

ROY STEMMAN looks at the role
of G4S Risk Services in challenging
environments around the globe

ORDNANCE EXPERT PIERRE

BOOYSE led a G4S de-mining team westward from South Sudan's capital city, Juba, towards the end of 2013, to spend weeks unarmed in the remote and dangerous bush. Booyse, once the youngest colonel in the South African Army, had joined G4S to carry out minefield mapping and battlefield-ordnance disposal in Africa's newest country under a contract with the local United Nations mission.

His seven-strong team consisted of four de-miners, a driver, a community-liaison officer and a medic. They were travelling in two Land Cruisers, one configured as an ambulance with a stretcher in the back, and with them was an independent observer, William Langewiesche.



NAPKAI
MAYIN
MINES

“

... over an 18-year period its de-mining experts have located and destroyed more than 195,000 landmines ...

”



They had gone only four miles when the passenger vehicle broke down. They pulled over and while they waited for mechanical assistance to arrive Booyse received a call on his radio to say there had been a deadly explosion in a local street market, Souk Sita, which was said to be littered with dangerous munitions. The UN mission had asked G4S to intervene fast, so Booyse commandeered the ambulance and they all sped back into town.

It transpired that children in the area regularly collected scrap metal to sell to Ugandan merchants. Routinely the scavenged metal included live ordnance. On this occasion, it seems, a boy aged 10 had accidentally detonated a medium-sized device whilst trying to dismantle it. The explosion killed him and three other boys of about the same age, as well as an adult.

The G4S team arrived on the scene some hours after the tragic incident had occurred but in time to remove other dangerous devices in the locality before darkness descended.

"By then the bodies had been taken to the morgue, and all that remained of the carnage was a small crater and some bloody shoes," Langewiesche wrote

in a gripping account of his experiences with G4S de-mining teams in South Sudan and Uganda, and the aftermath of the Souk Sita explosion.

It appeared in *Vanity Fair* (April 2014 issue), the culture magazine with a print circulation of over 1.1 million readers. Langewiesche was not just a casual observer on these expeditions; for him it was a journalistic assignment. He is one of America's most admired and honoured journalists and also *Vanity Fair's* international correspondent.

His warts-and-all portrait of G4S Risk Services' ordnance management expertise – all 10,000 words – has been generally well received by the company's senior management. After all, it not only reflects the daily horror experienced by communities around the world as they try to recover from deadly conflicts in areas strewn with landmines and other unexploded ordnance, but also depicts the bravery of the de-miners who deal with them.

Having said that, when I met David Crumlish, managing director of G4S Risk Services' Secure Solutions business, at his London office, he was keen to remind me that locating, defusing and removing

“

... the G4S teams have returned over 973 square kilometres of land to productive use ...

”



unexploded devices is just one example of the company's very broad contribution to making the world a safer place.

True, G4S Ordnance Management's statistics always grab the headlines. It has operated in 27 countries and over an 18-year period its de-mining experts have located and destroyed more than 195,000 landmines, mostly the legacy of conflicts long since ended, and 20 million items of unexploded ordnance.

In the process, as well as saving lives, the G4S teams have returned over 973 square kilometres of land to productive use, either for agriculture or commerce, and cleared over 40,000 houses, allowing people to return to their homes.

Crumlish points out that as well as the obvious humanitarian and reconstruction advantages of making large areas of land safe for people to live and work on, there are also huge socio-economic benefits to the communities involved. "The large majority of staff we employ are local nationals," he explains. "We train them, and the skills they learn will provide them with a source of income well into the future."

Despite these efforts, landmines still kill 10,000

people every year and maim countless others, which is why its ordnance management focus in future will be on UN capacity-building work.

Important though this activity is, Crumlish is keen that G4S Risk Services' global reputation for ordnance management doesn't overshadow other parts of his business, which largely respond to the need to protect high risk projects, locations or activities.

As the world's largest provider of security solutions, G4S serves a wide range of customers through operating companies in over 120 countries. They have the expertise to respond to the needs of most contracts, but there are some – which he defines as "high threat, high consequence or more" – where G4S Risk Services' specialist knowledge and expertise are invaluable.

Its specialist services – both consultancy and physical security – are available globally to all of G4S, particularly those operating in "challenging environments" where the risks are higher. On such contracts, it's not unusual for G4S Risk Services to deploy ex-Gurkhas to provide physical security (see "G4S Gurkhas receive Queen's Gallantry Medal", p15).

Long after wars and civil unrest have come to an end, huge areas of mine-strewn land wreak death and dreadful injuries on local communities. That land must remain out-of-bounds until experts can remove or detonate the deadly devices.



Making unexploded ordnance safe is just one of the dangers faced by G4S Risk Services' employees. Training and mentoring local people to tackle challenging situations is a large part of their work.

"We're essentially an expertise-driven global consultancy, providing solutions that require specialist knowledge, whether that be ordnance management in South Sudan or protecting critical infrastructure such as Baghdad International Airport, leading oil and gas companies' installations in places like Iraq and Afghanistan or diplomatic missions," Crumlish explains.

A strategic review of Risk Services last year has resulted in a number of changes to its structure and reporting lines designed to make this specialist expertise more readily available to G4S as a whole. It has been separated into two organisations, with Crumlish as managing director of the Secure Solutions business and Anne Tiedemann as managing director, Risk Consulting.

Crumlish and his management team will be based in Dubai, reporting to Dan Ryan, CEO of the Asia Middle East region, and Anne Tiedemann and her team continue to be based in London but will report to Mel Brooks, Group strategy and commercial director.

"Typically, G4S companies around the globe are required to protect customers who may face a high level of threats, but for whom the consequences of an attack are comparatively low," Crumlish says. "Or perhaps the threat level is low, but the consequences

of an attack or a failure to protect would be disastrous. These risk levels are factored into the contracts, of course.

"My group, on the other hand, is dealing with a different subset, which is where the consequences are high but the threat is much higher. It's so high, in some cases, that it's not really an 'if' but a 'when'. And that's a very different environment in which to operate.

"Our value is that we can go into almost any situation – short of an active war zone – if we are comfortable with the compliance and ethical risks, because we really do know how to manage our risks around those situations. That's why the Group usually consult us before entering new markets or territories, and why it wants G4S businesses around the world to involve us in situations that pose particular threats or difficulties that require specialist skills.

"We also have a proven track record of providing mentoring, training and capacity building for local justice sector personnel," Crumlish adds. "Recently, for example, we have been training Australian Federal Police in Afghanistan and also bringing Afghan police and military personnel into our camp for situational training with vehicles.

"Generally, however, we don't talk about our customers or the work we do with them and that's by mutual agreement. Secrecy is the norm. So being the subject of a major, in-depth feature in *Vanity Fair* last year was welcome and quite exceptional." ■

FOR MORE INFORMATION ...

→ <http://www.vanityfair.com/business/2014/04/g4s-global-security-company>

G4S GURKHAS RECEIVE QUEEN'S GALLANTRY MEDAL

FOUR EX-GURKHAS EMPLOYED

BY G4S have been given one of the UK's highest awards for gallantry for the part they played in resisting an attack on the British Council Compound in Kabul, Afghanistan's capital, in 2011.

Janga Bahadur Gurung, Jeetman Sharu Magar, Shyam Kumar Limbu and Deepak Kumar Thapa have become the first group of employees working for a private security company to be awarded the Queen's Gallantry Medal (QGM).

Hameed Choudhry, also a G4S employee, has been awarded a Queen's Commendation for Bravery (QCB) for his actions during the attack, which equates to a Mention in Dispatches.

The men, working for G4S as part of a British Government contract, received the prestigious awards after helping to save two members of the British Council during a sustained siege on their building. The citation for the awards said:

"It is beyond question that the actions of all the Gurkha guards greatly assisted in saving the lives of the British Council staff. They all remained at their posts, despite several of them being wounded. Their bravery and swift action bought critical time for others to find sanctuary."

The attack began with the detonation of a 500kg vehicle bomb which destroyed the front gate and internal security barriers, injuring Shayam Limbu, the security supervisor, and two Afghan national staff. Janga Gurung in the gun tower suffered burns.

Two insurgents then entered the compound and attacked the CCTV room with small arms and grenades. Limbu was again wounded and then received a gunshot wound to the head. Despite these injuries

he stayed in the guardhouse area and protected the wounded Afghan nationals until he was rescued.

Three G4S Afghan national security officers were shot dead in the changing rooms by the insurgents, who went on to attack the gun tower, injuring Gurung once more.

Moving into the second compound, the insurgents encountered Deepak Thapa who returned fire, killing one of them. The G4S officer then withdrew to the main building where he and Jeetman Magar were briefed on further defensive action by G4S security manager Hameed Choudhry, who had assisted two staff members to the safe room.

GRENADES THROWN

At this point a second large bomb detonated on the road outside the complex.

Choudhry stayed with the British Council staff in the safe room throughout the ensuing battle, whilst maintaining an open mobile link with the British Embassy operations centre, providing intelligence on insurgent movements that assisted the rescue mission. Thapa and Magar guarded the safe room for an hour until grenades thrown into the building forced them to withdraw to the roof space where they remained until evacuated seven hours later.

Meanwhile, insurgents had managed to get into the base of the gun tower and subjected Gurung to sustained fire, but he remained at his post, firing some 8,000 rounds of machine gun ammunition, until rescued an hour and a half after the start of the attack. His actions had delayed the progress of the insurgents, enabling staff to enter the safe room.

The siege came to an end when Afghan commandos, assisted by New Zealand

special forces – one of whom was fatally wounded – assaulted the building and rescued those in the safe room. The attackers were all killed or detonated themselves within the building.

A memorial service was recently held in Kabul to remember the three G4S Afghan staff and the New Zealand Special Forces soldier who lost their lives in the attack.

The Queen's Gallantry Medal was first introduced in 1974 and replaced the Order of the British Empire, or OBE, for bravery. The medal is awarded for "exemplary acts of bravery" and is primarily a civilian medal, although military personnel can also receive the award. It is the third highest for bravery which can be awarded after the George Cross and equates to a Military Cross.

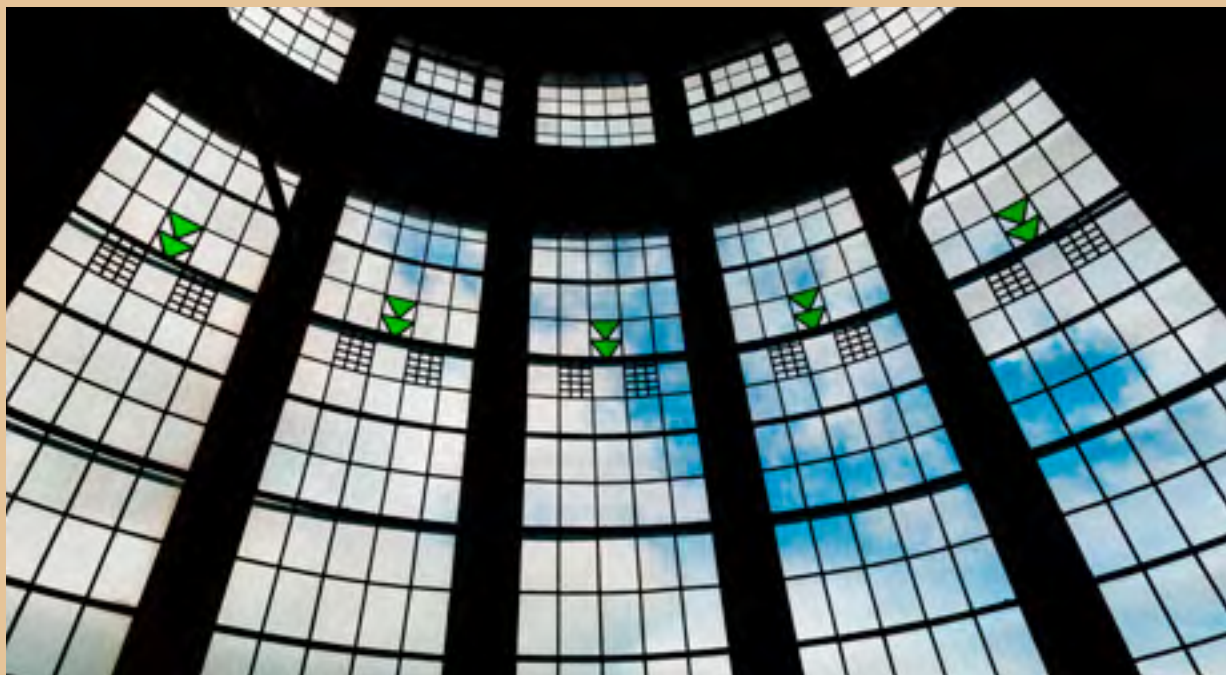
G4S has employed ex-Gurkhas within its Risk Services business for over 20 years, mainly working on British Government contracts overseas, in high threat environments.

David de Stacpoole, G4S Risk Services' director for the HMG Foreign & Commonwealth Office account, said: "We are very proud that the work of ex-military security staff is being recognised in such a way. They do a very difficult job in supporting elements of the diplomatic community in Kabul, keeping people and assets safe.

"Whilst we are exceptionally proud of our staff, our thoughts are also with all the families of those who lost their lives during this violent and tragic incident."

Her Majesty's Ambassador to Afghanistan, Sir Richard Stagg, said: "I am delighted by the announcement of these awards. They are exceptionally well deserved. The five men receiving the awards all showed remarkable courage and commitment in a very difficult and dangerous situation.

"Thanks to their heroism, British Council staff had time to find sanctuary. This undoubtedly helped to save their lives. We all in the British Embassy community in Kabul owe the five, and those who tragically gave their lives or were wounded in the course of their duties, a debt of gratitude." ■



Cornfield / Shutterstock.com

EXCITING CITIES

THE CHANGING FACE OF GLASGOW



Chris G. Walker / Shutterstock.com

SCOTLAND'S LARGEST CITY, GLASGOW, has long had a reputation for its architecture. As well as impressive structures that bear testimony to the flair of early designers and builders, the unusual and creative shapes of many new creations dominate parts of the city's skyline.

The Glasgow School of Art, one of Scotland's most iconic buildings, is itself a work of art, having been designed in art nouveau style by the country's most influential architect, Charles Rennie Mackintosh.

Sadly, in May last year it was seriously damaged by a fire, along with the work of its students. Everyone was evacuated without injury. The building had stood for over a century without major incident, until the blaze gutted most of the interior. It is hoped it can be restored to its former glory.

However, modern architectural trends are already dominating the landscape and changing the face of the city. And a number of them were viewed by a global audience when the Glasgow 2014 XX Commonwealth Games opened in July last year.

The recently unveiled custom-built Emirates Arena, including the Sir Chris Hoy Velodrome, is among the stunning additions to the Glasgow metropolis that help bring in over two million visitors every year, one third of whom do so to attend a major event.

Both the *Rough Guide* and the *Daily Telegraph* named the city as one of the top places to visit in 2014. Its Riverside Museum, on the banks of the Clyde, was voted European Museum of the Year 2013. And SportBusiness Ultimate Sports City 2012 Awards named it one of the world's top 10 sporting cities, ahead of Paris, Tokyo, Moscow and Amsterdam.

SPORTING CONTRACTS

It is sport, of course, that was Glasgow's focus between 23 July and 3 August last year when it hosted a bigger than ever Commonwealth Games – the third time it has done so – whose programme covered 17 sports and 11 days of competition in 256 medal events. Some 6,500 athletes and officials from 71 countries took part, including more Para-Sport events than any previous Commonwealth Games, and a million tickets for the event were put on sale.

During the Games, G4S played its part in providing stewarding at specific events as well as security and cash solutions for its regular customers, as it does 365 days of the year.

G4S Events – which has year-round contracts with many of Scotland's major sporting venues, particularly those associated with football – made a significant contribution by delivering contract safety stewarding to the Organising Committee of the Commonwealth Games at two prestigious venues.

Hampden Park, Scotland's 52,000-seater National Stadium, which is home to the Scottish football team as well as Queen's Park Rangers football club, had been transformed into an international-standard track and field facility. The G4S team was responsible for the safety of the public attending the athletics – carrying out pre-event checks, inspecting tickets, directing spectators to their seats, managing the movement of those attending and reporting incidents.

Another G4S team at the 64-acre Scottish Exhibition and Conference Centre (SECC) precinct, which includes the Clyde Auditorium and the SSE Hydro – both superb examples of modern architecture – performed the same duties. Normally staging major events and pop concerts, the complex hosted gymnastics, judo, boxing, weight-lifting, netball, wrestling and para-sport powerlifting during the Games.

Spectators who attended the impressive opening and closing ceremonies also →



found G4S providing safety stewarding services. In addition, G4S Events worked on behalf of Glasgow City Council to deliver stewarding at Festival 2014 cultural events, which ran concurrently with the Games at three sites.

Inevitably, as Scotland's largest security solutions provider, G4S makes a major contribution to the fabric of Glasgow's life all-year round. It partnered with Interlink M74, for example, in securing Scotland's single largest road contract during construction of an eight-kilometre connection between motorways in the city's south-west.

An integrated G4S solution, involving manpower and technology, enabled Interlink M74 to meet its security and safety obligations to staff, visitors and the local community. Security officers, including mobile patrols, were deployed over the length of the construction, and access control and CCTV systems, incorporating remote wireless cameras, were monitored from a central location.

£1BN TRANSPORT INVESTMENT

Completed in 2011, the new motorway link has reduced congestion in that part of the city and speeded up journey times for many motorists. Glasgow also has a well-developed transport infrastructure, with £1 billion earmarked for investment in new air, road and rail links over the next three years.

And St Enoch station will soon benefit from a major makeover as part of a £288 million modernisation programme that will make it the city centre subway's flagship location.

Scotland, of course, is famous for its whisky, so it is no surprise to discover that G4S Secure Solutions' customer portfolio in Glasgow includes Chivas Brothers, the distillery which has an 85 per cent market share of Scotch whisky that is over 21 years old.

Citizens and visitors need a ready supply of cash, of course, and G4S Cash Solutions plays a vital role by servicing banks, ATMs, retail outlets and businesses. A team of 500 employees are involved in the second largest G4S cash operation in the UK, providing 11,500 CIT services and 1,500 ATM services a week.

Delivering cash has its risks, as two Glaswegian G4S crew members discovered when replenishing a college ATM machine in the city. Derek Mullin and Andrew Queen were confronted by two men, one with an axe and the other with a bladed weapon. Mullin was badly cut in the attack. The G4S crew members' bravery was recognised with awards by the British Security Industry Association (BSIA) in 2013.

G4S Care & Justice is contracted by The Scottish

Prison Service to provide all court custody and prisoner escorting and electronic monitoring services in Scotland under a seven-year contract that began in 2012. The head office for these operations is in Glasgow, where over a quarter of the court and escorting activity takes place.

Glasgow Sheriff Court is the busiest in Europe and G4S Court Custody and Prisoner Escorting Services also provides services to four others in Glasgow, including the High Court. In the process, they transport an average of 4,000 individuals in custody a month.

Not all sentences result in detention. G4S's Scottish electronic monitoring (EM) contract with the Scottish Government, which commenced in April 2013, requires tags to be fitted to those on whom courts have imposed a restriction of liberty order – usually for periods of four or six months.

Although this is a Scotland-wide contract, the G4S EM headquarters and monitoring control centre are based in east Glasgow, as are 75 per cent of its employees.

Glasgow is already recognised around the world for its vibrancy and stylishness – the world's largest travel site, TripAdvisor, has named it the number one UK destination "on the rise" – and the huge influx of visitors during the Commonwealth Games were able to enjoy the city to the full.

The action-packed event also provided a brief diversion from the debate about Scottish independence. In September, a referendum provided the people of Scotland with an opportunity to express a collective opinion on whether they should remain part of the United Kingdom. A majority voted against independence.

The referendum result delighted many and disappointed others, of course, but they all agree Glasgow will continue to be one of the world's most fascinating and exciting cities. ■

Hampden Park, during the 2014 Commonwealth Games in Glasgow.



WHERE IN THE WORLD IS...?

THE “WHERE IN THE WORLD?” challenge we set our readers this time is to identify a country whose economy is currently one of its continent’s most dynamic. Enjoying an east coast location, this “rising star” achieved seven per cent real GDP in 2013 and expects to record even higher figures for this year and next.

That achievement is in marked contrast to a 16-year period of civil war, which occurred after it achieved independence in 1975. Following a peace deal struck in 1992, economic development and political stability have slowly returned.

Endowed with rich and extensive natural resources, the country is now reaping the

benefits of aluminium and petroleum production and other industrial growth.

Stability is also opening it up to tourism, which is great news for those who enjoy stunning beaches, sailing, snorkelling or trekking across breath-taking countryside and vacationing in idyllic locations.

Sadly, the country in question sometimes has to cope with cyclones, severe drought and floods which, inevitably, have an impact on its economy. But it displays a determined optimism to overcome such challenges, and to look forward to a bright future.

Have you guessed which country it is? Turn the page to see if you are right.



Where in the world is ...?

MOZAMBIQUE

PREVIOUS PAGE:

A loggerhead turtle
(*Caretta caretta*)

BELOW, CLOCKWISE FROM

TOP LEFT: Makua women,
with traditional white
face mask in Pangane;
the scenery in Namapa;
the main railway
station in Maputo;
members of the G4S
team on the Vale
Coal Mine contract.

SOUTHEAST AFRICA'S REPUBLIC of

Mozambique is regarded by the tourism industry as an up-and-coming hot-spot, which is hardly surprising given the multitude of attractions it has to offer. With 2,500 kilometres of coastline looking out on the Indian Ocean, it offers a huge choice of attractions, from superb beaches, coral reefs and snorkelling, to colonial architecture, off-beat safaris and magical islands to visit.

As well as income from tourism, its economy is also benefiting from the recovery of its abundant and valuable mineral resources, notably coal and oil, as well as other industrial development.

A reminder of its economical importance to Africa was the choice of Maputo, its capital and largest city, to host the Africa Rising Conference on 30 May this year, which was attended by the International Monetary Fund's managing director, Christine Lagarde, who gave the keynote address.

Mozambique was under Portuguese rule until it achieved independence. It shares its borders with Tanzania, Malawi, Zambia, Zimbabwe, Swaziland and South Africa.

G4S Secure Solutions (Mozambique) has been operating since 2007, has 14,450 employees, is the only international security solutions provider in the country and for the second consecutive year has been recognised as one of the Top 100 companies by KPMG, which based the awards on research conducted in quality and excellence in business performance.

It was recently awarded a £1.1m per annum national security contract by HCB (Hidroeléctrica de Cahora Bassa), a state-owned company that manages the Cahora Bassa hydroelectric power station in Songo, which provides power to three African countries: Mozambique, Zimbabwe and South Africa. It is southern Africa's largest hydroelectric scheme.

In 2013, G4S was also awarded one of its biggest contracts by multinational mining company, Vale. The two-year contract, with an option for a third year, is for the provision of manned security services at the Vale Coal Mine in Tete Province and is worth £2m per annum.

The local team mobilised and trained more than 500 security officers in five weeks to meet the contracted start date. ■





FAMILY AFFAIR

MARTIN GOSLING continues his exploration of G4S's work with offenders by turning the spotlight on a pioneering Welsh prison

WHAT ARE PRISONS FOR? Many see them as institutions for the punishment of criminals: a place where they can be kept safely whilst deprived of their freedom by the state. That, however, is only part of the picture.

It is now accepted that much can be achieved by confronting prisoners with the impact of their behaviour on their victims and enabling them to tackle the key factors that contributed to their breaking the law, such as addictions, violent anger, sexual deviance, debt, acquisitive crime and dysfunctional domestic relationships.

In my broad outline of G4S's work in the UK and USA with young offenders ("A question of behaviour", *G4S International*, 1/14) I referred briefly to Parc Prison and Young Offenders Institution in South Wales which is committed to reducing re-offending rates for young

people. Its pioneering programmes deserve a closer examination.

Parc, which has been run by G4S Care & Justice Services on behalf of the Ministry of Justice since it was opened in 1997, under a 25-year operating contract, is both a prison and a young offenders institution. It has a prisoner population of 1,336 adult men and young male offenders whose needs are administered around the clock by 630 staff.

At the heart of the philosophy that drives the Parc regime is the belief that family life represents the foundation upon which are built the values and relationships relevant to later behaviour.

For instance, it is estimated that in the UK around 200,000 children experience the imprisonment of a parent during their school years. According to *Supporting Prisoners' Families* (published by Barnardos, →

Nov 2009), this leads to some startling outcomes which make it imperative to break the cycle of criminal behaviour generated by family dynamics:

- Children of prisoners are three times more likely to engage in anti-social behaviour.
- 65 per cent of boys with a convicted father go on to offend themselves.
- Children of prisoners are twice as likely to suffer mental health problems as other groups.

To address these issues, Parc launched an initiative in 2010 that aims to reinforce and repair family ties. This involves engaging with parents, wives and partners, together with children of prisoners, in a direct way relevant to specific needs and deficits.

The Family Intervention Unit at Parc is a 62-bed facility for selected prisoners over the age of 21. It offers some unusual features designed to encourage and reinforce positive relationships between prisoners and their families – joint activities in congenial settings.

This is a huge step away from the long-standing

practice of limiting domestic visits as part of the punitive element of custody. Traditionally, punishment for infringing prison rules would involve the curtailment of monthly visits. Facilities in many prisons are austere, institutional and unwelcoming. The impact on impressionable children travelling long distances to see a father or mother in close proximity with other prisoners and their visitors can be traumatic and long lasting.

The model developed at Parc is a complete transformation of such arrangements. Recognising the importance of family dynamics and their relevance to patterns of anti-social behaviour, staff have established practices that go significantly beyond the traditional security-led function.

An enterprise that takes these family-centred principles a stage further is Invisible Walls Wales. This is a four-year scheme that began in 2012 and has benefitted from substantial funding by the Big Lottery Project. G4S has established a working partnership with



“ The impressive number of effective programmes Parc has introduced has won praise and accolades, including a glowing report from Her Majesty’s Inspector of Prisons ”

other agencies including Barnardos, the local authority and the Welsh Centre for Crime and Social Justice.

Throughout each year, 20 or more families will engage with family intervention workers within the prison and for a period following the release of the individual. Work will involve repairing and sustaining healthy family relationships, thus contributing to the core aims of the project: to reduce re-offending by strengthening family ties and reduce inter-generational offending. This requires engaging with the entire family unit.

G4S's inclusive approach to establishing a range of relevant initiatives to benefit prisoners has meant that external organisations are involved in the running of courses. This contributes to an outward-looking regime that has, at its heart, the aim of equipping prisoners with the skills and confidence to re-enter the community with an improved chance of success, instead of reverting to crime soon after their release from custody.

TARGET EXCEEDED

Rates of reconviction are often used to measure the success or failure of attempts to rehabilitate offenders. But this is a blunt instrument. It is unrealistic to expect an abrupt and total end to be achieved in cases where deviant behaviour is endemic in a family or an individual. Moves away from a criminal lifestyle are more likely to be gradual with lapses along the road.

The funders of the scheme set as a target that, by the fourth year, the programmes should be replicated in one other privately-run prison, together with one run by the public service. This has already been exceeded.

Working in partnership, Parc has already achieved the establishment of Family Intervention Units in HMP Altcourse (managed by G4S) and HMP Erlstoke (public), as well as at HMP Maghaberry (Northern Ireland Category A – public.) Plans are in hand for two other G4S prisons in the UK to follow suit.

Corin Morgan-Armstrong is head of Family Intervention and Invisible Walls Wales at HMP Parc. He brings to his role a formidable range of relevant experience and qualifications from his work within the criminal justice system.

"At a micro level, Invisible Walls Wales had already done its job," he observes. "Men have left prison drug free, with jobs and housing in place, and have gone past the difficult six months stage. Similarly, child clients who were excluded from school are now back at school and progressing.



"Partners (of prisoners) who were drowning in debt and anxiety are now coping with real confidence and hope. At a macro level, my ambition – through replication of the core ingredients of the model – is to establish, through policy change, a shift in how prison visits are delivered and in how schools and prisons work collaboratively to derail intergenerational crime, and I remain confident that this will be achieved."

The impressive number of effective programmes Parc has introduced has won praise and accolades, including a glowing report from Her Majesty's Inspector of Prisons. Parc has also welcomed numerous high-profile visitors, including Cherie Blair, wife of former prime minister Tony Blair; Jeremy Wright, Justice Minister; and Stephen Crabb, Wales Office Minister, eager to see its achievements for themselves.

All this represents an extraordinary transformation of long-established approaches to tackling the causes of crime in which the offender was often dealt with in isolation from his roots.

The Prison Service has already shown its approval of Parc's efforts by planning to increase its prisoner population by a further 387 places. ■



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 ...

G4S NEVER SLEEPS. Every second of every day, around the globe, its employees are using their skills to protect, assist and motivate individuals, businesses and communities in a multitude of ways.

This instalment of our regular "Day In The Life of G4S" takes us from a Canadian airport to a South African prison, from a cash centre in the Netherlands to a police station in England, and our final call is at a G4S finance department in South America.

Here's your opportunity to get to know just a few of the people whose roles within G4S make a huge difference to the lives of so many others.

NANET RAGUERO has been screening aviation passengers for the past 11 years, the last three of which have been spent with G4S at Vancouver Airport, since the Canadian Air Transport Security Authority (CATSA) awarded a five-year contract to G4S Secure Solutions (Canada) in 2011 to provide services at 22 airports across the country.

Vancouver International Airport is the country's second largest after Toronto, welcoming almost 18 million people in 2013 and facilitating more than 300,000 aircraft take-offs and landings.

Nanet and her colleagues are required to realise the CATSA contract's objective of "delivering high quality services that promote an efficient screening process and a positive passenger experience" while working to continuously improve and innovate.

The 43-year-old mother of two combines family life

with an early start eight-hour shift, five days a week. Nanet's biggest satisfaction, of course, is knowing that, having ensured no dangerous items or substances are allowed to find their way on board, she has made an important contribution to helping people fly home safely to their family and friends.

She has the added satisfaction, she says, of working for G4S, "a company that values and respects every employee and helps bring out the best in you."

With hobbies that include ice-skating, biking and swimming, it is no surprise to discover that Nanet also volunteers in her children's school activities and field trips.

Her greatest inspiration, however, is the travelling public "who appreciate what we do to keep them safe".

Taking care of people is also the responsibility of

NANET RAGUERO



another G4S employee, working in a very different capacity 10,000 miles away from Vancouver, in Bloemfontein, the judicial capital of South Africa.

JOSEPH MONYANTE, 50, began his working life as a prison warder. When he joined G4S 12 years ago it was as a unit manager at Mangaung Correctional Centre, the second largest private prison in the world, providing secure accommodation for almost 3,000 inmates.

Over a year ago, Joseph became the correctional centre's director, Residential Care. His new role is designed to positively influence G4S's Mangaung employees and to continuously empower them in modifying inmates' unacceptable behaviours and assisting them in their development.

The father of two sons, aged 24 and 14, Joseph's own childhood was not easy. He grew up far away from his parents, living instead with a truck-driving uncle who was an inspiration to him.

Joseph welcomes the development opportunities that exist within G4S at Bloemfontein and enjoys the teamwork involved as well as the appreciation that is shown for a job well done.



JOSEPH MONYANTE



"I have developed survival strategies when challenges come and have grown immensely," he adds. "The team I work with has supported me greatly and I can rely on them heavily. The operational systems – policies and procedures – are so well executed and implemented that they make my life much easier."

Concern for others takes a very different form,



**BART-JAN GEEBEL**

5,700 miles north of Bloemfontein, in the Dutch city of Utrecht, where **BART-JAN GEEBEL** and his colleagues service more than 250 automated teller machines (ATMs) across the middle of the Netherlands, to make sure the one million people using them have round-the-clock access to their cash.

Having joined G4S as a cash transporter more than two years ago, 23-year-old Bart-Jan has since trained to become a CIT/ATM transporter/driver which means he can now also work in G4S Cash Solutions' Safe Express service, which is particularly tailored to the needs of smaller retail customers.

"Thanks to the service that my colleagues and I provide, we also make the lives of our small business customers much safer because they don't need to take their money out on the streets and deliver it themselves to their banks."

An additional satisfaction he derives from his job is the ability "to make a hard day's work look easy".

Easy is not a word that **JEANETTE CHAPPELL** would use to describe her daily routine as a call taker in the control room at a police headquarters, across the English Channel from Bart-Jan, in the county

of Lincolnshire. Her job title, however, doesn't begin to hint at the demands of her G4S role. It requires her and the other call takers to answer and process 999 emergency calls from the public, as well as more routine 101 calls.

"It can be stressful," Jeanette admits, "but you have to remain level-headed. Calls about road accidents are always upsetting, of course, but whatever the emergency you must remain calm, keep it professional and then move on without getting attached to the memory of that incident.

"We are the first port of call for the outside world. Some calls are silly, others are abusive, particularly when the caller is drunk, but many concern extremely serious, major incidents. You have

**JEANETTE CHAPPELL**



**DIEGO
FRANCISCO
HERNANDEZ
CALDERON**



to treat them all with respect and empathy and get the right assistance to them as quickly as possible."

Jeanette, whose children have grown up and "flown the nest", says her late mother, who was Malaysian, was a great inspiration and the backbone of her family. "She was the most placid person you could meet and took everything in her stride." The perfect role model, in fact, for someone in Jeanette's demanding position.

Before becoming a call taker, Jeanette was a team leader for a distribution company. She joined Lincolnshire Police Authority (LPA) in 2008, where her sister was already working as a dispatcher of police officers, and they both became G4S employees four years ago when LPA signed a 10-year outsourcing contract which made G4S the authority's first strategic partner. Jeanette was one of 575 civilian police staff who transferred to G4S as a result of that agreement.

In Bogotá, capital of Colombia, South America, over 5,000 miles away from Lincolnshire, **DIEGO FRANCISCO HERNANDEZ CALDERON**'s care and concern is for the G4S companies within the Latin America and Caribbean region.

As group senior internal auditor he knows that G4S operating companies can only satisfy their customers and provide good services if they, themselves, are being managed well, applying best practices to everything they do.

In addition to senior management control, the only way to be sure of that is to audit every company's books to monitor their compliance with standards and procedures and look for ways of improving control.

"I am proud to be safeguarding our integrity," says the 37-year-old who has worked for G4S for eight years. The father of a three-year-old son, Diego's work involves a lot of travel in a region that reaches out across 24 countries.

He manages that, generally, by spending two weeks at a time in Bogotá and the next two weeks "on the road", visiting operating companies and examining their accounts. When he's in his home city, he compensates for the long periods away by only working while his son is at school, then working again later in the evening, sometimes even when his son and wife are sleeping.

"I like to think that by helping the Group, regional and local managements ensure that G4S's policies and best practices are consistently applied, I am assisting our businesses in each country to be successful and to continue providing high quality employment in the markets in which we operate. That, in turn, introduces the best ethics and fair treatment to the communities in which we operate." ■

HISTORY REVISITED

AN INDEPENDENT WITNESS

GAVIN GREENWOOD discusses modern advances in collecting evidence and the issues they raise

SECURING EVIDENCE that can help prove criminality and result in a conviction in a court of law is one of the fundamental tenets of police work. Unlike a confession, untainted and documented evidence is far more likely to be accepted by a judge and jury as it contains within it what may be seen as a “true” version of events.

For this reason, the process of gathering, auditing and testing evidence is crucial to the working of any legal system based on administering justice fairly and equitably.

While some forms of evidence do lend themselves to this interpretation – the bloodstained knife or the badly-forged cheque, for example – many others do not. Instead, they rely on documenting events, statements and observations that are subject to interpretation, analysis and manipulation.

The systematic gathering of evidence in Britain and, indeed, much of the world – given that country’s role in developing modern policing – can be dated from around the 1890s. It was then that police constables were issued with official notebooks for the first time in which to record statements and log information that could be used as evidence in court.

The notebook and its accompanying pencil remained the principal means by which individual police officers recorded their version of events, and it still remains an important tool in the evidence gathering cycle.

UNBLINKING EYE

The dramatic reduction in the cost of optical and digital technologies this century has led to the wholesale introduction of visual means of recording events in real time. Millions of closed-circuit television cameras (CCTV) installed by public agencies and private commercial interests or individuals now provide a near total visual coverage of urban centres around the world.

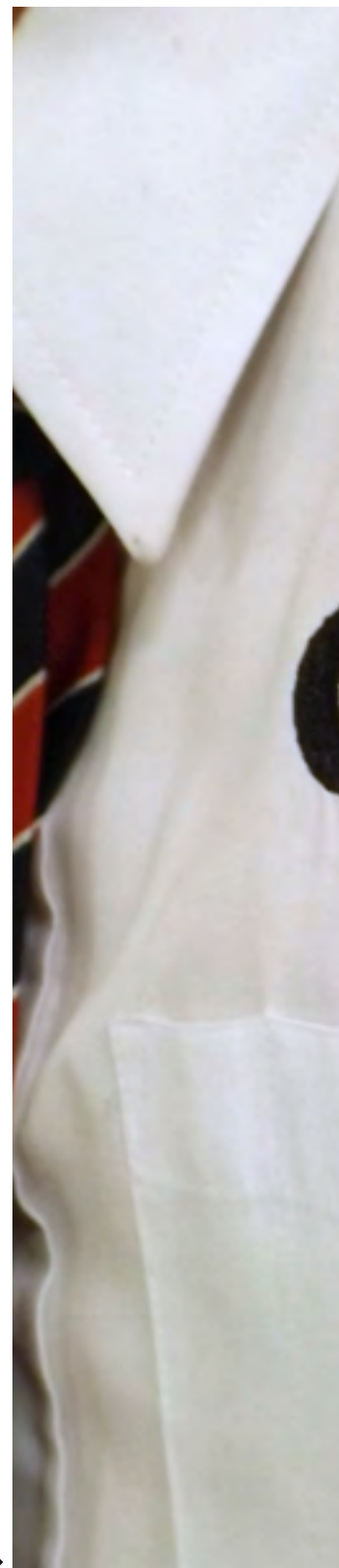
However, their sheer numbers and their inability to provide uncontaminated evidence means that while they have become an essential tool in aiding enquiry they are rarely accepted as direct evidence.

A technical generation on – now counted in a few years rather than decades – the largely surveillance role of CCTV is being nudged aside by the far more proactive and immediately actionable body-worn video (BWV). This technology, based on small camera systems, is routinely worn by a growing number of public and private law enforcement and other security-related personnel, as part of their standard equipment.

The most obvious users of this technology include personnel whose work brings them into direct – and often contentious – contact with the public or chaotic situations and potentially violent individuals. They include police officers, prison staff and traffic wardens who face the routine threat of abuse or assault as part of their job.

In order to serve as robust and credible sources of evidence within a legal context BWV systems and the images they record must satisfy numerous criteria and be subject to challenge by defence lawyers and judges. However, their real operational value appears to be their ability to both deter and calm confrontational situations by their presence, or obtain a real-time admission from a suspect of culpability or responsibility, when presented with visual evidence of their behaviour.

In May 2014 London’s Metropolitan Police (Met) announced that the force would deploy 500 AXON BWV cameras in the world’s largest trial of such a system ever undertaken. The Met’s commissioner Sir Bernard Hogan-Howe was quoted as saying that “our experience of using cameras already shows that people are more likely to plead guilty when they know we have captured the incident. That speeds up justice, puts offenders behind bars more quickly and protects potential victims”.





“The Metropolitan Police’s experience of using cameras already shows that people are more likely to plead guilty when they know we have captured the incident. That speeds up justice, puts offenders behind bars more quickly and protects potential victims.

”



POA (Photo) Sean Clee © Crown Copyright/MoD

BODY-WORN VIDEO LEADS TO MURDER CHARGE

Wearable technology, and body-worn video (BWV) in particular, is usually employed to record crimes or wrong-doing by others. But occasionally it provides evidence that puts the wearer in the dock.

That's what happened after a Royal Marine 42 Commando patrol on duty in Helmand Province, Afghanistan, encountered a Taliban insurgent in 2011, following a helicopter attack. During a "damage assessment", following the air raid, they found a seriously injured man. The encounter was recorded by one marine's helmet-mounted camera which provided over six minutes of audio and visual evidence.

The marines were recorded discussing what to do with him, including giving first aid, but then a single gunshot is heard and a reference is made to the insurgent "shuffling off his mortal coil".

The patrol never discussed the circumstances of the man's death with anyone else but the recording was discovered almost a year later on a laptop belonging to a Royal Marine who was arrested by civilian police in the UK over an unrelated matter.

The evidence pointed to the Afghan having been executed and as a result three commandos, including the one whose BWV recorded the incident, were tried by court-martial. The Marine who fired the shot was later found guilty of the murder and sentenced to life imprisonment with a minimum term of 10 years (later reduced to eight years). The other two were acquitted.

SMILE ...

G4S was an early adopter of BWV technology, notably in the prisons and immigration centres the company runs. Jerry Petherick, managing director for G4S Custodial and Detention Services in the UK, confirms the ways in which BWVs employed in the company's prisons and immigration removal centres have contributed to reducing the number and scale of violent incidents involving staff and prisoners or detainees.

They have also calmed confrontations, improved the prisoner adjudication system, assisted in investigations and reviews and generally led to a better atmosphere in the establishments. BWV cameras were initially introduced "on a relatively small scale, with them being worn by only the duty orderly officer," he explains, "but we were swiftly asked by the staff to increase the number of sets so that all first line managers now wear them".

Phil Forder, G4S Central Government Services' Arts and Community lead at HMP/YOI Parc, in Wales, adds that dog handlers involved in searching visitors are also equipped with BWV, and front-of-house and staff supervising prison visits will also soon be kitted out with the cameras in response to an increase in incidents of abuse by members of the public.

Jerry Petherick acknowledges that "we did anticipate some resistance from staff unions about this innovation" but "whilst there was some initial suspicion – along the lines of 'you're spying on staff' – there was no real resistance and now the national leaders of the Prison Officers Association are pushing NOMS (National Offender Management Service) to adopt this across the estate."

The issue of whether BWV may disadvantage the wearer is also an issue among frontline police officers. Some have voiced their concerns that evidence gathered through the camera system may be open to misinterpretation by either their superiors or the courts. One response to these concerns is that as many members of the public have ready access to cameras in their mobile phones and other devices, almost any action undertaken by the police may be photographed or filmed. BWV, at least, offers an alternative view of a contentious incident from the officer's perspective.

PICTURE THIS

G4S is also pioneering the use of BWV in other areas where friction between the public and its employees can occur, or in industries where a visual record may

support and maintain high standards of security and compliance.

Trials of BWV at three job centres run by G4S Secure Solutions (UK) on behalf of the Department of Works and Pensions began in April 2014 in order to assess their role in recording and mediating disputes or aggressive behaviour.

G4S personnel involved in manned security assignments at sensitive defence establishment, such as the Gurkha Services division or those staff involved in protecting the Rosyth naval dockyard where the new Queen Elizabeth-class aircraft carriers are being built, also use BWV technology to record their rounds and any incidents of note.

Other uses of BWV are being reported on a near daily basis. Some bar staff in Britain have been issued with wearable cameras as a means of protecting their employers from accusations of serving underage drinkers.

And in a case that could open other uses for the technology, a blind woman harassed by youths in an English town was given a wearable camera that subsequently provided the local police with imagery to confront her abusers.

The technology behind BWV is only just beginning to make an impact, and the endless possibilities it offers, alongside other evidence-recording devices, will surely soon make the traditional notebook and pencil redundant. ■



WHO HAS PERMISSION TO FILM?

The increasing use of body cameras by law enforcement agencies raises important civil liberty issues that need to be considered.

The New York Police Department announced in September 2014 that it was embarking on a pilot programme that would eventually see the US's largest police force equipped with video technology that promises greater accountability. Other big city police forces, including Los Angeles and Washington, have also begun tests or plan to do so.

A total of 60 cameras will be deployed in five of New York's high-crime precincts. Their use is seen as a way of curbing unconstitutional stop-and-frisk interactions by police officers. An independent monitor will help set the policy for the cameras' use. Federal guidelines on body cameras worn by the police are also expected to be released by the Justice Department shortly.

But do members of the public have the right to film an intervention by a police officer?

Earlier last year, a New York police officer grabbed the iPhone of a cyclist he had stopped for crossing a red light. The cyclist – who admitted the offence – began filming the encounter with his mobile phone and, when he refused to put it away, it was taken from him.

The explanation he was given was that "people are using iPhones as guns". He was given one day of community service.

The NYPD *Patrol Guide* specifically states that "Members of the service will not interfere with the videotaping or the photographing of incidents in public places. Intentional interference such as blocking or obstructing cameras or harassing the photographer constitutes censorship."

The Civilian Complaint Review Board, an independent police watchdog, is looking into similar complaints and is likely to make training suggestions to the NYPD. It has found 27 cases that included allegations that stemmed from officers' restriction of recordings in public places during a six-month period to 30 April 2014.

AVIATION UNDER SCRUTINY

MH370: HOW WILL IT INFLUENCE AVIATION SECURITY?

While the world speculates on the disappearance of a Malaysian airliner, the aviation industry considers how it should respond

IT HAS BEEN DESCRIBED AS THE BIGGEST MYSTERY in modern aviation history, and it will probably be several years before the wreckage of Malaysian Airways' MH370 flight from Kuala Lumpur to Beijing is found and recovered from the southern Indian Ocean.

Only then will it be possible to offer some answers to the questions that have haunted the grieving friends and relatives of the 227 passengers and 12 crew, as well as the rest of the world, since its disappearance on 8 March 2014.

Was its diversion from the planned route a deliberate act, either suicide or abduction? And if so, by whom? Or did the Boeing 777 suffer a catastrophic incident that knocked out its communications and resulted in decompression but left it flying, perhaps on autopilot, before it ran out of fuel and plunged into the sea?

Until we know what really happened, those involved in aviation safety and security are examining a variety of scenarios to see what lessons might be learned and what steps need to be taken to avoid a similar event in the future.

Those recommendations depend on which expert you consult. There are some who are convinced that the pilot or co-pilot, individually or together, hijacked the aircraft. Yet no evidence has emerged to corroborate that theory, apart from the conviction expressed by Malaysian officials that the aircraft's change of course, soon after it left the country's airspace, was "a deliberate act" by "a person or persons" and was not a technical malfunction.

Such a manoeuvre could only be made by an experienced pilot – either in full control or acting under duress. So could someone have gained access to the cockpit and forced the pilots to change course? If so, it points to lax security on board. Since 9/11, airlines have strengthened flight deck doors on their

fleets to prevent intruders breaking in.

They have also introduced procedures for a flight attendant to guard the cockpit entrance when someone from the flight deck needs to leave. Had MH370 suffered such an attack there should have been time to send a distress signal.

Another deliberate act that seems to have taken place on board was the disabling of the aircraft's transponder and communication equipment, enabling the Boeing 777 to "disappear" from view after changing course.

There is a growing demand for these functions either to be outside the control of the cockpit or, at least, backed-up so that they can continue to transmit, even if they are deliberately switched off by someone on board.

The argument is that, from the moment of take-off until it lands every civilian aircraft should be tracked. For the travelling public, used to passing through layers of airport security on the ground, it will have come as a great surprise on reading about MH370's disappearance to learn that there are huge areas of the planet that are not covered by radar and where an aircraft's progress is registered only periodically by a "handshake" with a satellite.

PILOT LOCKED OUT OF COCKPIT

Less than a month before the Malaysian aircraft's disappearance, a co-pilot of an Ethiopian Airlines plane flying from Addis Ababa to Rome locked the pilot out of the cockpit when he went to the toilet and hijacked the plane, flying it to Switzerland where he sought asylum.

It is believed China could be considering the introduction of military technology on civilian airlines to improve air safety by monitoring a pilot's in-flight physical and mental state.

What this cries out for, according to one expert, is the rapid introduction of better cockpit communications as well as a global satellite-supported air-traffic control service that can see where every aircraft is in the world.

One worrying revelation that emerged from MH370's flight into oblivion was that two Iranian passengers were travelling on stolen Italian and Austrian passports. Naturally, they became early suspects as hijackers or terrorists but authorities have since concluded they were simply economic migrants attempting to reach Germany. Nevertheless, they demonstrated how easy it is for some individuals to circumvent effective passport screening.

Interpol keeps a database of all passports that are reported stolen and the two that were used by the Iranian passengers on board MH370 were added to that database in 2012 and 2013. But, according to Ronald K. Noble, Interpol's secretary-general, no one had checked them against its database.

"It is countries, not airlines, which have access to Interpol's data," he explains, yet only a handful of countries make use of it. Last year, he added, passengers were able to board planes more than a billion times without having their travel documents checked against the information held by Interpol.

Understandably, in response to the loss of its flight, Malaysia was quick to implement additional passenger screening of passengers on the ground and new in-flight procedures relating to the cockpit door protection. But the subsequent shooting down of another of its Boeing 777s over Ukraine in July 2014, with the loss of 298 passengers and crew, has further dented its reputation and a major restructuring of the national airline and job cuts followed.

For G4S Global Aviation Solutions, which currently has partnerships with 121 airports and 85 airlines around the world, the issues raised by flight MH370 will have been reviewed with its customers and actions taken where appropriate.

It's possible, says Waqar Mohamed, G4S's regional aviation manager, Middle East, that new cockpit rules will be introduced by some airlines.

Although passenger document screening works well, at present, Mohamed believes "it won't be long before technology becomes the only permissible method for document validation," adding: "Passport verification is largely a procedure for international travel, yet history has shown that major aircraft incidents are just as likely – if not more likely – to happen on domestic flights, using 9/11 as an example. The case of the



AAP Image/Lukas Coch

THE SEARCH CONTINUES

In September, six months after MH370 disappeared, a one-year search operation of the southern Indian Ocean began. Coordinated by the Australian Transport Safety Bureau, it could cost up to £29.5 million as its investigators consider 1,000 possible flight paths it may have taken before crashing into the sea. Their daunting task involves searching an area of 618,000 square miles with two submersible craft.

stolen passports may not have been a critical factor in MH370, just a coincidence. Having said that, better systems are definitely needed."

Inevitably, he says, a "belt-and-braces" approach to security, probably involving a combination of technology and people, is currently necessary. "As with any system or procedure, it's only as good as the equipment or human being applying it," he cautions.

G4S's own internal discussions have resulted in the consensus view that the Group should be focused on document verification software that is currently on trial.

"However, training and review procedures will also be under the spotlight," Waqar Mohamed adds, "and we also need a unified approach from all parties, including regulatory authorities, airlines and airports."

The fate of flight MH370 may not be known for many years, and no major changes in aviation security are likely in the short-term. But a tightening-up of procedures, inspired by expert speculations about what happened to the Malaysian airliner, will hopefully prevent anything similar happening in the future. ■

Deputy Prime Minister Warren Truss, along with Mr Martin Dolan, Chief Commissioner, Australian Transport Safety Bureau, speak during a press conference at Parliament House in Canberra, in August 2104. Mr Truss announced the awarding of the contract to the successful tenderer for the wide area sea floor search for missing Malaysia Airlines flight MH370.

MEET THE MANAGEMENT



ALASTAIR
JAMES

**GROUP DIRECTOR OF RISK
AND AUDIT**

PROFILE BY KEITH BLOGG

ROCK 'N' ROLL 'N' RISK



Assessing the risks
(from left to right):
Neil Brackenridge,
Group IT auditor,
Alastair James, Group
director, Risk and
Audit, and Garrod
James, regional
audit manager,
UK and Ireland.

FROM THE MOMENT a contract is drafted to the last second of its operational delivery there are risks everywhere.

Can the job be done in the time? Can we find and train the right people to service it? Are there built-in penalties for not delivering? Are there elements that could endanger our people or members of the public? And what about our reputation?

It is Alastair James' job to ask those questions. Appointed Group director of Risk and Programme Assurance in September 2013, and 13 months later also taking responsibility for Group Internal Audit, he has the hefty task of embedding risk management and assurance disciplines into every part of the global G4S operation. And to do that he has to ask awkward questions.

"Asking 'What if ...?' is an important

part of my role," he explains. "It often means thinking outside the box and posing questions which perhaps have not been considered. We use a "Risk Universe" approach that lists what we consider to be the range of risks the business faces in principle. I ask questions if it identifies areas that are not covered in the contract risk register.

"I make sure we are thinking about political and reputational risks as well as operational ones. More importantly, I focus on whether the proposed mitigations are realistic and embedded in the plan and budget. How best can we minimize the chances of things going wrong in a commercially acceptable way? When as a business we have decided what our controls should be then we need to make sure we are executing them well, and that's where Audit comes in."



To succeed, Alastair lists four key priorities:

- Establish a new approach to managing enterprise and contract risks, with emphasis on embedding that approach down to the grassroots.
- Improve our approach to Internal Audit to ensure our resources are focused on the controls to our most important risks and that the business can see the “so what” of our findings.
- Bring in new software which will integrate Risk and Audit. This will enable much better reporting and consolidation at all levels of management up to the Board, to gain a greater understanding of the range and level of risks we face across the business and how well we are managing them.
- Build a “community” of project management experts and improve the global approach to project management.

Alastair adds: “Too often people pay lip service to risk management, seeing it as an administrative burden that doesn’t add value. In reality, effective risk management is key to our success. We take on significant risks from our clients and the better we are at managing them the more value we add to our clients and the more successful we will be. We shouldn’t be averse to risk – but we must manage it well.

“But we also need to be cost conscious. We are a low margin business and our scarce management and assurance resources, at Group and regional level, need to be focused on those areas where we can make the biggest difference.

“We must also pay special attention to our company’s values when thinking about risk. These are not something just to frame and hang on a wall and admire. We need to bring them alive and help employees understand their relevance to the jobs they are doing.”

Alastair’s working day has no fixed pattern. He could be reviewing an audit report, attending a steering committee for a contract or project, meeting with a bid team or presenting to a board committee. Every quarter he flies out to attend one of the regional risk and audit committees somewhere in the world. And at least every fortnight there are discussions with regional risk managers and regional audit managers.

He began working with G4S as a consultant during the company’s difficulties in providing security to the London 2012 Olympic Games. “I thought it was a fascinating business with many strengths but which, having grown so rapidly, had missed a few fundamental elements necessary to effectively manage such a large company.

“I took the view that if these could be rectified – and they can – then the company would have a bright future.

“Equally important, I liked the people I worked with. This is essential. I don’t like working with overly-aggressive people and I’m not interested in playing office politics, only in working with people to solve problems so we can all do better.”

Son of a company accountant, Alastair took a degree in mathematics at Queen’s College, Oxford, with the intention of embarking on a science career. He started as an engineer at Marconi Defence Systems but left after five years as it offered only slow progress.

He moved into management consultancy with one of the big systems integrators but left because they were too aggressive and rigid. “They felt diversity was something to be trained out of you,” he observes.

BROAD UNDERSTANDING

In 1993 he began a 20-year career as a management consultant with the leading professional services firm Deloitte. His last role before consulting to G4S was as mobilisation and continuous improvement director for the Ingeus Deloitte Work Programme contract, aimed at helping the long-term unemployed into sustainable work, and for which G4S is a competing contractor to the Department of Work and Pensions.

He said: “We spent a lot of time thinking through mobilisation and delivery risks, designed measurement systems and developed contingency plans.

“Twenty plus years in consulting gives you a very broad business understanding which I think is crucial, given that risk can arise anywhere in our business. It also gives you good listening and influencing skills. I think I’m analytical and good at seeing right across an issue.

“I also think I am good with people, which is essential when I only have a small team reporting to me. I need to influence people across all the different functions of our business to manage risk in a more structured way.

“I finally left Deloitte because I wanted to own the problem, not just advise on it.”

It was a wish which has today been amply fulfilled. After a year building our risk capability Alastair was asked to drive change in the effectiveness of Internal Audit.

“I enjoyed my first year with G4S. We saw real progress in moving the business forward and I now have the satisfaction of getting my teeth into Audit.”

Alastair is almost as busy out of the office as he is

when working. He has broad interests, enjoying reading about philosophy, science, economics and politics. A contributor to think tanks such as the Institute of Economic Affairs and the Taxpayers Alliance, he also supports a number of charities such as Amnesty International and Kids' Company.

Keen on all kinds of music, with a collection of over 1,000 CDs, his favourite music is 70s Rock and its progressive sub-genre, known as Prog.

Four years ago he took up the guitar and, for his recent 50th birthday, was given an American-built Fender Stratocaster. "My wife Kate says it is a better mid-life crisis than a Harley or a Ferrari!" A former lawyer, Kate is now a magistrate and charity worker.

The Jameses live in Lewisham, South East London, and Alastair has become an ardent Londoner.

"When our son Fergus, now 14, leaves home Kate and I plan to move as near the centre as we can afford.

"But where we live now is I think very much underrated," he explains. "It is very green – Blackheath and Greenwich Park, for example – and also has an interesting mixture of Victorian suburbs. But it is also close to the exciting new developments of East London and, when you need to, it's the easiest part of London from which to get out to the countryside.

"Another of my interests is architecture and one of the wonderful things about London is that you can see its history written in the built environment. I am an occasional and unfit cyclist. It enables me to combine a bit of exercise with a chance to look at different parts of the capital.

"However, looking up at buildings while sharing the streets with motorbikes, motorists, taxis, buses and numerous commercial vehicles, perhaps suggests I need to manage my own risk better, not just the company's!" ■



UPDATES

on topics previously discussed in the magazine



CYBER SECURITY

UNITED KINGDOM

A move by the world's biggest banks and hedge funds to share information in a way that will enhance their control and validation of data has been criticised by Brian Lord, the former deputy director for intelligence and cyber operations at GCHQ, the British intelligence and security agency.

Lord, who after two decades at GCHQ is now managing director of cyber-warfare experts PGI, has criticised the establishment of Clariant Global, a database designed to mitigate operational risk and reduce cost for its participants.

Described by the *Daily Telegraph's* James Titcomb as "a turbocharged dossier of institutional clients, intended to ensure banks know

who they are dealing with", Clariant Global has been created partly in response to a series of fines levied on big banks for money laundering or failing to spot transactions with suspicious entities. It was launched towards the end of 2014.

Lord's concern is that the sheer volume of sensitive information present in one place would make it the most attractive target for nation states or hackers to disrupt the financial system.

"Because the accumulative value of this data is so large... it is going to be valuable to the highest possible level of sophisticated actor," he explained.

UNITED STATES

Hackers who stole gigabytes of data from JPMorgan Chase & Co in

August 2014 may have been trying to send a message that US financial institutions can be disrupted.

That's the view of Keith Alexander, director of the National Security Agency and head of US Cyber Command from 2005 to last year.

The FBI is investigating the attack and looking into whether others, including European banks, were also targeted. Alexander described the hackers as "a group with exceptional skills or a nation-state backed group".

Speculation suggests the attacks were in retaliation for the US and European sanctions against Russia's suspected support for Ukrainian rebels.

JP Morgan's CEO, Jamie Dimon, has warned shareholders in a letter

that hackers' efforts to breach the bank's computers were becoming more frequent, sophisticated and dangerous. It has boosted annual spending on cyber security by 25 per cent to around \$250 million, he added.

GLOBAL

12 August, 2014, has been described as "the day the internet broke", the day a technical hitch caused "websites to wobble worldwide". As a result, websites slowed down and others froze or refused to allow visitors to log in with their usernames and passwords.

The most high-profile casualty was auction site eBay whose British users were denied access for much of the day. Four months earlier, incidentally, the names, email and postal addresses, phone numbers and dates of birth of eBay's 233 million users were stolen by hackers, resulting in them being advised to change their passwords immediately.

The global internet problem arose, through no fault of its own, when a major US internet service provider took some large groups

of IP addresses and divided them into smaller blocks. This changed the routes that data followed when travelling from sender to recipient, which slowed operations because the internet relies heavily on "memorised" routes.

This technical glitch is seen as a timely reminder that the internet has grown and changed over the years. It is a patchwork quilt of fixes and workarounds and temporary solutions, or – in the words of Dr Jos Wright, a computer scientist at Oxford University – "it's held together with chewing gum and string".

Despite the vagaries of the internet, cybercrime continues to grow. In June 2014, the Centre for Strategic and International Studies published a report, *Net Losses: estimating the global cost of cybercrime*, which reckons \$445 billion a year is lost in trade theft attributable to computer hackers.

It argues there is "no credible scenario in which cybercrime losses diminish". As well as referring to the millions of individuals who have had personal information stolen,

the report refers to an unnamed oil company which lost hundreds of millions of dollars in business opportunities when hackers obtained its oilfield exploration data.

Three months earlier, another study, conducted by the RAND Corporation on behalf of Juniper Networks, revealed that the cyber black market is now more profitable than the illegal drug trade.

"By disrupting the economics of hacking we can break the value chains that drive successful attacks," said Nawaf Bitar, Juniper Networks' senior vice president and general manager, security business. "We must never lose the moral high ground, however, so we cannot go on the offensive and hack back, but we can no longer remain passive."

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

ALCOHOL

A record 10-year prison sentence has been handed down to a US wine collector, Rudy Kurniawan, who was found guilty of producing fake "vintages", many produced in a basement laboratory in one of his own homes, in what may be the biggest wine fraud in history.

Indonesian-born Kurniawan had a reputation for being one of the world's most perceptive wine tasters and made extravagant purchases for his own cellar. But by passing off his home-made wines as luxury brands, the California-based collector made

tens of millions of dollars, purchasing expensive cars, designer watches and clothes, and filling his Beverly Hills mansion with fine art.

A Frenchman, Laurent Ponsot, whose wine estate is one of the most illustrious in Burgundy, is the man who brought Kurniawan to justice. Founded in 1872, Domaine Ponsot produces 12 grand cru wines which are among the world's best. Ponsot first suspected Kurniawan of a scam after an auction in 2008 at a New York restaurant that included 97 Ponsot bottles from Kurniawan's cellar,

valued at \$600,000.

Having flown in and examined the lots, he informed the auction house of discrepancies. For example, 38 bottles of a Ponsot grand cru, Clos Saint-Denis, with dates between 1945 and 1971, were for sale. But the winery had not started making Clos Saint-Denis until 1982.

Laurent Ponsot pursued Kurniawan, spending £120,000 on private investigators to uncover the truth.

As well as a 10-year prison sentence, which was handed down by a federal judge in New York, in

UPDATES

on topics previously discussed in the magazine

August 2014, Kurniawan was fined £12 million and required to pay a further £28 million in compensation to his victims.

"Twenty years in prison would have been more satisfactory," Ponsot said after the verdict was announced, "considering how he has sullied the image and integrity of the wine appellations of Burgundy, Bordeaux and beyond".

WEBSITES

Every year, on 26 April, World Intellectual Property Day is celebrated around the globe with events that help raise awareness of the importance of protecting intellectual creations, such as brands, inventions, designs and products, from plagiarism.

There was, however, no celebration in 2014 by the owners of more than 2,500 UK websites that had been shut down or suspended in the preceding eight months. They claimed to be selling authentic designer goods but customers either discovered they

were poor quality counterfeits or never received the items they paid for online.

The websites were put out of business by the City of London police intellectual property crime unit (PIPCU) which was launched in September 2013.

Detective chief inspector Andy Fyfe, head of PIPCU, warned that behind many of these websites lays an organised crime gang and consumers are running the risk of their personal details being compromised and even used for other fraudulent scams.

PEOPLE

Chinese police are grappling with an increasing number of crimes involving deception by individuals claiming to be officials of prestigious bodies, such as United Nations diplomats.

In June 2014, China's *Yangtze Information Daily* provided a particularly astonishing example of this scam.

Two men arrived at a prison in the city of Yueyang, Hunan

Province, claiming to be senior officials of the "United Nations Peacekeeping Force General Headquarters". They produced what were described as "work permits for global maintenance and liaison of world peace".

They sought the release of an inmate who had been imprisoned for fraud. When prison officers began questioning them they became belligerent and one even appeared to make an angry phone call to the top echelons of the Communist Party. They even produced photographs of themselves with former Chinese leaders, which the prison authorities soon realised were fake.

The newspaper reported that the conmen had been hired by relatives of the inmate who wanted him to get out of jail to visit his elderly parents before they died.

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

A lab worker tests wine for authenticity in a lab run by the French Finance ministry in Bordeaux, southwestern France. Counterfeiting has dogged wine as long as it has been produced, but it is getting more sophisticated and more ambitious, particularly as bottle prices rise due to huge demand in new markets, mainly in Asia.



Bob Edme/AP/Press Association Images



WHY CASH IS STILL KING

Despite increases in electronic banking and online shopping, real money – paper and coins – will never go out of fashion

SOME PUNDITS INSIST that we will all soon be living in a cashless society: a world in which our hands are never soiled by used banknotes or coins that have been handled by countless others.

Instead, our money will flow in and out of our accounts invisibly with the click of a mouse, by pressing numbers on a keypad or even simply holding a mobile phone in close proximity to an electronic chip that will make the purchase for us.

This, of course, is not a vision of the future. These and other cashless payment methods are already with us and even more ingenious ways of transferring funds in and out of our accounts are certainly on the way.

So how long will it be before we say goodbye to cash entirely?

"Never," says Gert Askes, managing director of G4S Netherlands and the prime mover behind the G4S

Innovation Centre that his company opened last year in Holland's fourth largest city, Utrecht.

In time, the new centre will be used to showcase each of G4S's services and products, but it says much about the importance of cash that it has been chosen as the focus for the centre's first phase of operation.

"People's perceptions about cash are wrong," Askes explains. "Sure, a number of alternatives to cash are available to us, yet the majority of payments are still done in cash. For example, in the Netherlands 60 per cent of all payments in retail are in cash. In Europe it's 70 per cent and globally it's 90 per cent."

It's true that there are even more payment alternatives on the horizon. "But the big debate," Askes notes, "is whether mobile transactions, for example, will be a substitute for cash or for cards. I believe they will be used instead of cards."





“

... in the Netherlands 60 per cent of all payments in retail are in cash In Europe it's 70 per cent and globally it's 90 per cent

GERT ASKES, MANAGING DIRECTOR
OF G4S NETHERLANDS

His confidence about the future of cash stems from the fact that cashless methods depend on infrastructures always working. But what if they don't? You have a trolley full of groceries but the system refuses to accept your cards.

"In that situation, you need a payment instrument that is still operational – and cash is always operational," he adds. "That's why I believe that although the relative use of cash may decrease further, it will never go away. And there's no shortage of statistics to corroborate that view.

"In Scandinavia, for example, which has the most cash-averse countries, we have seen that the trend away from cash stops at 50 per cent. It doesn't go lower than that.

"And in the United States you even see the reverse: the number of cash payments is rising. That's because the younger generation either does not trust the internet, does not want others to know what it's doing, or does not want to leave a digital trail. So they opt for cash."

Interestingly, a 2012 survey by Intuit Inc GoPayment revealed that 55 per cent of small businesses in the US do not accept credit cards, and data from Federal Deposit Insurance Corporation in the previous year showed that as many as 10 million US households were "unbanked" – in other words, cash was the only currency they used.

The Federal Reserve System's Cash Product Office

tells the same story from a different perspective. Its report, "Cash Continues to Play a Key Role in Consumer Spending", published in April 2014, makes the point that despite all the hype around new forms of digital peer-to-peer transactions, "text and mobile payments barely register at less than one half of one per cent". It added that electronic payments and cheques account for seven per cent, and all other payments represent less than five per cent of monthly transaction activity.

The study shows that cash makes up the single largest share of consumer transaction activity with 40 per cent.

Even rich investors hold on to cash in an uncertain financial world. According to a report in the *Financial Times* (6 December, 2013) some 32 per cent of affluent investors globally expected to increase cash and savings account deposits throughout 2014, compared with 17 per cent planning a reduction. It quoted Alex Hootor-Duncan, head of BlackRock's European retail business, whose survey produced the statistics, as saying that cash "is the comfort blanket that many investors connect with the most".

Whatever percentage of cash is involved globally in future transactions relative to electronic means, the fact remains that cash always requires a secure infrastructure in which to operate, and that's where security plays a major role.

It is clearly demonstrated inside the Innovation

Centre, where G4S Cash Solutions has been bringing together the executives of leading companies – banks, supermarkets or any other major users of cash – and inviting them to participate in an exciting interactive dialogue that confronts the vital issues that affect their businesses. With encouragement from the G4S teams they discuss what issues keep them awake at night and evaluate their concerns in a way that helps everyone involved understand their different perspectives.

In this way, helped by a touch-sensitive computer tablet the size of a table, they reach a consensus on the best way forward and the best form of partnership with G4S to help them achieve their goals.

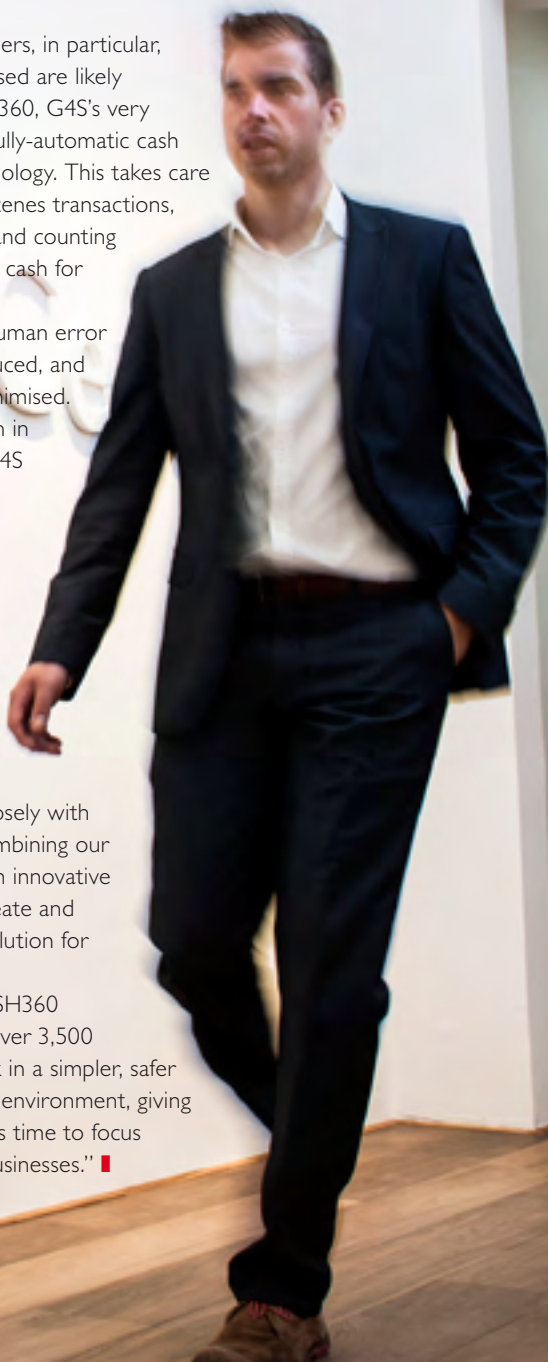
For retail customers, in particular, the solutions assessed are likely to embrace CASH360, G4S's very own end-to-end, fully-automatic cash management technology. This takes care of all behind-the-scenes transactions, from replenishing and counting the tills to securing cash for transportation.

In the process, human error is dramatically reduced, and fraud and theft minimised. All this can be seen in operation at the G4S Innovation Centre.

"CASH360 is enjoying rapid growth across four continents," says Alastair Fowler-Marson, G4S's global director for Retail Solutions.

"We've worked closely with our customers, combining our cash expertise with innovative technologies to create and deliver the right solution for their needs.

"As a result, CASH360 has now enabled over 3,500 customers to work in a simpler, safer and more efficient environment, giving them back precious time to focus on running their businesses." ■



MEET 'BOB' OUR NEW SECURITY OFFICER

G4S Technology teams up with academia to develop robotic personnel

IT MIGHT BE ONE SMALL STEP for manned security, but it could be a giant leap for technology.

Efforts to perfect a robot capable of patrolling buildings, responding to events and reporting on what it encounters in real-time have been unveiled by G4S Technology, which is collaborating with six universities in the UK, Germany, Austria and Sweden.

The £7.2 million four-year robotics project, named "Strands", is being funded by the European Union through to 2017 and is a natural extension of the company's global involvement in sophisticated security solutions such as access control and CCTV systems with built-in intelligence.

The collaboration has already produced a robotic security officer, named Bob, who has been put to the test by patrolling G4S Technology's office floors at its UK headquarters in Tewkesbury, Gloucestershire.

There's no suggestion that Bob and fellow robots will ever entirely replace humans in protecting people and assets. But "Strands" is certainly pushing back the boundaries and learning valuable lessons about the possibilities and limitations of robotics in security.

"We see robots and technology playing an increasing role alongside humans," says Dave Ella, head of technology at G4S. "You can use a robot to extend the reach of a security system and one of the priorities for the university development teams is to integrate alerts from the robots to Symmetry, the G4S access control, alarm and video management system that is used by G4S customers around the world.

"We can see the day where security officers, Symmetry and robotic technology all come together for our customers. We have shown Bob the robot to the heads of security of two major multinational corporations. Both left with some new ideas about how a robot could work alongside G4S security officers and our Symmetry access control systems for the benefit of their businesses."

UK universities in Birmingham, Leeds and Lincoln are among those involved in the project, as is an Austrian hospital which is interested in applying robotic technology to care homes for the elderly. ■



UNITED STATES OF AMERICA | BEST PEOPLE

LEADERSHIP AND HR EXCELLENCE RECOGNISED

G4S Secure Solutions (USA) has been placed fourth among 200 large businesses at *HR.com* magazine's Leadership 500 Excellence Awards for 2014 and has also been named to the prestigious Workforce 100 list of top companies for human resource programmes.

The *HR.com* award, announced in April last year, recognises the company's leadership excellence, following evaluation of G4S's Leadership Manual for Supervisors and Managers. This is designed to provide frontline leaders across the business with the information, skills and tools to effectively support and manage employees and deliver quality, professionalism and operational acumen to all G4S clients.

"Effective training for supervisors and managers is critical to our successful G4S operations and

employee development," said Geoff Gerks, senior vice president of Corporate Human Resources. "Our leadership development programme is available to all our managers and executives without cost. It's one reason why our programme is unique."

The G4S leadership programme was produced by the award-winning G4S North America Training Institute. It allows employees to earn credits toward university qualifications and is recommended by the American Council on Education.

Five months later, in September, G4S Secure Solutions (USA) appeared in the prestigious Workforce 100 list – which recognises the world's best companies for human resources programmes, employee development and leadership. It was honoured for its excellence

in optimising the capabilities of its 46,000 employees around the US through effective programmes and strategies.

Workforce 100 recognised G4S's exceptional performance in seven core areas indicative of overall HR excellence: workplace culture; employee benefits; diversity and inclusion; employee development/talent management; HR innovation/management; leadership development; and recruiting and talent acquisition.

"Superior human resources management provides the basis for our success at G4S," said Drew Levine, president, G4S North America. "We invest in our employees because our customers are best served when our employees are served first. Our employees often place themselves in harm's way to protect our customers' people and assets."

CYPRUS | EXPERTISE

AWARD
RECOGNISES
CRISIS RESPONSE

For two weeks in March 2013, banks in Cyprus were closed in response to a period of uncertainty following a European Union bailout that was initially rejected.

But a limited supply of money was kept in circulation during that black fortnight, thanks to the efforts of G4S Secure Solutions (Cyprus), the country's only cash provider.

It not only kept banks supplied with cash to replenish ATMs but also provided cash to petrol stations so they could pay for fuel deliveries and keep transportation running.

John Arghyrou, G4S Cyprus managing director, has told the full story in these columns ("The Cyprus Meltdown", *G4S International* 1/13, pages 4–6).

There is, however, a very satisfying final chapter. Not only is Cyprus and its banking industry making a remarkable recovery from the crisis but G4S's contribution has been recognised with a prestigious award.

Andreas Paterakis, regional managing director, Southern Europe, was invited to represent G4S plc and accept the award at the 3rd annual CPA International Awards ceremony in September 2014, an invitation-only gala dinner for 500 VIPs hosted by *Gold* magazine under the auspices of President

Nicos Anastasiades. Held at the Presidential Palace, it was attended by executives, politicians, foreign investors and others.

They convened, said *Gold*, "to honour international companies recognised for having made a significant contribution to the development of the island as a world-class business centre".

Andreas Paterakis, who was joined at the ceremony by John Arghyrou and other G4S Cyprus executives, told the magazine: "We are proud to have played a critical and stabilising role during the financial crisis, and today we are confident that we will continue to contribute and participate in the regeneration of the Cypriot economy."

UNITED KINGDOM | BEST PEOPLE

JOINING FORCES WITH REC TO
DRIVE STANDARDS IN RECRUITMENT

By signing up in May 2014 to the Good Recruitment Charter of the Recruitment and Employment Confederation (REC), G4S has reaffirmed its commitment to best-in-class recruitment practices.

As one of the world's largest employers, G4S was asked to participate in the development of the charter, aiming to encourage good recruitment practices covering flexible working, candidate experience and extending good practice equally to permanent, temporary, contract and part-time workers.

The REC Charter will give companies access to advice,

guidance and research on the latest innovations in recruitment good practice, as well as self-assessment tools to evaluate recruitment processes and identify areas for development.

Recruiting over 200,000 people a year, G4S was able to offer best practice guidance from across the globe.

Colin Minto, Group head, Resourcing and HR Systems, at G4S plc, and a member of the REC advisory panel, said: "G4S employs over 618,000 people in 120 countries, so making sure we have the right people for the job is crucial to our success.

"Attracting and retaining the top talent across our business starts with a best-in-class recruitment process, and the principles of the Good Recruitment Charter are a strong foundation on which to build better recruitment practices for all companies."

The REC is the professional body for the recruitment industry. It represents 3,506 corporate members who have branches across all regions of the UK. In addition, it represents 4,744 individual members within the Institute of Recruitment Professionals (IRP). All members must abide by a code of professional practice. Above all, the REC is committed to raising standards and highlighting excellence throughout the industry.

NETHERLANDS | EXPERTISE

MAJOR ATM CONTRACT WITH GSN

Geldservice Nederland (GSN) has awarded a major contract to G4S Netherlands to provide transport, servicing and maintenance services for 7,500 ATMs across its network.

GSN is a cash processing and logistics business, established by

and providing services to the three major banks in The Netherlands, representing over 90 per cent of the Dutch cash market.

The initial three-year contract with G4S, which started in January 2015, will be the first time GSN has fully

outsourced the full scope of services and maintenance of its ATMs. G4S is already market leader in total cash solutions within the retail industry and this contract will further strengthen the company's position in the banking sector for the longer term.

SWEDEN | PORTFOLIO MANAGEMENT

SALE OF G4S SECURE SOLUTIONS SWEDEN

In July 2014, G4S announced that it had agreed the sale of G4S Sweden to Sector Alarm for SEK 438 million (£37.4 million) including cash and debt.

G4S Sweden provided manned security and security systems to customers across Sweden.

Commenting on the divestment, Ashley Almanza, G4S CEO, said: "The sale of our business in Sweden is part of our active portfolio management programme which we announced in November 2013 to improve our strategic focus, capital discipline and returns.

"We have implemented a number of operational improvements in G4S Sweden in the last 12 months, and this sale realises an attractive premium for shareholders while providing customers and employees with the prospect of a sustainable business in Sweden."



UNITED KINGDOM | BEST PEOPLE

GAME, SET AND MATCH TO G4S

Wimbledon, one of the biggest events in Britain's sporting calendar, was once again in the safe hands of G4S in 2014.

The contract with the All England Lawn Tennis and Croquet Club (AELTC) required G4S Secure Solutions (UK) to field an 822-strong security team whose responsibilities ranged from bag searches, ticket checking and car

park vehicle searches to player escort, close protection and control of the player area.

The group photo call gave many of the G4S Wimbledon team a rare and unexpected opportunity to sit in seats usually reserved for spectators.

G4S has been providing security services at Wimbledon for a quarter of a century and the

AELTC has just renewed the contract for another three years.

It was just one of several major UK events in 2014, including the Commonwealth Games in Glasgow (see pages 16–18) and the Grand National, the world's most famous steeplechase, at Aintree, requiring the services of 7,000 event staff during the summer.

Part of the G4S team before a pre-tournament briefing session.

INDIA | INTEGRITY

VOTED ONE OF BEST COMPANIES TO WORK FOR

Business Today, a leading Indian business magazine, revealed in August 2014 that G4S Secure Solutions (India) had been voted one of the top companies to work for by its readers. It was placed third in the "Others and Diversified" category.

In its 13th year, the annual "Best Companies to Work For" survey brought together responses from leading figures in India's business

world. As part of the survey, respondents were asked to rank the best employers in their sector. Factors such as career growth prospects, financial compensation, work-life balance, performance evaluation, stability and other HR practices were considered.

Ashok Bajpai, managing director of G4S India, said the result "reinforces the importance of our strong vision in building a

positive environment to achieve excellence," adding:

"The award is a testimony to G4S India's hard work towards creating an excellent workforce and building a culture of respect and trust. G4S employees pride themselves on their hard work and strive to create innovative solutions, which improve the lives of G4S customers in India and beyond."

LATVIA | EXPERTISE**CURRENCY SWITCHES TO THE EURO**

G4S made a major contribution to the mammoth operation of switching Latvia's currency to the euro at the beginning of 2014.

More than 200 of G4S Cash Solutions (Latvia) employees were involved in a highly complex operation to distribute millions of new euro notes and coins and collect Latvia's former currency, Lats, from banks, businesses and ATMs around the country.

The G4S fleet of 45 vans covered more than 400,000 kilometres in a month of intense activity, making sure their customers had the new euros they needed. Pre-pack

consignments of cash were sent out to 6,000 retail outlets and other premises, and 600 ATMs were converted and filled with new euros ahead of midnight on the day before the new currency was introduced.

The scale of the operation was immense. For example, in a normal month G4S Latvia would process between 25 and 30 tonnes of coins. In the "euro roll-out month" this climbed to a staggering 1,000 tonnes.

This challenging operation relied on very close co-operation with Latvia's government, police

and banking system but, as Paul Edwards, regional cash director, G4S Europe, explained, it is an area in which G4S has unrivalled capability:

"We have considerable expertise in the euro roll-out exercise. This is my fifth – and we are now the acknowledged experts in this field. Each time we do it we provide a better and more polished service for our clients."

He paid tribute to the G4S team in the country's capital, Riga, and at the four G4S cash centres in Latvia, who worked tirelessly to ensure the operation went smoothly and gave customers the high level of service they expect.

UNITED KINGDOM | BEST PEOPLE**G4S PROMISES 600 ARMED FORCES RESERVISTS**

A commitment to provide at least 600 staff as members of the military reserve from 2017 was made by G4S in July 2014, making it one of the UK's leading employers of Armed Forces Reservists

At a ceremony at the Ministry of Defence in London, hosted by the Secretary of State for Defence, the Rt Hon Michael Fallon, MP, Ashley Almanza, G4S CEO, and General Sir Peter Wall, Chief of the General Staff, signed the G4S Armed Services Covenant.

Under the terms of the Covenant, G4S has also pledged to implement flexible working conditions for members of staff which will allow them to continue their training and be deployed on exercise when needed by the Ministry of Defence.

"We are very proud to play our part in supporting Her Majesty's Armed Forces," said Ashley Almanza, "and we are committed

to being the leading employer of Armed Forces Reservists in the country, in support of the Government's new strategy for introducing additional reserve forces.

"We already employ large numbers of former service personnel and today's commitment through the Armed Forces Covenant reinforces the very close relationship that G4S has with the UK Armed Forces."

The Covenant also confirms G4S's commitment to support the Career Transition Partnership (CTP), a UK-based resettlement service which aims to provide civilian employment for ex-forces personnel. As part of this pledge, G4S will guarantee interviews for ex-forces personnel for appropriate vacancies.

General Sir Peter Wall added: "The pledge made today by G4S to recruit a further 600 reservists

is an immensely supportive step towards the Armed Forces and employers working together to achieve the numbers we need. This commitment illustrates recognition of the valuable experience and skills that reservists bring to an employer, particularly one as large as G4S.

"We look forward to working closely with G4S in achieving this target, and to learning from them how to optimise the relationships between reserve soldiers, G4S as their employer, and the Army."

Michael Fallon commented, "It is right that everyone, including businesses, recognises the tremendous contribution and sacrifice that our Armed Forces and their families make for our country. Many firms already back our Armed Forces and I want to help them improve what they offer and to encourage others to provide similar support."

HONG KONG | EXPERTISE**GOLD COIN GETS G4S PROTECTION**

Moving extremely valuable consignments around the world is an everyday event for G4S International Logistics (G4Si), so transporting a single gold coin during 2014 should not have presented too much of a challenge.

But the coin in question was unlike any other. It is enormous. Weighing 1,012 kilograms and

measuring 31 inches in diameter and 4.7 inches thick, it is the world's largest and is valued at over £24 million.

Made of 99.99 per cent pure gold by the Perth Mint in Australia three years ago, and known as the 2012 Kangaroo One Tonne Gold Coin, it took over 18 months to produce. The coin made its first appearance outside its country of origin in early

2014 when it went on display in Hong Kong, before touring Europe.

G4S Secure Solutions (China) and G4Si worked together to ensure its safe transportation from Perth and delivery to Hong Kong where it was displayed to selected guests at Hang Seng Bank's penthouse.

Perth Mint and Hang Seng Bank are long-term business partners who work together to provide a range of gold investment services.

UNITED KINGDOM | CARBON FOOTPRINT**CASH VEHICLE EMISSIONS CUT**

With cash-in-transit (CIT) vehicles accounting for around a third of the company's total carbon emissions in the UK, G4S has invested heavily in initiatives to reduce its overall carbon footprint.

The result is a seven per cent reduction in emissions from its 2,234 UK cash fleet, which it had reduced by 84 vehicles in 2012.

Making an important contribution to this cut in carbon emissions are two fully-electric CIT vehicles, the first in the world, which were rolled out in 2014.. These save 4,974kg CO₂ per year per vehicle.

In addition, 210 vans have been fitted with photovoltaic panels which provide additional power and help to reduce fuel consumption and CO₂ emissions from engines running idle in traffic or by leaving engines running when parked.

New state-of-the-art telematics technology allows for tracking, mapping and feedback of driver behaviour, which improves fuel efficiency and reduces traffic accidents.

These initiatives enabled G4S to lower total mileage of its UK fleet and reduce the amount of money

spent on fuel in 2012 by 13.9 per cent, a saving of £1.13 million, whilst maintaining customer service levels. Running engines idle was reduced by 40 per cent.

Darren Bell, head of Fleet Management, G4S UK and Ireland, said: "We are delighted to have achieved such a significant reduction in emissions from our fleet. By continuing to use the latest innovative technology and operating our fleet as efficiently as possible, we are confident that we will be able to further reduce our environmental impact."

NETHERLANDS | EXPERTISE**RAIL NETWORK IN SEVEN-YEAR CASH DEAL WITH G4S**

As part of a multi-million pound, seven-year deal, G4S Cash Solutions is providing services to 400 stations across Holland's rail network.

G4S is transporting cash to all manned and unmanned ticket offices of Netherlands Railways (NS), managing all ticket machines and providing machine maintenance services.

The company already provides manned guarding services to NS across the rail network, employing over 200 staff.

Gert Askes, managing director, G4S Netherlands, says: "This contract is a good example of how clients are increasingly looking to us to deliver an integrated solution that can demonstrate real improvements in efficiency and cost, without

disrupting operational processes.

"By strengthening our partnership with NS," he added, "we are now in a position to provide a seamless service which will ultimately improve the customer experience."

G4S has been working in partnership with NS since 1999 and started the new contract on 1 August 2014.

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 • ROMANIA
SERBIA • SLOVAKIA • SLOVENIA
TURKEY • UKRAINE • UNITED KINGDOM

AFRICA

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

MIDDLE EAST

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

ASIA/PACIFIC

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



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

The key to releasing wider benefits for our clients is to always look at the bigger picture and consider solutions that transform performance. To do this, we deliver world class project management that brings together our expertise in logistics, technology, managing the world's biggest force of security personnel, and the knowledge derived from providing security solutions in diverse regulatory environments in more than 120 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