

# The CSR Committee

As a major global employer, we believe our 558,000 employees make a difference by helping millions of people to live and work in safe and secure environments. With such a wide geographic footprint, scale and diverse workforce, our first priority is of course the safety of all our employees and those in our care. This is particularly true in light of the devastating impact of the Covid-19 pandemic on communities around the world. In 2019, sadly 20 of our colleagues lost their lives. We remain firmly committed to achieving our goal of zero harm through our continued drive to improve health and safety. We sometimes operate in difficult and demanding places where the political, social and human rights environment is challenging and we need to ensure our values which illustrate our corporate culture are well understood and lived with across the entire Group. Monitoring our progress and areas to improve on values through our global employee engagement survey, which received c.450,000 responses, is a relentless focus to ensure the integrity of our organisation, the safety and well being of our people and those in our care.



**ELISABETH FLEURIOT**  
CSR COMMITTEE CHAIR

### Responsibilities

The Group takes a holistic approach to corporate and social responsibility and is mindful of its societal impact. The CSR Committee was established in 2011 to review and monitor the Group's CSR approach, which includes developing policies on various CSR-related matters for consideration by the board and to review and monitor how the Group performs against relevant policies. It oversees reporting on CSR matters and progress made during the year. The committee's responsibility is to ensure that the Group's approach is promoted and embedded in its culture and values throughout the organisation. During 2019, the committee reviewed and updated its terms of reference to align with the new Code and provide greater focus on promoting a culture of integrity and openness, which values diversity and responsiveness to stakeholders' views. The committee's remit now also includes monitoring cultural and ethical trends identified through engagement channels, in particular the whistleblowing arrangements.

### Committee membership during 2019

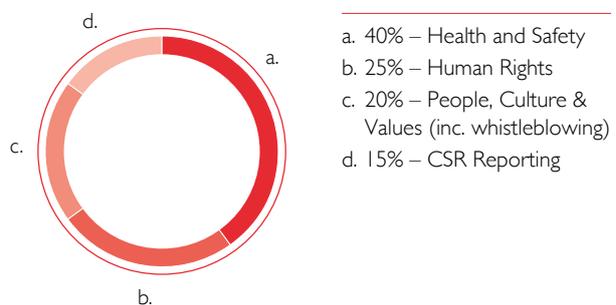
	Member since
Elisabeth Fleuriot (Chair)	June 2018
Winnie Kin Wah Fok	January 2012
John Ramsay	January 2018
Paul Spence <sup>a</sup>	January 2013

a. Paul Spence retired from the board and as a member of the CSR Committee on 31 March 2020.

Other regular attendees include the Regional President for the Africa region, the Group Corporate Affairs Director, the Group HR Director and the Director of Risk and Internal Audit.

There were four scheduled meetings during 2019. Members' attendance at committee meetings is shown on page 102.

### Main activities (%)



### Link to strategic priorities

- People, culture & values
- Growth
- Profitability

Further details of the committee's responsibilities can be found in the committee's terms of reference which are available at [g4s.com/investors](http://g4s.com/investors).

## Health and safety

The safety of all our 558,000 employees and those in our care is of paramount importance. The CSR Committee is fully committed to supporting the achievement of the Group's goal of zero harm. However sadly, in 2019, 20 employees (24 in 2018) lost their lives in work-related incidents. As part of its normal cycle of work, the committee received regular health and safety reports, including updates regarding on-going initiatives, details of future plans and summaries of incidents. During the year under review, the committee monitored the global programmes raising awareness across the spectrum of health and safety risks as well as those focused on specific initiatives.

Following the attack on a G4S base in Afghanistan, in November 2018, which sadly resulted in a number of fatalities, including five G4S employees, the committee invited the Managing Director of the relevant business to discuss the challenges faced by those who secure the safety of our customers in hostile environments. As part of this session, the committee reviewed actions being taken to provide support to those involved in the incident.

During 2019, as part of the health and safety team's continued efforts to reduce road traffic incidents and related fatalities, the committee received regular reports on initiatives being implemented across the Group. Such initiatives included driver training conducted in Colombia, Peru and Brazil, as part of a programme aiming to reduce high potential incidents and the creation of a motorcycle safety video for Thailand, which, owing to its success, is being translated for use across other regions. 2019 was the first year with zero motorcycle fatalities across the globe.

The committee also received a presentation from the Regional President of the Africa region on challenges faced and initiatives being implemented in the region. During 2020, the CSR Committee will be provided with an update on progress in the Africa region. The committee will also focus on deep-dive updates of high-risk countries provided by the management of those businesses. In light of the Covid-19 pandemic and its devastating effects on the communities the Group serves, the committee has added the review of the Group's initiatives and health and safety response as a key area of focus.

## Human rights

Everyone at G4S, whether a director or frontline supervisor, has a responsibility to respect and protect the human rights of the company's employees and those in our care and we invest to ensure that our employment policies and practices are consistent with international conventions. The CSR Committee receives regular updates on major human rights audit findings or incidents. In certain countries, the Group relies on migrant workers to deliver a range of services to its customers. We recognise that being far from home, migrant workers are potentially vulnerable, therefore we need to ensure that group policies to safeguard their well-being are adhered to by all involved. Following the Norwegian Council on Ethics for the Government Pension Fund Global making public some concerns over the Group's approach to migrant workers in the Middle East, the programme to assess the Group's migrant worker policy and practices, which was underway, was accelerated. Management has provided updates to both the Audit Committee and the CSR Committee on the results of the assessment carried out and changes being implemented to the recruitment process, management of the migrant workers programme with the appointment of a coordinator based in the Middle East and engagement directly with the migrant worker population. In 2020 the CSR Committee will continue to monitor progress.

Mitigating the risks of modern slavery in our supply chain is also an area of focus for the committee, which reviews the company's modern slavery act statement every year. In 2019, the committee oversaw the launch of the supplier due diligence programme in the UK, run by EcoVadis, the sustainability ratings agency, to ensure our supplier code of conduct promoting health and safety, respect of human rights and business ethics in line with our values, is embedded and applied. Over the coming two to three years, the programme will be implemented globally starting with Europe and the Middle East.

## People, culture and values

Our values are integral to everything we do. The biennial employee survey conducted across the entire Group's employees, which is underpinned by the G4S values and therefore provides a useful tool for the committee to monitor the culture of the Group and in particular how well these values are understood and applied.

In addition, the committee has been keen to gain a better understanding of the Group's policy and objectives on diversity and inclusion, to attract, recruit and retain diverse talent, to harness the great diversity of thinking to generate new ideas for a sustainable future and to be recognised as an ethical employer that promotes the right behaviours through employees, supply chains and community activities.

Through regular updates and presentations the committee is able to monitor and ensure that our culture and values are consistently reflected in behaviours and actions in all parts of our business and to support management initiatives to enhance the application of our culture and values. In 2019, the CSR Committee received a presentation on the results of our biennial global employee engagement survey to which c.450,000 employees responded with 84% favourable answers globally.

### Whistleblowing arrangements

Another important tool for monitoring corporate culture is provided by the Group's whistleblowing arrangements. The CSR Committee receives regular updates and reviews key indicators to ensure that cultural and ethical trends can be identified and addressed. The committee was also recently provided with an update from the chair of the Group Ethics Steering Committee, the executive committee tasked with overseeing ethical matters across the Group, who highlighted its work in relation to overseeing the company's policies and procedures for the identification, assessment, management and reporting of ethical risks and in leading the review of the Group's existing anti-bribery and corruption programme and existing mechanisms for employees to raise ethical concerns in confidence. A review of the Group's global whistleblowing arrangements and case management tools, undertaken by Protect, a whistleblowing charity, overseen by the committee will take place during 2020.

 FOR MORE INFORMATION,  
SEE CSR KPIS ON PAGES 50 AND 51

## Specific issues

### Brook House

Over 2018 and 2019, the committee oversaw the independent review carried out by Verita, a specialist consultancy, into allegations regarding the conduct and behaviour of a number of staff at Brook House Immigration Removal Centre. The committee also oversaw the implementation of the operational improvement programme at the facility. The committee noted the positive conclusions of the comprehensive inspection of Brook House, carried out over three weeks in May and June 2019 by HM Chief Inspector of Prisons. An important aspect of the committee's work has been to ensure that lessons learned from the review were shared across the estate of G4S-run custody and rehabilitation facilities. The management team reported on initiatives being implemented, which included staff workshops, at one of the committee meetings.

### HM Prison Birmingham

Following continuing challenges in returning to normal operation following a major disturbance that took place in December 2016, in August 2018, G4S agreed with the UK Ministry of Justice (MoJ) that Her Majesty's Prison and Probation Service (HMPPS) would "step-in" and take over the management of HM Prison Birmingham. By mutual agreement with the MoJ, G4S permanently transferred the management of the prison to HMPPS, with effect from 1 July 2019.

In 2018, the CSR Committee led an internal independent review to assess the factors which led to the situation at the prison and identify any lessons that could be learned and shared across the broader G4S custodial estate. During 2019, the committee oversaw management's programme of actions and initiatives designed to ensure lessons learned were fully implemented, with the managing director of G4S Custodial and Detention Services providing an update on learnings from Brook House and HMP Birmingham to the committee during the year. These learnings have been shared by management across the entire business.

## Committee performance

The assessment of the committee's performance, conducted as part of the overall board review process with assistance from Lintstock, concluded that the CSR Committee continued to be effective, with the composition and leadership of the committee as well as the collaboration with the executive team identified as strengths.

In 2020, the committee will oversee the review of the Group's global whistleblowing arrangements and case management tools. The committee will also review the progress being made to enhance the protection of migrant workers across the Group and, in particular, the Middle East, as well as initiatives focused on our supply chain risks. Health and Safety deep-dives in high-risk markets will also provide the committee with a more granular level of understanding of the specific challenges faced by some of the businesses and how they respond.



## Focus on motorcycle safety

Over the past 18 months, strong focus was placed on improving defensive driving and riding. Motorcycle safety training was reinforced across the Group, through various initiatives including a video to help employees visualise key messages and best practice.

The health and safety audit work also included this particular area of focus and as a result, the health and safety team conducted targeted assurance and audit work on motorcycle safety controls in specific countries during the year.

2019 was the first year that none of our colleagues lost their life in a motorcycle accident.

LINK TO  
SDGS:

