

# G4S Corporate Governance

CASE STUDY

## ABOUT G4S SECURE SOLUTIONS (CANADA) LTD.

G4S is the world's largest security solutions company, operating in 125 countries with over 630,000 employees. G4S is the world's second largest private employer next to Wal-Mart and specializes in outsourcing business processes in sectors where security and safety risks are considered a strategic threat.

There are two divisions of G4S in Canada. G4S Secure Solutions Canada Ltd. (security technology, manned guarding, investigations, and risk assessments) has over 7,500

employees and works with governments, businesses and organizations to provide integrated solutions to security challenges. The second division is G4S Cash Solutions Ltd. (secure logistics) which employs 2,500 staff and provides comprehensive, scalable and customer-focused cash management solutions.



*G4S employs nearly 10,000 people across Canada in 44 offices, including the Mississauga facility seen here*

## LOCATION

**ADDRESS:** 5255 Orbitor Drive, Mississauga, Ontario

**PHONE:** 416-620-0762

**WEBSITE:** [www.g4s.ca](http://www.g4s.ca)

## CORPORATE GOVERNANCE – CORPORATE SUSTAINABILITY

In 2010, G4S established a Corporate Social Responsibility (CSR) Committee to govern their activities. The CSR strategy focuses on key issues impacting the organization, its employees, the communities they operate in and the local environment. The committee's role is to help ensure that CSR is an integral part of the group's strategy and that the company continues to have a positive impact on people and communities while contributing to a sustainable future for the business. The CSR committee also ensures G4S businesses around the world are aligned with the program's goals. G4S has also taken the step of commissioning a benchmark analysis of its CSR activities versus its industry peer group and best practices to verify that its CSR strategies stay in line with those best practices.

## SUSTAINABILITY GOALS, TARGETS AND DRIVERS

Through the Climate Action Program launched in 2008, G4S has introduced a wide range of energy efficiency measures that strive to reduce the quantity of the organization's greenhouse gas (GHG) emissions. G4S has set challenging targets for their commitment to reduce their GHG emissions, aiming to report on at least 90 per cent of the organization's emissions, while targeting a 13 per cent reduction in GHG emission intensity against revenue by 2012 based on a 2009 baseline. Between 2009 and 2010, G4S achieved a 5.4 per cent reduction in their carbon intensity.

## IMPLEMENTATION AND RESULTS IN CANADA

G4S has a presence in communities across Canada and with extensive operations and an employee base of over 10,000 people, the company recognizes that their business activities have direct and indirect impacts on the environment. G4S has committed to managing and minimizing those impacts in a responsible manner.



*G4S implemented a system to allow of monitoring and report of GHG emissions across global business units*

### 1. TRANSPORTATION

G4S owns and operates a large vehicle fleet that contributes a significant share of the organization's GHG emissions. Their Climate Action Program has focused on fleet management in an effort to reduce these emissions. Through the use of the eco-driver monitoring and a vehicle replacement program that purchases more fuel efficient vehicles, G4S has achieved a significant reduction in fleet emissions. In 2010, the average CO<sub>2</sub> equivalent emission per vehicle was 13.2 tonnes across the organization. In Canada, G4S is utilizing smaller, more fuel efficient patrol vehicles, and audio and video conferencing is being used in lieu of travel when appropriate.

### 2. CONSERVING PAPER

G4S has implemented several initiatives that have decreased the demand for paper in its Canadian operations. These initiatives involve issuing electronic paystubs, increasing the use of e-billing and substituting traditional incident paper reports with an electronic hand-held incident management system. Employees are also encouraged to print daily-use documents and marketing materials on an as-needed basis only.

One of the interesting paper conservation programs developed was G4S's online career centre. Given that they have thousands of employees across Canada and receive thousands of applications each year, they needed a system that not only centralized the collection of applicant data, but also made it easier for their Human Resources Department to analyze, manage and recruit. Prior to the online career centre, around 140 sheets of paper would have been created for each hire. This number has now been reduced to around 40 sheets. For example, advertising materials, job profiles and resumes are now provided electronically through the online career centre. With the high volume of application processed (some individual contracts can require G4S to hire over a

thousand new employees), this results in significant paper savings and more efficient management of the hiring process.

## LESSONS LEARNED AND TOOLS

The CSR committee is integral to achieving the company’s CSR goals. The committee facilitates the development of CSR policies, oversees implementation, ensures compliance, provides annual reports and aligns the Group’s social, environmental and economic activities.

One of the challenges the committee has faced is that while technology can help drive change and improve the sustainability of an organization, there are still many people wary of adopting it. For instance, going paperless for the hiring process was difficult at first and required a specific education and training program to assist in the changeover. The training educated staff about the efficiency gains of adopting certain technologies, and also highlighted environmental benefits.

Overall, G4S’s CSR strategy has helped the company save money, reduce its resource consumption and improve its environmental performance. Some of the tools they’ve used to drive this program have included:

- Commissioning the Corporate Social Responsibility Committee to oversee CSR activities.
- Establishing the Climate Action Board to oversee the Climate Action Program.
- Implementing carbon accounting software to measure, track and analyze carbon emissions data.
- Delivering educational outreach programs to encourage staff, customers and partners to adopt environmental initiatives. For instance, “The Big Think” program provided education and awareness on climate change mitigation actions and was implemented through internal and external communications (employee newsletters, customer magazines and other initiatives).
- Utilizing online and electronic sources and tools to minimize the dependence on hard paper copies.



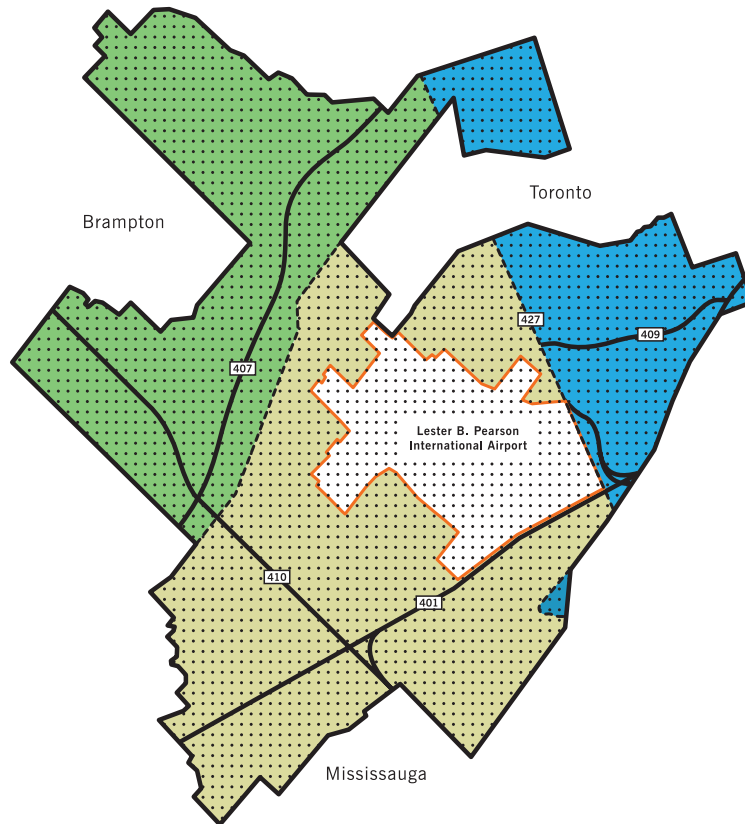
*G4S implemented a system to allow monitoring and reporting of GHG emissions across global business units*

## WHAT IS PARTNERS IN PROJECT GREEN?

Opportunities to gain a competitive advantage through sustainable business practices are more attainable than you think. Partners in Project Green is a growing community of businesses working together to green their bottom line by creating an internationally-recognized eco-business zone around Toronto Pearson.

Through new forms of business-to-business collaboration, Partners in Project Green delivers programming that helps businesses reduce energy and resource costs, uncover new business opportunities, and address everyday operational challenges in a green and cost-effective manner.

## PEARSON ECO-BUSINESS ZONE



[www.partnersinprojectgreen.com](http://www.partnersinprojectgreen.com)