



G4S Secure Solutions (Canada) Ltd.

# Workplace Violence Program

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Occupational Health and Safety

5/20/2010

[See also; Workplace Discrimination and Harassment Prevention Policy 1/12/2009]

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HS01 Workplace Violence 20/05/2010



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## **PART I                      WORKPLACE VIOLENCE PROGRAM**

The management of G4S Secure Solutions (Canada) Ltd. is committed to the prevention of workplace violence and is ultimately responsible for worker health and safety. We will take whatever steps are reasonable to protect our workers from workplace violence from all sources. Workers may face violence in any workplace and from any person in their workplace. The violent person may be someone the worker comes into contact with due to the nature of their work. This individual may be a client, customer, patient, visitor, co-worker, supervisor or spouse, partner or ex-partner of someone at the workplace.

### **Policy Goals and Objectives**

The objective of the Workplace Violence Policy is to achieve the following:

1. Reduce the potential for violence in and around the workplace;
2. Encourage and foster a work environment that is characterized by respect and healthy conflict resolution; and
3. Mitigate the negative circumstances for employees who experience or encounter violence in their work lives.

### **Definition of a Workplace**

Any land, premises, location or thing that, upon or near which a worker works such as a building, mine, construction site, vehicle, open field, road, banking machine, gateway, parking booth, or any other place where a worker is being directed and paid to be there or to be near there. G4S employs workers at many different facilities including health care, retail, residential, municipal, parking areas, educational, banking, manufacturing, offices, public and government buildings.

### **Examples of Workplace Violence**

- Verbally threatening to attack a worker
- Leaving threatening notes or sending threatening e-mails to a workplace
- Shaking a fist in a worker's face
- Wielding a weapon or can be perceived to be a weapon at work
- Hitting or trying to hit a worker
- Throwing an object at a worker
- Sexual violence against a worker
- Kicking an object the worker is standing on such as a ladder; or
- Trying to run down a worker using a vehicle such as a forklift or car
- A spouse or former spouse, current or former intimate partner or a family member may harm, or attempt or threaten to physically harm, that worker at work. In this example domestic violence is



considered workplace violence.

## **Workplace Violence Risk Assessments**

As a security provider, G4S employees perform a number of activities that may increase the risk of workplace violence. These include:

- Handling cash
- Protecting or securing valuables
- Transporting people or property
- Use of a vehicle (mobile workplace)
- Contact with public or community
- Working with unstable or volatile people
- Working alone or with just a few people
- Working late at night or early in the morning
- Responding to intruder or other alarms

G4S Secure Solutions (Canada) Ltd. proactively assesses the risk of workplace violence in all workplace environments and will re-assess as often as necessary to protect employees from workplace violence. A re-assessment will take place if

- the workplace is re-designed, renovated, or moved
- the type or value of property to be secured is changed
- there are changes in work conditions (for example a plant closure, thus reducing the number of client workers at the workplace)
- a violent incident occurs that was not foreseen during a previous risk assessment.

### **Workplace Violence Risk Assessment Methodology**

G4S Secure Solutions (Canada) Ltd. performs a workplace violence risk assessment for each workplace setting to determine the risks of workplace violence. Assessments for workplaces include the nature of the workplace, the type of work or the conditions of work. These factors are considered in the risk assessment:



- history of violent incidents at a particular workplace
- injuries resulting from workplace incidents where violence was a factor
- type of work, for example handling cash, medicines, other valuables
- safeguarding patients in a health care facility
- parking by-law enforcement
- physical aspects of the workplace, for example a manufacturing facility, residential building, construction site, vehicle, detention center, retail shopping center, health care, municipal building,
- design, construction, lighting, access control, communication devices, proximity to emergency responders, police
- results of employee surveys
- inspection of the workplace for signs of violence such as broken items or holes in walls

### **Communication**

G4S Secure Solutions (Canada) Ltd. communicates information about the risk of workplace violence to all workers through orientation training, site work instructions, internet, e-mail, newsletters, pay inserts, seminars, and meetings with Health and Safety Committee and workers. The information includes:

- Measures and procedures to control the risks identified in the assessments
- Measures and procedures used to summon immediate assistance where workplace violence may occur.
- Measures and procedures to allow workers to report incidents or threats of workplace violence.
- The procedure that is followed to investigate and respond to incidents of workplace violence.

### **WORKPLACE VIOLENCE PREVENTION PROGRAM**

The management of G4S Secure Solutions (Canada) Ltd. is committed to the prevention of workplace violence. Managers, supervisors and employees of G4S share the responsibility for occupational health and safety. This concept of internal responsibility is based on the principle that workplace parties themselves are in the best position to identify health and safety problems and develop solutions. Every individual is responsible for worker health and safety. The management team at G4S will take whatever steps are reasonable to protect G4S workers from workplace violence from all sources.

G4S employees work every day to provide security services at locations where circumstances and situations may occur that may increase the risk of workplace violence.



Examples of G4S workplace situations with risks of violence:

1. Working in a fixed location in the presence of cash, goods, or medications that may be readily sold or pawned.
2. Protecting valuable goods in an area open to the public
3. Intervening in a situation to deter theft or loss
4. Patrolling alone or at night in remote, unoccupied, or isolated locations
5. Working in a fixed location with clients who have access to staff.
6. Working near or at a cashier station or making cash deposits.
7. Working with unstable and/or volatile clients
8. Providing a service to or near persons with physiological, psychological, or psychiatric conditions and substance abuse issues
9. Providing a service that involves physical contact with clients who may be unpredictable due to influences outside the workplace
10. Working in a fixed location where there is limited or no access to communication tools or other security devices.
11. Working in a fixed location where there is a high potential for assault, sexual assault or robbery
12. Working where fare collection and enforcement of fares is required
13. Working in situations where there is exposure to theft of goods that are being transported.
14. Working in the presence of valuable portable goods, such as precious metals, vehicles, or electronics
15. Working in isolated areas within a worksite, away from other workers
16. Working in a remote worksite where public may have access
17. Travelling alone in the community
18. Working on the road – a vehicle is a 'mobile office'
19. Working in a remote or unknown area
20. Public having access to a worker's vehicle both inside and outside the vehicle



21. Transporting other workers to and from a workplace

## **PART II CONTROLS FOR WORKPLACE VIOLENCE PREVENTION**

As an employee of G4S you are required to comply with all security and safety precautions that are made available to you. You are invited to participate in workplace assessments, personal surveys and to notify your supervisor or manager of any risk or perceived risk that may be known to you associated with your work assignments.

Some preventive measures that G4S employees may be required to use:

### **Call Monitor (Call-in)**

This system is a tool that is used to record when employees are on and off duty and is a workplace safety measure. A call-in must be made at the start and end of each shift. If you have been assigned check calls during your shift, you must call in for them also. Failure to do so may result in a supervisor being dispatched to your site. Missed calls indicate that an employee may be in an emergency situation. It is important that you make your call-ins at the correct times so that a supervisor is always available to assist another employee who may be in a real emergency situation.

Each G4S employee is assigned a personal identification number.

Each G4S customer location is assigned a site number.

Instructions for making automated call-ins are included with your hiring documents. If you do not understand the safety features of this system, please contact your supervisor, control center operator, scheduler or site manager for clarification.

### **Communication Devices, Telephone, Radio, Portable Cell Phone**

Your workplace may include a land-line telephone, portable cell phone or other mobile device that is used to communicate. You must be familiar with the communications system available and ensure that you know the number to call for emergency assistance. If there is escalation of any circumstance that you feel may lead to a violent situation, **you are required to contact 911 immediately**. If possible, you shall contact your Control Center or National Client Information System Operator and request immediate assistance.

### **Non-Violent Crisis Intervention Training**

If you are assigned to a location that has been assessed with a high risk of violence, you shall participate in non-violent crisis intervention training or an alternative training course when requested to do so.

### **Cross Check Calls**

Some G4S workplaces require employees to make cross check calls by radio or telephone to another worker at the same location or a location nearby as a safety precaution.

### **Mobile Workers Patrol Supervisors and Guard Inspectors**

The use of Call Monitor is required for mobile workers who are assigned to multiple locations or who work at various workplaces throughout their shift. Workers who are assigned a Call Monitor duty must



complete the duty as required.

### **Patient Watch Constant Care**

Employees assigned to health care facilities where the duties include constant care of patients are issued a Constant Care Handbook which describes the actions you should take when dealing with individuals with chronic mental disorders, and disturbed behaviours. Basic guidelines for violence prevention in such situations are included in the handbook. In such cases, health care staff are required to inform you of specific behaviours to avoid when working with a particular patient.

### **Personal Protective Equipment**

Protective Safety equipment is provided to workers who are assigned to workplaces identified with a high risk of workplace violence. You must wear all protective equipment that is provided to your workplace. Examples of such equipment are protective vests, gloves, masks, eye protection.

### **Personal Panic Alarms**

G4S employees who work in high risk environments have access to portable or fixed panic alarms that will summon assistance from first responders or on-site support workers.

### **Health Precautions Associated with a Workplace Violence Incident**

Some locations have an elevated risk of exposure to communicable diseases or other health concerns. In some cases G4S workers may be provided with preventive vaccines or other medication to reduce their risk of infection when injured by a patient at a medical treatment facility. We recommend that you participate in all preventive medical treatments if they are offered to you. Note: in many health care settings preventive vaccines are not required and the costs of such medications will be the employee responsibility. We encourage you to request more information from your direct supervisor for specific situations.

### **Domestic Violence in the Workplace**

There is a risk of domestic violence entering the workplace and it is important that all employees are able to recognize the signs of domestic violence. If you have a concern that any individual is at risk at your workplace it is your responsibility to inform your supervisor or manager.

As a G4S employee you should be able to recognize the signs of domestic violence:

#### The victim may

- Try to cover bruises
- Be sad, lonely withdrawn and afraid
- Have trouble concentrating on a task
- Apologize for the abuser's behavior
- Be nervous when the abuser is in the workplace
- Make last minute excuses or cancellations
- Use drugs or alcohol to cope
- Miss work frequently or more often than usual

#### The abuser may interfere with the victim while at work by:

- Repeatedly phoning or emailing the victim
- Stalking and/or watching the victim



- Showing up at the workplace and pestering co-workers with questions about the victim
- Displaying jealous and controlling behaviours
- Lying to co-workers about the reason for absences
- Threatening co-workers or verbally abusing the victim or co-workers
- Destroying the victim's or the organization's property
- Physically harming the victim and/or co-workers

The abuser may attempt to prevent the victim from getting to work by:

- Interfering with transportation by hiding or stealing the victim's car keys or transportation money
- Hiding or stealing the victim's identification cards or access card
- Threatening deportation in a situation where the victim was sponsored
- Failing to show up to care for children
- Or physically restraining the victim

Inform your supervisor and an authority at the workplace. Police and counselors should be involved in minimizing the risk to everyone working.

## **Procedures when violence is imminent or in progress:**

When a violent situation occurs or is imminent:

**Call 911** for emergency situations. Police or emergency responders will assist immediately.

**Call the Control Center** or your immediate Manager or Supervisor if possible after calling 911.

If you are at risk, remain calm, try to withdraw from the violent individual and seek an immediate safe location.

Incidents involving emergency and/or criminal activity will be referred to the local police department for investigation. Incidents that do not involve an emergency situation and/or criminal activity will be handled by the District Manager.

Any violent actions committed by G4S employees, employees of the client, or members of the public will be prosecuted under the Criminal Code of Canada or as appropriate. G4S Security Services intends to use reasonable legal, managerial, administrative, and disciplinary procedures to secure the workplace from violence and to reasonably protect employees and members of the public.

## **Reporting of Fatalities, Critical Injuries and Work Refusal, Unsafe Workplace Complaints**

In Ontario, G4S must **immediately and by direct means** such as telephone, contact

- the Ministry of Labour Inspector,
- the workplace's joint health and safety committee or health and safety representative and



- union, if any and,

Within **48 hours** notify, in writing,

- a director of the Ministry of Labour, giving the circumstances of the occurrence and any information that may be prescribed. [Sec.51(1)Ontario OHSA]

## **Conducting an Investigation**

Incidents involving emergency and/or criminal activity will be referred to the Police Department for investigation. Incidents that do not involve an emergency situation and/or criminal activity will be handled by the District Manager. The District Manager, in consultation with the Regional Vice President and/or Regional Human Resources Manager, will determine whether an investigation is needed and who will conduct the investigation.

### **1. Data Collection**

There are great liabilities and legal implications associated with violent behaviour in the workplace, therefore before beginning any investigation, consult with Senior Management and/or Regional Manager Human Resources.

The investigation could lead to disciplinary action; and requires sensitivity to the rights of all persons involved. The investigator must proceed in a manner that demonstrates objectivity, fairness and a concern for confidentiality. Documentation is required for all aspects of the investigation.

### **2. Interview the Alleged Victim**

When talking with alleged victim, speak calmly, speak clearly and non-judgmentally. Approach the interview in a sensitive, supportive manner. The goal of the interview is to develop a true and accurate account of the incident.

Obtain the date/time of the violent incident.

Find answers to the questions: who, what, when and where. Find out what specifically happened in this and other incidents

Determine the background of the situation, including the relationship between the parties before the incident.

Obtain the names of anyone else who:

- Saw or heard the incident
- The person has talked with about the incident



- The person believes has also had encounters with alleged offender
- Find out what the person did in response to the violent encounter
- Find out whether the person has documented the incident, or any other violent encounters that the person has had with the alleged offender

Reassure the person that the Company is actively responding to the incident and that any retaliation will not be tolerated.

### **3. Interview with the Alleged Offender**

Approach the interview in a non-judgmental, sensitive manner. Keep in mind that a person is innocent until proven at fault. Unreasonable assumptions of guilt before an investigation has been completed can impede an appropriate investigation.

- If the alleged offender is a member of a Bargaining Unit and asks for Union representation, allow it.
- Present the incident or incidents described by the victim, or your own observations if you directly saw the incident.
- Get the alleged offender's side of the story.
- Investigate with such questions as:
  - "Describe the incident that occurred between you and the victim."
  - "Describe your relationship with the victim and other interactions that you have had."

### **4. Interviews with Observers or Others in the Workplace**

In your investigation, realize that observers may also be disturbed by the violent interaction they have witnessed.

Investigate with questions such as:

- "What type of interaction did you observe between the offender and the victim?"
- "Are there others who might be able to comment, or who observed the same incident?"

### **5. Investigation Conclusion and Final Resolution**

After the investigation is concluded, the notes should be formalized and a recommendation made to Management for necessary action. The investigation findings and notes must be retained on file.

Where possible the investigation must be completed within 48 hours of the initial report.



## Recognizing Warning Signs

In day-to-day living, people deal with a wide range of emotional and situational difficulties. On occasion, stressful situations arise for which an individual's normal coping abilities are inadequate. The specific nature of these events will vary from person and may pose a serious threat to an individual's mental health and functioning.

Employee's need to:

- Recognize the warning signs that may lead to a violent situation.
- Make recommendations for the control of potentially violent situations.
- Take steps in the event that a situation becomes uncontrollable.
- Respond appropriately should a critical incident occur.

Anger is usually a response to pain or fear. While most people usually control their response, for some, the immediate response is to lash back. Others, however, do not respond outwardly, but tend to bury their feelings. Reserved or pent up emotions may lead to unexpected outbursts and/or physical violence.

There are three categories of anger:

1. Situational anger, which is a response to a present situation or crisis.
2. Ancient anger, which has been stored for years perhaps since childhood in response to old hurts or fears. This subversive anger may cause depression, outbursts that do not match the situation, or even violence.
3. Accumulated anger, which results from feelings of helplessness and/or hopelessness created by ongoing irritants (e.g. not having enough money, an ongoing dysfunctional relationship, frustration with "the system" etc).



Violence may be physical or mental. **Physical violence** is most often identified and is usually followed by an incident or accident investigation. Injuries may range from minor bruising and cuts to injuries like loss of teeth and, in some cases, death. Physical violence may also result in property damage; things like damaged walls or furniture. Physical violence may or may not be preceded by verbal aggression.

The results of **mental violence** are not usually recognized in the early stages. It may be days or even months before the effect of a traumatic experience are manifested. Because of these delayed effects, it is sometimes difficult to attribute them to an event that took place in the past.

### **Types of Violence**

**Type 1:** The assailant has no legitimate relationship to the workplace and usually enters the workplace to commit a robbery or other criminal act.

**Type 2:** The assailant is either the recipient or the object of a service provided by the affected workplace or the victim. The assailant is a current or former client, patient, criminal suspect or prisoner.

**Type 3:** The assailant has an employment-related involvement with the workplace. Usually this involves an assault by a current or former employee, supervisor or manager, a current spouse or lover, a relative or friend, or some other person who is involved in a dispute with an employee at the workplace.

Workplace violence may be result from workplace harassment which is defined as any behaviour directed toward an employee or group of employees which is known or ought to be known to be unwelcome. Workplace harassment includes personal and sexual harassment, creation of a poisoned work environment, discrimination and abuse of authority. Harassment may be experienced in violence types 2 and 3.

### **Predictors of Violence**

Look for persons that have a history of:

- Chemical abuse
- Criminal behavior
- Domestic violence
- Self abuse
- Suicide/homicide attempts
- Arson
- Fearful delusions (with underlying psychiatric problems)
- Not taking prescribed psychotherapeutic medications.



Violence may be manifested in verbal aggression (e.g. shouting, making derogatory comments about a person's race or sex, etc.) in addition to acting out and physical abuse.

### **Criminal Code of Canada**

An assault is a criminal offence and employers should be urged to call police to investigate and lay charges when an incident occurs.

Section 265(1) A person commits an assault when:

- without the consent of another person, he applies force intentionally to that other person, directly or indirectly;
- he attempts or threatens, by an act or gesture, to apply force to another person, if he has, or causes that other person to believe on reasonably grounds that he has, the present ability to affect his purpose; or
- while openly wearing or carrying a weapon or imitation thereof, he accosts or impedes another person or begs.

If the police investigate a complaint of assault and find that there are grounds to lay charges under the Criminal Code, the Crown Attorney will prosecute the case. This means that the victim's only involvement is as a witness when the matter goes to trial. If the police decide that charges should not be laid and the victim disagrees, as a last resort, he or she can go to the Justice of the Peace and request that a private charge is laid. The victim must pay a private prosecutor to pursue the charge.

### **Steps to Take to Prevent Situations from Escalating**

The words we speak will affect the outcome of a situation. However, more important than what we say is how we say it. Nonverbal communication involves things like where and how we stand the volume of our speech, etc. 85 to 90% of what we communicate is conveyed through nonverbal action.

**Nonverbal communication consists of:**

**Para verbal communications:** The tone, volume and cadence of the voice. Using these three elements, we can change the outcome of a potential violent situation. Consider the possible reactions to a condescending tone compared with a polite and caring one.



**Proximities:** The distance between people while communicating. If there is a potential violent situation, we need more space. The minimum recommended space between persons having a normal conversation is two and a half to three feet. When a situation “heats up,” we need to create more space between ourselves and the angry person.

**Kinesis:** Body posture and motion. Any change in your body language may be seen as a challenge and could escalate an already volatile situation. A supportive stance gives personal space and involves talking to someone from an angle with the hands at the sides.

## **The Crisis**

Webster’s dictionary describes a crisis as: “A turning point in the progress of an affair or of a series of events, a critical moment. There are four progressive stages in the development of a crisis. At each stage, there is an opportunity to intervene.

Example of the Four Stages of Escalation to Workplace Violence at a Health Care Facility.

### **Background**

John has an appointment at a medical center. The appointment is not overly important to John, but his doctor convinced him to make the visit. He was told that the appointment was for 10:00 a.m.

John is a production worker and is paid by the hour. His employer discourages daytime appointments. John is married and has three children with his limited income, he has difficulty paying his monthly bills. John’s teenage daughter is on probation at school.

### **Stage 1: Anxiety**

It is now 10:30 a.m. and John after trying to sit and read some old magazines, begins to pace around the waiting room. You, as one of the medical center staff, are unaware of his background.

**Intervention:** Keep an eye out for this type of situation and when you see it, approach the individual. Explain the reason for the delay in the appointment and demonstrate support with your nonverbal behaviour.

### **Stage 2: Defensive**

The doctor who John is to see has been called to an emergency and is running late. It is now 10:50 a.m. John comes up to you and begins to shout and call you names.



Intervention: You should investigate the reason of his actions, if he persists, he should be told that his behaviour is not acceptable, and that it is alarming the other clients and the staff. If he continues, you will have to give John options, namely, to make another appointment or leave.

### **Stage 3: Acting Out**

John is not listening to you. He comes to the counter, picks up the computer that is on the desk and throws it to the floor.

Intervention: There is the potential for physical harm to you, fellow workers and clients. If verbal action is still not working and you feel confident, you may resort to nonviolent physical intervention.

### **Stage 4: Tension Reduction**

When John “calms down” from acting out, he does not appear to remember much about the situation. He feels fearful, confused and remorseful about what happened.

Intervention: Reassure John that you are not going to harm him. Give him a choice to either leave or sit in a vacant office and cool down.

### **Steps To Take If the Situation Becomes Uncontrollable**

Sometimes no matter what we say or do a person may create enough of a disturbance to disrupt operations. The situation may have advanced enough that our safety or the safety of others is threatened. It is important to:

- Remain calm
- Try to calm the individual
- Continue the discussion only if the individual has calmed down
- Avoid all provocation and physical violence
- Move to an area where assistance can be offered at a moment's notice
- Ask the Supervisor or Manager to be present for any further discussions
- If you are unable to continue, calmly end the meeting and ask the individual to leave. If you are on their premises, leave as quickly and orderly as is possible
- If you have an alarm, do not hesitate to use it



- If you require assistance, including the Police, do not hesitate to call if you believe someone's life is in danger. Emphasize this to the Police.
- Report the situation to the Supervisor. An incident/accident report is necessary.

## **Stress Management**

- All people do not respond in the same way to the same event. What affects some may have little impact on others
- A stress response may be immediate or delayed
- A variety of physical and behavioral/social signs and symptoms may appear
- Reactions are normal and should be accepted as a normal reaction to an abnormal event
- Healthy lifestyle strategies enhance personal coping strategies
- The timing of an intervention is important. An immediate intervention can alleviate further symptoms
- Professional assistance should be sought for persistent symptoms.

## **Pre-Incident**

- Regular exercise – three or more times a week
- Nutritious diet
- Share emotions with family and friends
- Take time for yourself
- Help others with compassion which restores balance
- Learn and use stress reduction techniques such as relaxation, meditation and visualization
- Be kind to yourself
- Participate in support and stress management programs.



#### On-Scene

- Keep active
- Use positive self-statements to reinforce and reassure
- Use deep breathing techniques
- Focus on one job at a time
- Schedule breaks with nutritious food and drinks
- Use appropriate humor
- Share experiences after incidents
- Seek support activities as needed.

#### After the Incident

- Accept reactions as normal
- Remember reactions will mitigate with time
- Vigorous physical exercise in the 24 hours after the incident will reduce stress levels
- Return to a normal schedule as soon as possible
- Rest and relax
- Eat properly; reduce intake of coffee, tea and cola drinks, avoid alcohol or drugs

**Prepared by: B. Parker, National Compliance Officer**



## **PART III EMPLOYEE AGREEMENT**

The management of G4S Secure Solutions (Canada) Ltd. is committed to the prevention of workplace violence. Managers, supervisors and employees of G4S share the responsibility for occupational health and safety. This concept of internal responsibility is based on the principle that workplace parties themselves are in the best position to identify health and safety problems and develop solutions. Every individual is responsible for worker health and safety. The management team at G4S will take whatever steps are reasonable to protect G4S workers from workplace violence from all sources.

As an employee of G4S Secure Solutions (Canada) Ltd. I agree to share in the responsibility to report all health and safety risks to any person at a workplace or near a workplace to which I may be assigned. I will take every precaution to inform my supervisor or manager of health and safety concerns including the potential for workplace violence at my workplace.

(Employee Name): \_\_\_\_\_

(Employee Signature): \_\_\_\_\_

(Date): \_\_\_\_\_

(G4S Representative): \_\_\_\_\_

[\*This page to be included in new employee orientation]

