



**“Our vision is to be the leading service company in our chosen markets. We can only achieve this if we are trusted by all those who touch our business”**

Christopher Hyman, Chief Executive, Serco Group plc

## Serco's governing principles

### We foster an entrepreneurial culture

We are passionate about building innovative and successful Serco businesses. We succeed by encouraging and generating new ideas. We trust our people to deliver. We embrace change and, by taking measured risks, encourage creative thinking.

### We enable our people to excel

Our success comes from our commitment and energy to go the extra mile. We are responsible to each other and can expect support when we need it most. We expect our people to achieve more by recognising and harnessing the power of individuals. We value people for their knowledge, ideas and potential to contribute.

### We deliver our promises

We do what we say we will do to meet expectations. We only promise what we can deliver. If we make mistakes, we put them right. We are clear about what we need to achieve and we expect to make a fair profit.

### We build trust and respect

We build respect by operating in a safe, socially responsible, consistent and honest manner. We never compromise on safety and we always operate in an ethical and responsible manner. We listen. In doing so, we treat others as we would wish to be treated ourselves, and challenge when we see something is wrong. We integrate with our communities.



## Update on Cass Vernon

Last year's report told the story of Cass Vernon, an ex-offender who now mentors offenders at HMP & YOI Doncaster, UK. Cass continues to work for us and In2Change, the prison's own charity, which helps with the resettlement of ex-offenders. Cass is also undertaking a support mentoring role for a new initiative aimed at young offenders in the community.

We are delighted that Cass's achievements were recognised by the National Offender Management Service when it gave him the Outstanding Newcomer award for Yorkshire and Humberside earlier this year, and by the South Yorkshire Criminal Justice Awards for his part in the Court Buddy Scheme in Sheffield.

"Serco and In2Change have made it possible for me to lead a normal life," says Cass. "I am doing further training, and people respect my work for who I am. I am working on new projects and know that I play a part in offering opportunities to other ex-offenders, who need support that works."

Opposite, clockwise from top left: Scott Bilkliq, Norfolk & Norwich University Hospital, UK; Nick Grindle, BlueScope Steel plant, Australia; Meegodage Santha Sandya Kumara, Dubai Metro, Dubai; Manu Kumari, Serco BPO, India.

## Contents

4

### Living our values

Chief Executive Christopher Hyman on the importance of upholding our values, as the company grows and diversifies, in order to retain trust.

6

### On the local level

We operate in the very heart of communities, improving people's employability and social well-being, and responding to those in need.

10

### Our greatest asset

Our people around the world are the key to our business success. We nurture engaged employees and develop the leaders of the future.

14

### The bigger picture

We take our responsibility to the environment seriously, reducing our impact, pioneering initiatives and influencing the public debate.

18

### Setting the standard

When it comes to safety, strong leadership, engaged people and robust systems all combine to deliver our award-winning results.

22

### Celebrating our achievements

The outstanding contributions of our 2009 Pulse Award winners.

23

### Review of 2009

The challenges we set ourselves during 2009 and how many of our targets we reached successfully.

24

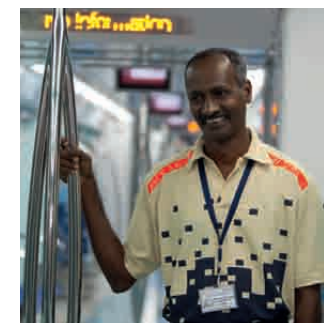
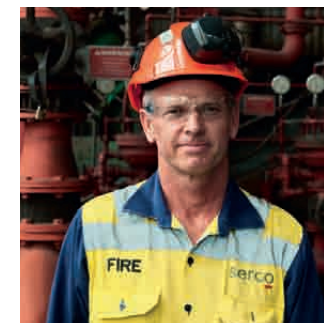
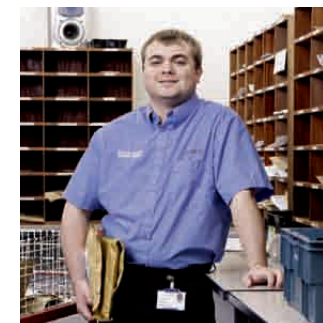
### Facts and stats for 2009

Our 2009 achievements in numbers.

26

### The year ahead

Read all about our goals and plans for the year ahead.



## Welcome

Serco delivers efficient, essential services to governments and companies around the world. Our 2009 revenue was £3,970 million and we employ around 70,000 people in the UK, Europe, North America, Asia Pacific and the Middle East.

Our vision is to be the leading service company in our chosen markets. We want to be the best supplier and partner to work with, the company people aspire to work for, and the company that delivers superior returns to shareholders. Our chosen markets are those that promise strong revenue growth, attractive margins and good working conditions.

We can only achieve our vision if we are trusted by all those who touch our business – our customers, people, partners, suppliers and communities. This means that we must consider our responsibilities in everything we do. Since our inception, we have been a values-led business. Our governing principles set out these values, and our systems and culture ensure we operate in the right way.

We divide corporate responsibility into four pillars: community, people, environment and safety. This report explains our approach to each and gives a few examples of how we put this approach into action. Our work for our customers encompasses all four pillars, but there are many things we do that go beyond our contractual or legal requirements. It is through the outcome of the values-based decisions our people take every day that we earn the trust of our stakeholders. For more visit [www.serco.com](http://www.serco.com)

## Serco's refusal to compromise on safety requires a shared approach across the world, so that all our employees can benefit from the same high safety standards



Trust is important for all companies but it is vital for Serco. We deliver essential services that affect the day-to-day lives of their users. Without trust, we would not have a business. We need to retain the trust of our customers, people, partners, suppliers and communities. To do so, we must live by our values. These are defined in our governing principles (see page 2), which are much more than a guide to our actions. They are central to the way we operate.

**Upholding our values in turbulent times**

Our values have never been optional, which means they are firmly embedded throughout our business. We have a strong track record of applying them consistently across Serco, wherever we work and whatever we do. This is particularly important when times are tough for our customers. The support we give them by upholding our values in testing conditions increases their trust in us. We also have the policies and controls in place to ensure good governance. These are set out in the Serco Management System, which we continually refresh so it is fit for purpose.

We encourage the right behaviours in other ways. We appraise our leaders both on what they have done and how they applied our values in doing it. And with our global Pulse Awards, we celebrate the best examples of our people, customers and partners demonstrating our values in action. Their stories inspire and encourage all of us to follow suit.

# Why trust means living our values

Christopher Hyman, Serco’s Chief Executive, explains why trust is fundamental to Serco and how it comes from living our values.

**Upholding our values as we grow**

Growth always brings challenges. It would be easy, as Serco expands, to lose touch with our values or move into markets that compromise them. Both would erode our stakeholders’ trust. Fortunately, we have many years’ experience of managing these challenges, and a proven ability to spread knowledge and best practice between our businesses and countries.

As new people join Serco, we work hard to ensure they share our values. The leaders we put into new contracts run them with our values at the forefront. In addition, the people who join us often come from the public sector, bringing a service ethos to match our own.

Expanding into new markets and countries creates additional challenges, but while there are always cultural differences, our values are universal. Serco is, in effect, one company with one set of values but many different cultures.

We have a formal process for assessing new markets and the services we might offer, which highlights ethical issues. Our ethics committee and ethical policies provide the framework for making the correct decisions. This does not mean that we shy away from taking on demanding work for our customers. We have done this in the past and will do so again, but only if we can maintain our values in the process. In fact, it is often this demanding work that best demonstrates the advantages of our values.

**Trust helps us evolve**

As our customers’ needs change, they ask us to provide new and increasingly complex services. Often these services meet a pressing need in society, such as helping long-term unemployed people to find and keep a job.

To achieve these objectives, we need to find new ways of working with our customers and new partners, who bring skills and experience to complement ours. That might mean creating groundbreaking joint ventures with a customer, as we have with Glasgow City Council and Guy’s and St Thomas’ NHS Foundation Trust in London. Or it may mean working with the third sector, as we are in delivering prison services and the UK government’s Flexible New Deal.

We can only forge these partnerships if we are trusted to work in the right way, to be open and honest, and to clearly define our respective roles and what we can both expect to achieve. Our success so far shows we are doing that.

**Reliability is essential too**

Our customers can trust us to act in the right way, but they must also be able to depend on our service delivery. Retaining 90% of our contracts at rebid is evidence of our reliability. Not everything is perfect but where there are issues with service quality, it is the way we respond to them that keeps the trust of our stakeholders. Our governing principles require us to deliver on our promises, and overcoming problems in the right way, with the right attitude, can generate greater trust than when things go smoothly.

Serco is positioned well for the future because of the trust of our stakeholders. By living our values, we will show that we continue to deserve that trust.







Lynsey Moorfield,  
a Project Search  
intern at Norfolk &  
Norwich University  
Hospital, UK

## On the local level

Much of our work directly benefits the local communities in which we operate. Many of our people also live in those communities, and we want them to be proud of what we do. For our business to thrive, we need communities to trust us to work in the right way and make a difference to their lives.

Customers increasingly use us to drive social improvements. Bolton Community Leisure Trust, for example, aims to increase the physical, mental, spiritual and social well-being of residents by having leisure centres at the heart of community life. The case study on the following page explains how we help them.

We are also increasingly partnering with the third sector to deliver these improvements. Gaining their trust requires an open and transparent approach, as our work on the Flexible New Deal demonstrates.

Our people's dedication makes a real difference to communities. The prisons we run, for example, have community-orientated goals at their heart: protecting the public and rehabilitating offenders.

Time and again, though, we go beyond the contract with innovations that help both us and the community. Employability, for example, is a common theme in >>



>> our community work. At Norfolk & Norwich University Hospital, we teamed up with the Prince's Trust to teach a group of unemployed 17 to 24-year-olds about facilities management. Two of them now work for us at the hospital.

Serco's sponsorship and bursary for the Duke of Edinburgh's Award equips disadvantaged children with vital life skills, building trust, teamwork, confidence and self-esteem. At HMP & YOI Ashfield, Rory Maguire manages the in-house Duke of Edinburgh's Award programme team committed to helping young offenders gain the award. We also sponsored Business in the Community's Big Conversation campaign (see [www.bitc.org.uk](http://www.bitc.org.uk)), to make work experience relevant and inspiring. Contracts ranging from RAF Fylingdales to the National Physical Laboratory showed school students what work can offer them.

Our people respond generously to others' needs. This year, our Australian and Middle Eastern businesses raised significant sums for the victims of natural disasters. The Serco Unites Dollar for Dollar campaign for the 2009 Red Cross Victorian Bushfire Appeal saw 277 individuals and teams from across the company donate A\$23,519.50. With Serco's dollar-for-dollar contribution the total donation made to the Red Cross was A\$47,039.

We also partnered with Habitat for Humanity to support their community projects in bushfire-affected areas in Australia. Our Melbourne Parks and Gardens contract has donated time and equipment. Elsewhere, Serco's Executive Committee spent four days building houses for Habitat for Humanity in Liverpool, UK.

We aim to invest 1% of our pre-tax profit in the community, through donations, gifts in kind and employee time. In 2009, we invested £1,746,261, which represents 1% of our profit.

## At a glance

**“Serco has an open, transparent and supportive approach to bringing partners together to deliver the government's Flexible New Deal,”**  
**Paul Gray, Tydfil Training**

In 2009, we invested £1,746,261 of our pre-tax profit in the community, which represents 1% of our profit

**Project Search helps 17 to 24-year-olds with learning difficulties gain real work experience**

Serco Vice President MCEC Projects Rich Gilligan spends half his time working on secondment with the Military Child Education Coalition, a US-based charity

**“I share best practice, including strategic planning, risk management and ethics training,” he explains**

## Support for US military children

The Military Child Education Coalition (MCEC) supports the children of military families in the United States. These children face significant challenges – changing schools on average between six and nine times – as well as the emotional effects of being separated from a parent on active duty. MCEC researches school-transition issues, writes publications for schools, teachers and children, engages with the military and Congress, and runs workshops. “We help families through our contracts with the US military,” says Rich Gilligan, Serco Vice President of MCEC Projects. “So when MCEC needed sponsorship for their annual conference, we knew we would love to work with them. It was a natural fit.”

Serco has sponsored MCEC's conference since 2007, donating more than \$150,000 to date, but our commitment goes much further. Rich spends up to half of his time working with them. “I build relationships between MCEC and the business community,” he says. “We also use our commercial expertise to help them qualify for government work, and share best practice, including strategic planning, risk management and ethics training.”

Rich has also judged awards and evaluated applications for a leadership programme. “I do anything they need me to do! It's one of my best experiences in 32 years of work. They're doing serious stuff but they always have a positive spin. We value passion and they've got it in abundance.” For more, visit [www.militarychild.org](http://www.militarychild.org)



## Help for the long-term unemployed

Flexible New Deal (FND) is the UK government's initiative to help long-term unemployed people into work. Through our three regional contracts, we will support more than 130,000 people into sustainable jobs.

Our unique strategy is to subcontract delivery to those best placed to help jobseekers: a network of national welfare to work providers and specialist, community-based organisations. We work with more than 70 providers, half of which are third sector. Bringing together so many organisations, who were often unused to partnering with a major company, required them to trust our commitment to openness and transparency.

We spoke to hundreds of potential partners, holding open events so they could find out about us and our proposals. We followed up with individual meetings and site visits, to assess their ethos and appetite for FND. We published our model, its funding and who we intended to work with. And we signed letters of commitment, assuring our partners of their role when we won the contract.

“Serco's open, transparent and supportive approach has brought partners together to deliver FND,” says Paul Gray of Tydfil Training. “As a third sector organisation, we appreciate the level of information, clarity and personal support that has been evident in our dealings with Serco.”

## Leisure at the heart of Bolton's community

The leisure centre's role is changing. Increasingly, UK local authorities want them to help improve health and inclusion, and reduce crime and joblessness.

Bolton Community Leisure Trust, for example, uses the centres we run to enhance residents' physical, mental, spiritual and social well-being. The Trust's charitable status means we can source extra funding to meet these aims, and we also share any surplus we make. Over the past three years, we have enabled the Trust to reinvest £400,000 in residents' well-being.

In 2005, Bolton Council set up Leverhulme Park Community

Club, in a deprived part of town. It wanted the club run in a community-spirited way and gave us a pilot contract to see if a commercial organisation could deliver what it needed. We proved that we could.

Bolton's Primary Care Trust and Children's Services are based at Leverhulme, so we work in partnership with them to offer holiday programmes for youngsters and health services such as cardiac rehabilitation. By reducing prices, we have also attracted sports clubs to Leverhulme. These clubs have seen attendance grow by 400%.

The pilot was so successful that the council transferred Leverhulme into the Trust.

## Practical skills prepare people for work

Project Search gives young people with learning difficulties the skills to find work. It originated at Cincinnati Children's Hospital in the United States, where it has run since 1995. We are involved in one of the UK's first programmes, along with our customer Norfolk & Norwich University Hospital (NNUH), Norfolk County Council's adult social services, Norwich City College and Remploy.

Seventeen to 24-year-olds gain real experience by working for us and NNUH. Each intern does two different jobs during the year, with roles including reception, restaurant assistant and filing health records. In addition, City College tutors and Remploy's

advisors coach and support them on-site.

NNUH has become a reference point as the UK government expands Project Search around the country. Jonathan Shaw, Minister for Disabled People, and Kevin Brennan, Minister for the Third Sector, visited in 2009 to learn more.

The interns' practical skills prepare them for jobs, and four from the 2008 programme now work for us and NNUH. Sam Evans is one of them. “In Health Records you have lots of notes, which can sometimes get out of order,” he says. “I enjoy sorting them out and putting them in their proper place. It's good to be able to come to work and meet new friends.”



## Our greatest asset

We are dependent on the skill and dedication of our people – around 70,000 of them – across the world. Without them, we could not succeed. Our people live our values, embody our public service ethos and make Serco a company that is trusted by its stakeholders.

Our aims for our employees fall into three main categories. First, we want to develop leaders who are fit for the future. Our markets are evolving and customers are asking us to do new and complex things. We need leaders who will thrive in this environment and capture the growth opportunities we can see. That's why we have created a leadership model which sets out the ingredients for a great Serco leader, with an emphasis on our values and customers.

During 2009, we profiled 100 of our top leaders against the model. The process ensured that our leaders fully understand the model and have development plans to help them deliver the desired outcomes. We are also assessing risks and producing succession plans for every part of our business and identifying our pipeline of future leaders, to ensure we bring them through and have sufficient talent to draw on. >>



Keith Jones, an Airframe Technician at RAF Cosford in the UK, received help from Serco Occupational Health for a cataract operation



>> Second, we want engaged employees, who bring service to life. The global Viewpoint survey is a key tool here, enabling our people to tell us what works and where we can improve.

Asking the questions means we must respond to the answers. We have created an online tool to generate action plans to deliver improvements. Around 1,500 plans are logged on the system, with many others held offline. The Management Foundations course, described on page 13, is just one of the outcomes.

We also need to develop our people, whether that means on-the-job training, e-learning through our global Business Academy or giving opportunities to young people, as we have with apprenticeships in our UK leisure, home affairs and defence businesses.

Third, we want to make it easier to manage employees by introducing standard systems and processes that enable them to excel, ensure they have a consistent experience and, at the same time, improve efficiency. We have piloted this template in our Dubai Metro contract (see right).

Even as Serco changes and grows, our values stay the same and, in many respects, become more important. Enabling our people to excel – one of our governing principles – requires us to treat others as we want to be treated, listen to their concerns, support each other and value everyone’s ideas and potential.

Living these values means that our people will trust us as an employer of choice. It also creates an engaged and passionate workforce whom we can trust to bring service to life for our customers and their communities.



From left: Meegodage Santha Sandya Kumara, Rolling Stock Team Leader, Nanayakkara Kumara Dias Gunasekara, First Line Response Technician and Hewawasam Puwakpitiyage Lionel, Rolling Stock Technician, Dubai Metro

## At a glance

**We directly employ 1,200 people from 26 countries on the Dubai Metro. An additional 900 outsourced staff provide cleaning and security services**

“Working for Serco has given me a chance to make a difference,” Sergio Jimenez Jr, Assistant Station Manager

**Our immigration centres on Christmas Island in Australia employ 85 of the 900 local residents**

“This job has made a big difference to me. It’s good to be employed locally,” Sam Chhetri, Client Services Officer

**Our occupational health support service provides care for employees**

“My operation was organised within a week. It was excellent” says Keith Jones, Airframe Technician, RAF Cosford

## Taking care of our people in Dubai

The Dubai Metro’s opening in September 2009 was the culmination of our largest-ever mobilisation. A first in the Middle East, we had to search internationally for people. We directly employ 1,200 from 26 countries and there are an additional 900 outsourced cleaning and security staff. This gives us a big responsibility: our employees are in a new country, far from family and friends. As always, our values inform our approach. During recruitment we presented on what it is like to work for us and live in Dubai. Our apartment buildings were designed as hotels, and employees have their own or share in twos or threes. Keeping nationalities together eases the transition, and awareness training helps our people embrace their colleagues’ cultures.

“Working for Serco has given me the chance to make a difference,” says Sergio Jimenez Jr, an Assistant Station Manager from the Philippines. We are also committed to local recruitment. Twelve per cent of our staff are Emiratis, and we are launching an educational programme to help local people become our employees of the future.

## Training values-led managers

“Management Foundations was really good,” says Nicky Wraith. “I’ve kept the book with me at work. It makes me think.”

The new Management Foundations course helps our people to be values-led managers. It is aimed at first-time managers, those who have just joined Serco or those – like Nicky – who have experience but want a refresher.

As Healthcare Contract Manager at Moorland Prison, near Doncaster, UK, Nicky’s team of 15 provides nursing care. She has been on management courses before and admits she was sceptical about Management Foundations. She was pleasantly surprised.

“At the beginning, the trainers asked what we wanted to get out

of it. Then they tailored the content around us. We also set our own rules, such as coming back from breaks on time. It was a really motivated group.”

Management Foundations started in our Civil Government business, and our other divisions are now adopting it. The Viewpoint survey was an important factor, showing that our leaders wanted help in getting the best from their teams.

“The training was around Serco’s values,” says Nicky. “It helped me to problem-solve and I learned how to challenge in a positive and constructive way. When I got back, I sat down with my team and now we’re looking at how to make their jobs easier.”



## Helping employees back to work

Keith Jones, an Airframe Technician at RAF Cosford in the UK, had a serious cataract problem. “I couldn’t work at heights because of my sight,” he says, “so my supervisor contacted occupational health. I can’t emphasise enough how good they have been.”

Our UK Defence, Science and Technology division brought in Serco Occupational Health to replace the previous contract-by-contract provision, ensuring it had an integrated, professional service for all its people.

Absent employees can call a 24-hour freephone service that informs their manager and, when appropriate, allocates them an occupational health nurse, who decides how to help.

Early intervention achieves the best outcome, and ranges from physiotherapy to mental health support to private medical treatment.

With a National Health Service (NHS) waiting list of at least 12 months, we paid for private treatment. “The consultant told me that if I didn’t have the operation, I’d go blind in that eye,” Keith says. “It was organised within a week and I was back at work 10 days after.” This took the pressure off the NHS waiting list and ensured Keith got the treatment he needed in time.

As well as helping employees, the service generates excellent data, so we can manage absences, reduce costs and investigate trends. Our other divisions are looking at rolling it out. “It was excellent,” says Keith.

## Sustainable employment in Australia

In 2009, we signed a contract with the Australian Department of Immigration and Citizenship (DIAC), to transform seven immigration centres.

The three centres on Christmas Island, in the Indian Ocean, hold people who have entered Australia’s northern waters without authorisation, until DIAC determines their status. It is our most remote operation.

We took over on 30 September. Thirteen newly trained Christmas Island residents have since started work as Client Service Officers (CSOs). CSOs care for people in detention, a vital role as we focus on their wellbeing. The centres now employ 85 of the island’s 900 residents, with recruitment

ongoing. Flying in fewer staff from the mainland is a step towards providing sustainable employment on the island, boosting the local economy and offering our new employees career opportunities and development at home.

It also helps us get closer to a community that we will be working in for many years to come, and which will have a key part in our success. We are now looking to the nearby Cocos Islands, where the male unemployment rate is a staggering 65%. We hope to train a dozen Cocos residents as CSOs to work on Christmas Island. New CSO Sam Chhetri says, “This job has made a big difference to me. It’s good to be employed locally.”



# The bigger picture

Serco's aim is to minimise our impact on the environment. Our people, customers and society expect this of us, and we cannot be a trusted business without fully engaging with one of the most important issues facing the world today.

Reducing our carbon dioxide emissions is central to our environmental work, both in delivering our contracts and our company-wide infrastructure. We try to approach this with the same rigour we bring to managing safety. Notwithstanding our moral obligation to cut our carbon footprint, and the financial savings we can make, we also need to comply with tightening laws and regulations. These include the UK government's CRC Energy Efficiency Scheme (formerly known as the Carbon Reduction Commitment), which begins in April 2010.

One of our programmes is the installation of smart utility meters. Traditional meters only allow us to track our energy consumption on a quarterly basis. Smart meters give us real-time information, enabling us to monitor usage and devise ways to cut it. We can also identify trends and act quickly when something such as faulty equipment causes usage to rise. >>



Two young offenders at Ashfield Young Offenders' Institution, in the UK, working in the prison's gardens



» The other ways we have responded across our business are too numerous to mention, but our prisons in Australia and the UK are good examples of our initiatives (see below).

The environment also represents a significant business opportunity for Serco, and our services are increasingly geared towards helping our customers manage their responsibilities. In 2008 we set up Sustainability Management Services in the UK, which advises customers and improves our own performance. Find out how it is helping Tesco develop 100%-recyclable stores (see far right).

We also have a great depth of experience in providing environmental services for UK local authorities and companies. Milton Keynes Council (see opposite) has seen recycling rates reach new heights since we began working for it in March 2009, thanks, in part, to the way we worked with the council and local residents. Andy Hudson, Chief Waste Management Engineer, Milton Keynes Council says, "Getting our communications right first time was crucial to the success of the roll-out of our combined food and garden waste collection scheme. The guidance that we received helped to ensure that residents understood this fundamental change." We also helped Coca-Cola UK achieve its first environmental certification in Britain – ISO14001.

Finally, it is important for us to use our knowledge to inform our customers' environmental agendas. We do this not only through our day-to-day interactions with them, but also by joining in the public debate, on our own behalf and through bodies such as the Confederation of British Industry. Businesses and public services have an important role to play in protecting the environment, and we are determined to take on our full responsibility in this area.



Piotr Zalesny carries out recycling services for Milton Keynes Council in the UK

## At a glance

Our contracts at HMP Lowdham Grange in the UK and Acacia Prison in Australia are working towards becoming **carbon neutral**.

By August, Milton Keynes Councils' **recycling rates exceeded 52% of waste**, 12 percentage points higher than the council target.

Our work means Milton Keynes is on track to send **55,000 tonnes less waste** to landfill this year.

Working with Tesco to recycle store components could **help to save** the supermarket chain **£4 million** a year.

## Environmental performance in our prisons

Prisons are ideal testing grounds for environmental initiatives because we can measure and manage everything that goes on. By investing in our long-term contracts we can reduce our impact, generating substantial cost savings over time.

During 2009, creating a sustainable environment has been a major focus at Acacia Prison in Australia. Among its many initiatives is a new ozone laundry system, which works at lower temperatures and can cut utility usage by 50%. The prison also composts food waste using worms. This produces excellent fertiliser and prevents food waste going to landfill, where it releases methane, a particularly potent greenhouse gas.

HMP Lowdham Grange in the UK

is also stepping up its environmental programme. One of its schemes will involve using competition between the prison's wings to drive down carbon dioxide emissions.

There are other benefits too. Involving offenders in sustainability projects allows them to learn new skills that will be valuable on release.

At Ashfield Young Offenders' Institution in the UK some of the boys are working in the gardens to learn new skills that could lead to an accredited horticultural qualification and a career when they leave.

The lessons learned at Serco-run prisons can also assist our other contracts and may now become a service for customers, helping schools, hospitals and other places where people congregate.

## Informing the government agenda

We help national and local governments understand how business and public services can protect the environment. We talk to our customers at all levels about these issues, and join the public debate through business groups and government bodies.

For example, we often add our experience to government reviews. When Lord Carter considered the efficiency of the UK government's property portfolio, we shared the lessons we had learned at HMP Lowdham Grange.

A recent Confederation of British Industry report looked at environmentally sustainable public services. It called on the government to consider the whole-life cost, and to ensure contracts

specified desired environmental outcomes. Our initiatives at Norfolk & Norwich University Hospital were a case study. We also sponsored and contributed to New Local Government Network reports on tackling landfill and how councils can reduce their area's carbon footprint.

The Sustainable Development Commission is both watchdog and advisor to the UK government. Serco's Stewart Davies is its Business Commissioner. "I work with business to define how it can best contribute to sustainable development and advise the government on enabling business to make those contributions. My message is that sustainable development is an opportunity, not a threat."

## Boosting recycling rates in Milton Keynes

UK councils are tasked with increasing recycling rates and reducing the amount of waste that goes to landfill sites. This cuts greenhouse gas emissions, reuses resources, saves energy and lowers costs, particularly with the landfill tax now at £40 per tonne and set to rise sharply.

When we began delivering environmental services to Milton Keynes Council in March 2009, we introduced a food and garden waste recycling scheme. To make these schemes work, residents must know what and how to recycle. Our customers often lack a communications budget, so we include marketing support in our contract. We plan the campaign, design and distribute materials, and hold exhibitions and roadshows. We begin up to six months before the service starts. Andy Hudson, Chief Waste Management Engineer, Milton Keynes Council says, "The partnership utilised council expertise and Serco's links with industry professionals to create a suite of marketing materials, which were aimed at the right audiences, at the right time. This helped to ensure a very high level of participation in the scheme from the outset."

The scheme has been a great success. By August 2009, Milton Keynes' recycling rates exceeded 52% of all waste, 12 percentage points higher than the council's target and two points higher than the government's UK-wide goal for 2020. This could equate to Milton Keynes sending 55,000 tonnes less waste to landfill this year.

## Tesco's 100%-recyclable stores

We set up Sustainability Management Services in 2008 to help customers, and Serco, improve sustainability. In the UK we have worked with Tesco, the world's third-largest grocery retailer, to develop 100%-recyclable stores. Retail is fast-moving, and industry practice was to demolish outdated stores, ignoring the value in them.

By analysing the stores' components, we have helped Tesco cut costs and waste. We work with its supply chain, who recondition assets such as air conditioners and sell them back into Tesco's estate.

We are also looking at salvaging material from the buildings' structure. Reusing steel joists

rather than recycling them results in a carbon saving of 98%. If we find something that cannot be recycled, we tell the store designers so they can change future plans.

The environmental benefit is significant, but so is the financial saving. We estimate that our work could save Tesco up to £4 million in 2010. The next stage is considering how to lengthen the stores' lifecycle, making them more adaptable and easier to extend.

James Dorling of Tesco Property Services says: "Serco's expertise has made it a valued partner, helping us find new ways to reduce our stores' environmental impact."



## Setting the standard

Our approach to health and safety is simple: we never compromise. Operating safely is vital if our people, customers and society are to trust us.

Often our work is safety-critical: carrying train passengers, enabling flights with air traffic control, and providing expert support for the nuclear industry are just some examples.

In these areas, you would expect our safety systems to be robust. But to keep the trust of all our stakeholders we must have appropriate and consistent standards wherever we operate, with strong leadership and engaged people.

It is, of course, morally unacceptable for people to suffer avoidable injuries, but it is also good business sense to prevent them. Avoiding an incident saves time, repair costs and insurance expenses. These, though, are only the immediate costs. Lost trust is much harder and more expensive to restore. Where necessary, then, we go beyond our legal obligations to improve safety.

So how are we doing? In 2009, we achieved our target of having all UK divisions operating under a single health and safety and environment (HS&E) management system. >>



From left to right:  
James Sirrianni and  
Allan Ford, Protective  
Services Officers, and  
Michael Curley, OHSE  
Manager, BlueScope  
Steel's plant at  
Port Kembla, near  
Sydney, Australia



»» Developed initially for the UK, the system will be implemented across the company during 2010. This will improve the effectiveness of assurance management across the organisation.

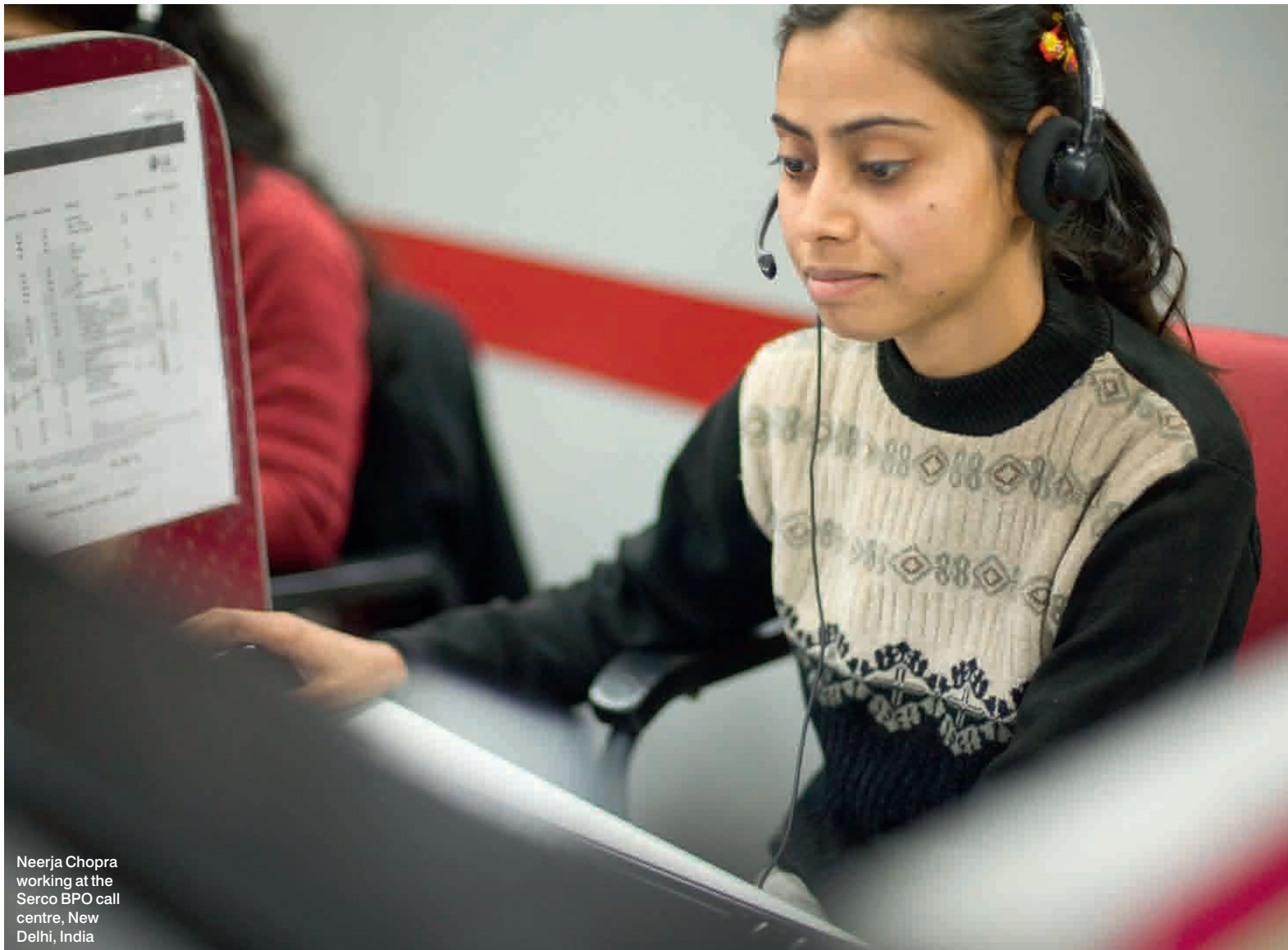
We are always pleased when others recognise our efforts. The Royal Society for the Prevention of Accidents (RoSPA) gave our businesses 29 awards and commendations in 2009. This included both finalists for the Sir George Earle Trophy, RoSPA's highest accolade; Northern Rail won, with the National Physical Laboratory runner-up. The British Safety Council also awarded our court escorting contract a Sword of Honour (see [www.britsafe.org](http://www.britsafe.org) for more).

Being trusted requires ongoing improvement, which we approach in two ways. The first is by emphasising competency and training, so our employees have the skills, knowledge and experience to work safely. Continually refreshing their thinking about safety is fundamental here.

The second strand is the development of our monitoring of near misses, so we can learn from them and stop them – or a real incident – from happening again.

Across Serco, we are also getting better at standardising many aspects of our operations. Our policies set the requirements, but our businesses have often developed their own ways of meeting these requirements. By standardising, we help our businesses meet our requirements and free them to focus on their customers.

In the UK, for example, we have identified common safety training needs. Approved suppliers now meet these needs, giving us a high and consistent quality of training and making it easier for us to record it. In Australia, our team at Port Kembla are spreading their skills across Asia Pacific and delivering real benefits (see below right).



Neerja Chopra  
working at the  
Serco BPO call  
centre, New  
Delhi, India

## At a glance

### At BlueScope Steel in Australia, we have passed one million working hours since a lost time injury

“A lot of hard work has gone into achieving this milestone,” says David Porteous, BlueScope Steel

### Northern Rail won RoSPA’s highest award in 2009.

“The judging panel found that safety was at the very heart of Northern Rail’s values,” says Tom Mullarkey, RoSPA Chief Executive

### We have provided operational error-free service at San Luis Obispo airport, California, USA since 1995, handling 90,000 aircraft operations each year

## One million hours LTI-free

BlueScope Steel’s plant at Port Kembla, near Sydney, Australia, is the largest in the southern hemisphere, covering 90 hectares and employing 6,000 people.

Our 90 employees deliver fire protection services, transport, security, fire and security maintenance, first aid and training. In October 2009, they passed one million working hours since a lost-time injury (LTI) – a huge achievement. In that time, for example, our people have driven more than 1.8 million kilometres without incident.

This only comes with effort, leadership and the commitment of every employee. Our General Manager of Operations, David Morris, and his team led by

example, showing genuine care for others and their engagement with safety, whether they are delivering safety talks, stopping potentially dangerous actions or thanking employees for working safely. Their approach has become a reference point for Serco in Asia Pacific.

“We shared our skills with our parks and gardens contracts,” says David, “and they went on to achieve two years’ LTI-free.”

BlueScope Steel appreciates our success as well. “A lot of hard work has gone into achieving this milestone,” says BlueScope’s David Porteous. “It demonstrates that zero harm is achievable if we maintain our energy and commitment. Thanks for coming on the journey with us.”

## Award-winning safety at Northern Rail

Northern Rail, a Serco-Abellio joint venture, is the UK’s largest train company. Many of its stations are unstaffed, and it has to cope with old infrastructure and places with significant deprivation. This makes achieving the highest safety standards a particular challenge.

Northern, though, has met that challenge. In 2009 it received the Sir George Earle Trophy, RoSPA’s highest award. “The judging panel found that safety was at the very heart of Northern Rail’s values,” says Tom Mullarkey, RoSPA’s Chief Executive. “Strong leadership and the direct personal commitment of board members were matched by workforce involvement and partnership with trades unions and others.”

Everyone at Northern is responsible for safety. Its policy commits the management team to leading continual improvements. Each director, for example, undertakes 17 safety tours a year in a programme covering all 170 staffed locations.

Employee involvement is crucial too. Northern’s agreement with its trades unions defines how they work in partnership. More than 100 safety representatives meet with local managers to discuss performance and resolve local issues. How impressed was RoSPA? Enough to award Northern the Workforce Involvement in Safety and Health Trophy, for the best performance in this vital area.

## Ensuring common standards

Serco’s refusal to compromise on safety requires a shared approach around the world, so that all our employees benefit from the same high standards. This means we always comply with local legislation but, whenever possible, we use our global experience to raise standards further. This ensures we live our values, wherever we work and whatever we do.

In 2008, we bought a majority shareholding in InfoVision, a leading business process outsourcing company in India. The company – renamed Serco BPO – brought more than 10,000 people into the Group, at offices around the country.

A key part of the integration was assessing workplace safety and helping our new colleagues in areas such as fire prevention, including enhancing escape routes and installing smoke detectors and intercom systems.

“We’ve done a huge amount of work in the past year,” says Aditya Gupta, InfoVision’s founder and now Chairman for Serco India. “We’ve moved into new offices and brought the rest up to Serco’s worldwide standards. It’s been extremely well received. Our actions have supported a better working environment and our people’s health. They’ve been very happy with that.

“InfoVision’s values and philosophy were an amazing fit with Serco’s,” Aditya concludes. “Since we joined the Group, we’ve had a wonderful feeling of togetherness. The integration has been outstanding.”

## Service and safety go hand in hand

Customers trust us with safety-critical tasks. In the United States, for example, we operate 64 air traffic control towers for the Federal Aviation Administration (FAA).

The safety of our services was recognised again this year when, for the fifth time since 2003, a Serco-run tower won the Willie F Card FAA Contract Tower Service Award.

In total, more than 240 towers are eligible for the award, which is given for excellence in safety and customer service. Our team at the San Luis Obispo tower, California, showed that the two go hand in hand.

We have provided operational error-free service at San Luis

Obispo since 1995, handling 90,000 aircraft operations a year. But our controllers’ skill is only part of the story.

The team has also improved safety by reaching out to the community. They hold seminars on flight safety, and encourage pilots and flight instructors to visit and share the controllers’ perspective of the national airspace.

In jointly nominating the San Luis Obispo team for the award, airport General Manager Richard Howell and Serco’s Contract Manager David McCann said: “Each controller shares an absolute commitment to their profession and willingness to involve themselves, in order to improve the quality and safety of their daily tasks.”



# Celebrating the achievements of our people

Each year we invite our employees to nominate colleagues who they believe should be recognised for their outstanding contribution to Serco and society.

The awards are split into two – divisional and global. 743 nominations were received in 2009, of which 158 individuals and teams were recognised with a Divisional Award and 47 went on to be recognised with a Global Award.

There are five categories with no one overall winner as they are judged on achievement and excellence:

**Heart** recognising the courage and character of individuals who have been selfless in the protection and support of others.

**Leadership** recognising inspirational leadership at all levels in the company

**Impact** recognising our impact on local communities, the environment, and issues such as safety or ethics.

**Innovation** recognising creative and innovative thinking, which results in new ways of working.

**Commitment** recognising delivery of our promises and long-term loyalty.

## HEART

**Merv Riches and Chris King**

Apache Interim Support Arrangement  
Defence Operations, UK

**Joanne Donnell, Janet Cox and  
Graham Miller** HMP Kilmarnock, UK  
**Johnny Carias** West Hollywood  
Parking Enforcement, North  
Hollywood, USA

**Tahira Akhtar** West Yorkshire  
Transport – Education Bradford, UK

**Carl Brown** Wythenshawe  
(Leisure), UK

**Matt Peat and Sam Tilney** Lutterworth  
Lifeguards, Harborough (Leisure), UK

## LEADERSHIP

**Colin Patterson** Open Space  
Management, Melbourne – ASPAC,  
Australia

**Paul Gaskin** On Board and Transition  
Team, Dubai Metro, Middle East

**Paul Anderson** Dubai Metro,  
Middle East

**Emma Kemp** Cornwall Out of Hours, UK

**Robert S Robinson** Multiple  
Defense and Intel Contracts, USA

**Frank Lindell** Navy HMC&M,  
San Diego, USA

**Alice Tarpley** Operations Centre  
Manager for Family Services,  
Reston, USA

**Mark Rogerson** SI Transition  
Team, USA

**Lisa Armitage** Wishaw General  
Hospital, UK

## IMPACT

**Dubai Metro Transition Team**,  
Middle East

**Clive Withyman** Integrated Merlin  
Operational Support Agreement, UK

**Kamal Hossain** NPL, UK

**Eirwen Ford** AWE, UK

**Ian Preston** AWE, UK

**Cat Jones and Debbie Hall**  
HMP Lowdham Grange, UK

**Yarl's Wood IRC Team**, UK

**Sean O'Neil** Project Management  
Office, Corporate HQ, USA

**Communications Team**, USA

**Access Malawi Charity Team**

Glasgow City Council, UK  
**SIS Assurance Team**, UK

## INNOVATION

**Rucki Kapoor** Serco BPO, India

**Peter Morrissey** Integrated Merlin  
Operational Support Agreement, UK

**Dr Dominic Harrington** GSTS, UK  
**Bid Team** HMP Belmarsh West  
and Maghull, UK

**Stephen Morton** National Visa  
Centre, Kentucky Consular Centre  
Operations, USA

**Artemis Project Team** Consulting  
and HMP Lowdham Grange, UK

## COMMITMENT

**Richard Smalley and The Diac Bid  
and Transition Teams**, Australia

**John Pepper** Woolwich Ferry,  
Marine, UK

**Anna Tanner and Dr Ssarangaphi  
Sak** Acacia Prison Education  
Department & CY O'Connor College  
of TAFE, Australia

**Sherrin Walker** Defence Maritime  
Services, Australia

**Reetu Bahl** Serco BPO, India

**Edward Akena** Court Escot and  
Custody Services, UK

**LOGCAP IV Acquisition Support  
Team** LOGCAP IV Support Contract  
Kuwait, Iraq and Afghanistan, USA

**David McKinlay** State Street  
Bank, SIS, UK

**Middle East Programme Team**  
CIO, Serco Group

## COMMITMENT SPECIALS

**FOR MOBILISATION**

We want to also recognise the  
commitment of those employees  
who are willing to move between  
countries and cultures to share  
their knowledge and expertise,  
often impacting on their family lives.

**Mark Rogerson**

**Richard Smalley**

**David Burke**

**Bob Mutchler**

**Marylynn Stowers**

# Review of 2009

The challenges we set ourselves in 2009 and what we achieved

## COMMUNITY

### OBJECTIVES

>> We will build on the work that began in 2008 to develop our current common methodology and framework in order to assess the social impact of our community investment.

While it remains important to us to understand our social impact centrally, the resources required to realise our aspiration were greater than the benefit derived from such an exercise. Our businesses at a local level are continually encouraged to understand their own impact through the community investment model already in place.

>> We will actively develop the talent and employment opportunities for people from disadvantaged groups.

Serco in the UK has developed a relationship with Jobcentre Plus and has an allocated partnership manager to co-ordinate the advertising of our UK vacancies with base salaries up to £25,000 per annum throughout its network.

The employment of ex-offenders is managed at local level on a case-by-case basis, and many applicants will be introduced and guided through the process by Jobcentre Plus.

## ENVIRONMENT

### OBJECTIVES

>> We will deliver a carbon management plan that demonstrates reductions in our use of electricity, gas and fuel.

Significant steps have been taken towards establishing planning baselines, including the purchase of a carbon accounting system so that all sources of greenhouse gases can be measured and analysed. Records for 2008 and 2009 are currently being uploaded and the system will monitor our 2010 performance.

>> We will create a sustainable procurement action plan across all UK divisions. Procurement policy has been updated and adopted company-wide with clear sustainability commitments. A project is underway to establish a robust UK supply chain database to ensure appropriate questions are asked to avoid health, safety, environmental and ethical risk.

>> Water conservation will be promoted across Serco with efficiency devices and initiatives used where assessment has shown benefit.

Focus in 2009 has been on the few areas of Serco's business which are high water users. Our UK leisure business has saved 0.48% of water during 2009, continuing its record of reducing water (11% saving in 2008 / 10.6% saving in 2007).

‘Our impact score on employee welfare in the BitC Index was 93%, which out-performed the Index and the sector’

## PEOPLE

### OBJECTIVES

>> We will repeat the engagement survey across the whole Serco Group.

We conducted a company-wide employee engagement survey. Our response rate increased from 66% to 76%. Engagement levels increased from 62% to 66%.

>> We will support our employees in acquiring basic literacy and numeracy skills, and in working towards their first full Level 2 qualification in an area that is relevant to their job.

We continue to support Skills4Life across UK operations and 793 learners have achieved a qualification since 2005. Both our prison and aircraft engineering sections have been developing new national apprenticeship schemes.

>> We will ensure occupational health standards are defined for key principal health risks.

The health panel has reviewed the required standard of occupational health provision in the UK. This now forms the basis for service provision by Serco Occupational Health, which currently covers 20,000 UK employees. A study is underway to understand the standard of occupational support to non-UK employees. This will be completed in 2010.

## HEALTH & SAFETY

### OBJECTIVES

>> We will deliver year-on-year improvement on our staff reportable injury rate.

We have achieved a 6.5% improvement in the number of reportable accidents recorded. This improvement, combined with an increase in staff numbers from acquisitions at the end of 2008 in North America and India, and the full implementation of the Dubai Metro, has resulted in a significant improvement in our reportable accident rate from 447 in 2008 to 418 in 2009.

>> Health and safety management systems will be aligned and integrated across the company and meet the requires of BS OHSAS 18001.

A single health and safety and environment (HS&E) management system was developed initially for the UK but will be implemented across the company during 2010. This is driving a common standard and approach, which will reduce duplication and administration, and improve effectiveness of assurance management.



## COMMUNITY

Key Performance Data

**£1,746,261**  
invested into society.

We achieved our target of investing 1% of our pre-tax profits into society. While slightly down on 2008 (1.3%) our yearly performance has been consistent since 2003.

Our efforts in 2009 to improve reporting resulted in divisions globally recording the support of 443 different charities and community projects during 2009 as opposed to 250 recorded in 2008.

Over 600 young people from disadvantaged backgrounds benefited directly during 2009 from the annual £10,000 Serco Bursary to the Duke of Edinburgh's Award.

During 2009 a concentrated effort to capture our investment through employee volunteering was undertaken, resulting in an overall increase in reporting of 21.3% over 2008.

**21.3%**

Community Investment 2009



**90%**

Our score in the 2008 Business in the Community (BitC) Corporate Responsibility Index. This is consistent with our performance in 2006 and 2007, achieving Gold Rating again in both the UK and Australian Indices.

## PEOPLE

Key Performance Data

**76%**

The number of employees participating in the 2009 company-wide employee survey – an increase of 10% over 2008.

**6.1**

Staff Absenteeism

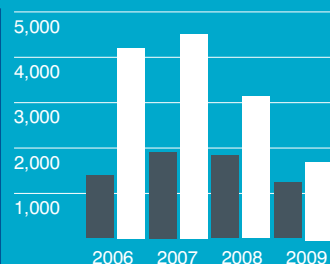
The average number of sickness days per employee per year has dropped from 6.8 in 2008 to 6.1.

**Staff turnover** (without India) was 16.8%, a reduction of 1.6% over the 2008 figure. The turnover in India was 214.4%, reflecting the acquisition of InfoVision Group. While comparable for the Indian domestic call centre sector, it is of concern to us, and we will be working to reduce this throughout 2010. The staff turnover for the Group, including India, is 45.2%.

**1,183**

UK employees participated in training under Serco Skills4U – 38.5% increase over 2008 (854 learners)

Staff assault rate per '000 employees



Physical assault Verbal assault

Ethnicity

White **63.7%**  
(57.5% in 2008)

Non-white **13.3%**  
(13.1% in 2008)

Undisclosed **23%**  
(29.4% in 2008)

**34%**

Numbers of female employees remained at approximately 34% and this will be an area of management attention for 2010.

**93%**

Our impact score on employee welfare in the 2008 BitC CR Index (compared to 89% in 2007), once again outperforming the Index and sector.

## ENVIRONMENT

Key Performance Data

**11.9%**

The reduction in CO<sub>2</sub> in 2009 against a 2008 baseline of 0.0735.

**50**

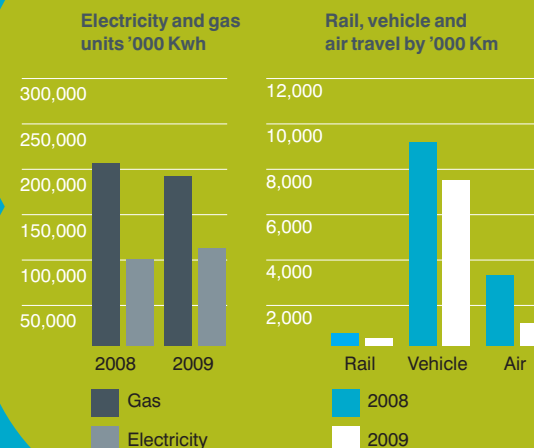
Our score in the 2009 Carbon Disclosure Project, which placed us at the high end of our market sector.

While our 2008 BitC CR Index scores showed an improvement over 2007 in climate change and unplanned environment incidents, our waste and resource management score has gone down to 52% from 63% in 2007. We recognise the need to better understand this performance and how we can improve.

From 2004 to the beginning of 2009 the average CO<sub>2</sub> emissions of our UK fleet reduced from **153g/km to 146g/km.**

**2008**  
**257.3**  
'000 tonnes of CO<sub>2</sub>

**2009**  
**226.7**  
'000 tonnes of CO<sub>2</sub>



## HEALTH & SAFETY

Key Performance Data

**0**

Health & Safety prosecutions in 2009.

**10.6%**

The year-on-year reduction in our lost-time incident (LTI) rate. We achieved 1,034 compared to 1,587 in 2008.

Average lost-time per incident increased by 6.8% in 2009 compared to 2008 and this will be an area for management attention in 2010.

**9%**

The proportion of reportable accidents that were major reduced from 11% to 9%.

Our 2008 BitC Index score in this section revealed an improved score of 92%, significantly better than the average of our sector (82%) and the Index average (79%).



**6.5%**

Improvement in the number of reportable accidents from 447 in 2008 to 418 in 2009.



# 2010 key objectives

Here are our plans and targets for the coming year and beyond

## COMMUNITY

- OBJECTIVES**
- >>To provide employment opportunities for the long-term unemployed and young people
  - To increase work experience for students in the UK through the development of a sustainable project to provide worthwhile and interesting experiences for school children and to share this knowledge across the business.
  - >> To build trust in the communities in which we operate through responsible business operations and behaviour
  - To capture our expertise and improve our working practices with the third sector gained through our work with our Flexible New Deals and Children's Services businesses.
  - >> To continue to invest in the communities in which we work
  - To invest 1% of our pre-tax profits into society.

## ENVIRONMENT

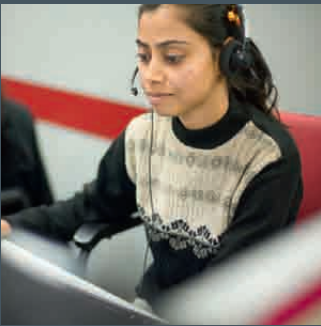
- OBJECTIVES**
- >> To achieve a 10% reduction in CO<sub>2</sub>/£M revenue by end 2010 against the 2008 baseline (0.0735)
  - We will continue the work completed in 2009 to drive a number of initiatives with a view to further reduce our emissions. These are specific to divisions and will be monitored through our internal board structure.
  - >> To embed a single environmental management system and operating procedures across all operations
  - We will be using our experience of implementing an integrated health and safety management system in the development and implementation of the environmental management system. Work has begun and is being monitored by the Environment Oversight Group.
  - >> To implement carbon accounting system to ensure accurate consumption reporting on energy, fuel used for business, travel, waste and water
  - Following a competitive selection process, the decision was made to purchase Greenstones Acco2untenterprise system. This system will go live in the early part of 2010 and will provide reporting provision for Carbon Reduction Commitment, Carbon Disclosure Project and Carbon Trust, as well as support Serco Group reporting.

## PEOPLE

- OBJECTIVES**
- >> To develop leaders who are fit for the future
  - Development plans will be created for all senior leaders following the 2009 leadership profiling exercise and succession plans will be strengthened for all key roles.
  - >> To motivate and engage employees to bring service to life
  - Through our global employee survey (Viewpoint), we will identify the links between levels of engagement and business performance at contract level in order to develop best practice. We will extend learning tools company-wide within the online Serco academy, including introduction of a bespoke online induction programme that all new starters will be required to complete.
  - >> To make it easier to manage people
  - To standardise best practice in people management across the Group to make it easier for line managers to deliver a common experience to employees to enable them to excel.

## HEALTH & SAFETY

- OBJECTIVES**
- >> To continue focusing on reducing reporting incidents to achieve our target
  - We are aiming for a 30% reduction in the staff reportable incident rate by the end of 2012 against the 2008 baseline.
  - >> To reduce the amount of lost time as a result of incidents through active rehabilitation
  - We are aiming for a 50% reduction by the end of 2012 against the 2008 baseline.
  - >> To develop systems and processes to manage and monitor near miss events more effectively
  - We will establish a baseline for future target improvements for 2012.



### Tell us what you think

We welcome your feedback on our work and the content of this report. Did reading it:

Improve your understanding of our ethos and our employees?

Give you a better understanding of the diversity of the areas in which we operate?

Provide a clear overview of our operational impact on society and people?

Tell you enough about our past performance and future objectives?

Please email your feedback or write to us at the address below, including your:

Name  
Address  
Phone number(s)  
Job title (if appropriate)  
Organisation (if appropriate)  
Association with Serco, if any (customer, partner, shareholder, employee, potential employee, service user, academic, researcher)

By email: corporateresponsibility@serco.com  
By post: Group External Affairs, Serco House,  
16 Bartley Wood Business Park, Bartley Way, Hook RG27 9UY, UK

For more information, go to [www.serco.com](http://www.serco.com)

Left: Porter Martin Scurfield and Project Search intern Simon Clevely at Norfolk & Norwich University Hospital, UK. Above, clockwise from top left: Daniel Zammit, BlueScope Steel, Australia; Joan Christine Rafael, Dubai Metro, Dubai; Keith Jones, RAF Cosford, UK; Neerja Chopra, Serco BPO, India

We aim to invest 1% of our pre-tax profits in the community, through donations, gifts in kind and employee time. In 2009, we invested £1,746,261, representing 1% of our profit





Serco Group plc  
Registered Office  
Serco House  
16 Bartley Wood Business Park  
Bartley Way, Hook  
RG27 9UY, United Kingdom  
T +44(0) 1256 745900  
E [generalenquiries@serco.com](mailto:generalenquiries@serco.com)

Designed by Sunday Publishing  
[www.sundaypublishing.com](http://www.sundaypublishing.com)  
Printed by The Midas Press  
[www.midaspress.co.uk](http://www.midaspress.co.uk)

---

**[www.serco.com](http://www.serco.com)**



Printed on Cocoon Silk 100, a recycled paper containing 100% recovered waste and manufactured at a mill accredited with ISO 14001 environmental management standard. The pulp used in this product is bleached using both the Elemental Chlorine Free (ECF) and Totally Chlorine Free (TCF) processes.