



PEOPLE REPORT

2021 MAKING A
DIFFERENCE
EVERY DAY

The Serco People Report 2021
is dedicated to the memory of
colleagues lost to Covid-19.

We also acknowledge
colleagues who have been
affected by the loss of family
and friends during
the pandemic.

serco



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The content of the Serco People Report represents only a fraction of the incredible stories and achievements of our colleagues and all that we do to support them.

For all the latest news and stories about our people, follow us at:

www.serco.com/media-and-news

 <https://twitter.com/SercoGroup>

 www.linkedin.com/company/serco


For more information about our progress in promoting and enabling the diversity, development, wellbeing and safety of our people, visit

www.serco.com/about/corporate-responsibility and
www.serco.com/gender-pay-report

Motivated to join us?

www.serco.com/careers

Images throughout the document have been taken within Covid-19 guidelines as applicable.

 **Click on the section headings
to navigate the report**

 **We recommend full screen viewing
of this document**

20+

countries across four regions:

NORTH AMERICA

ASIA PACIFIC

MIDDLE EAST

UK AND EUROPE

We are a team of more than

60,000 PEOPLE



We are Serco and proud of it!

5



core sectors: Defence, Justice and Immigration,
Transport, Healthcare and Citizen Services

OUR VALUES ARE

Trust

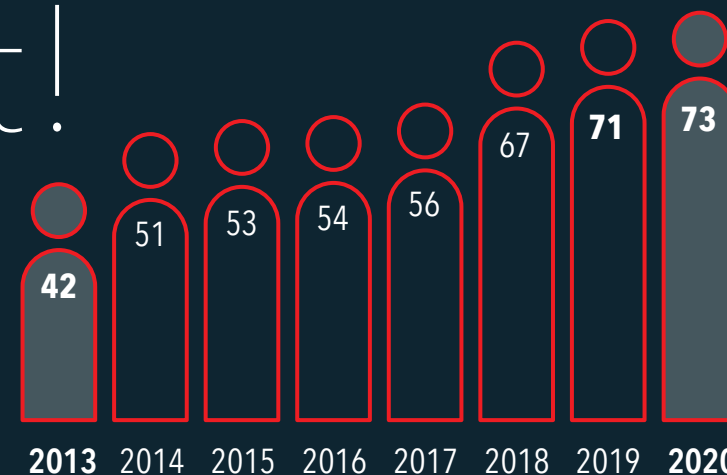
Care

Innovation

Pride



A trusted partner of
governments, delivering
superb public services, that
transform outcomes and
make a positive difference
for our fellow citizens



Our colleagues are more engaged
today than ever before

Based on the results of annual colleague engagement surveys

ANTHONY KIRBY
GROUP CHIEF
OPERATING OFFICER



BUILDING AN EXCITING NEW WORLD OF WORK

At Serco, as with other businesses around the world, it's been another tough, turbulent year for us all. Unlike many others, however, we have not only been affected by Covid-19, we've been in the thick of it – giving our all to protect people and public services, helping society continue to function and our fellow citizens to live their best lives.

The demands on us – a growing, global team of now more than 60,000 great people – have been urgent and unrelenting, and yet we feel happier, safer and more fulfilled today than at any time in our history. I don't say this as a platitude – it is what our people tell us through our annual colleague survey. In fact, engagement at Serco has risen to an all-time high, at all levels.

We owe much of this to the extraordinary resilience and positivity of our people. We do all that we can to support and encourage them in this, carefully enhancing colleague experience and building an organisation and culture that helps us all to:

- see clearly that we make a difference every day, are valued for all that we offer and celebrated for all we achieve;
- feel safe and secure – physically, psychologically, ethically and in ourselves;
- know that we are never alone – members of a caring community of colleagues we respect and enjoy working with;
- feel a clear sense of direction and excitement about our destination – seeing real progress in ourselves and the organisation around us; and
- know that we are free – to be who we are, to be the best we can be, and to stand up, speak and take action.

United by these truths, we brave every challenge with buoyant strength of heart.

I see all of this reflected in the words and experiences of our remarkable colleagues in this year's People Report, and in our progress achieving the diversity, development, wellbeing and safety ambitions we have set for ourselves, summarised on pages 6 and 7.

THIS IS OUR OPPORTUNITY TO SHAPE OUR FUTURE, TO LEAN INTO NEW POSSIBILITIES AND CONTINUE BUILDING TOWARDS AN EXCITING NEW WORLD OF WORK.

It is satisfying to see that our increasing investment in our people is making Serco the employer of choice for the best and brightest public service colleagues – truly becoming a place people are always proud to work.

Looking forward, Covid-19 has propelled us into a future state most had only just begun to steer a course for. Now, as society recovers and governments rebuild a new sense of normal, still coming to terms with the monumental changes around us and ahead, we must push forward.

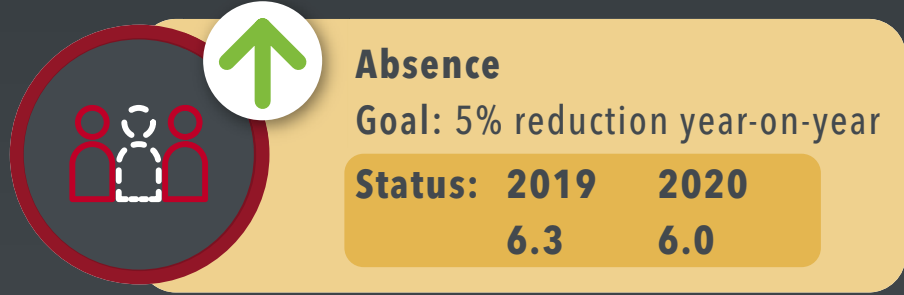
This is our opportunity to shape our future, to lean into new possibilities and continue building towards an exciting new world of work in which:

- there are no limits to what we can achieve for our customers and service users – pushing the boundaries of capability, powered by new knowledge, new technologies and innovative new insights;
- no one feels in a minority, no one feels underrepresented – only flourishing diversity, rich in voices and experience, where ideas and opinions flow freely;
- our extended universe of colleagues, customers and partners is constantly buzzing with new connections, dynamic networks and collaborative communities; and
- colleague experience and the employment landscape configures flexibly and sensitively around the individual for a more natural integration of work and life priorities.

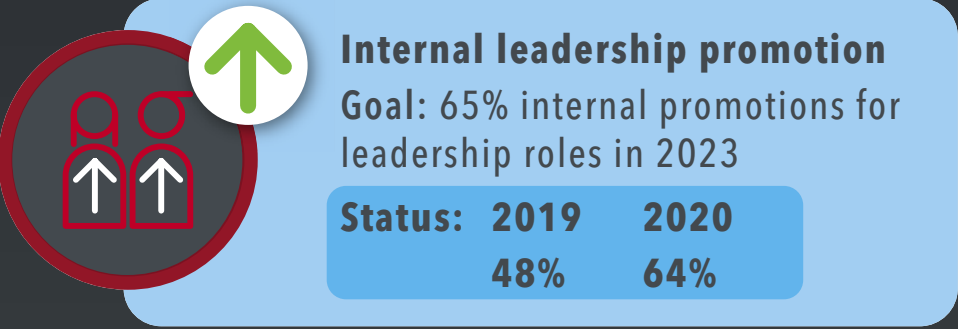
The years ahead promise to be our greatest adventure yet, and I look forward to sharing it all with you in the People Report annually. Here and now, it is my great pride and privilege to invite you into our world and introduce you to our family, where new faces are always welcome.

OUR AMBITIONS AND PROGRESS

SAFETY AND WELLNESS

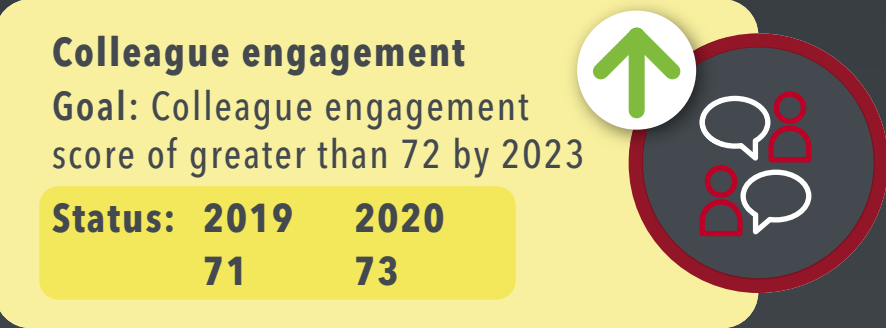
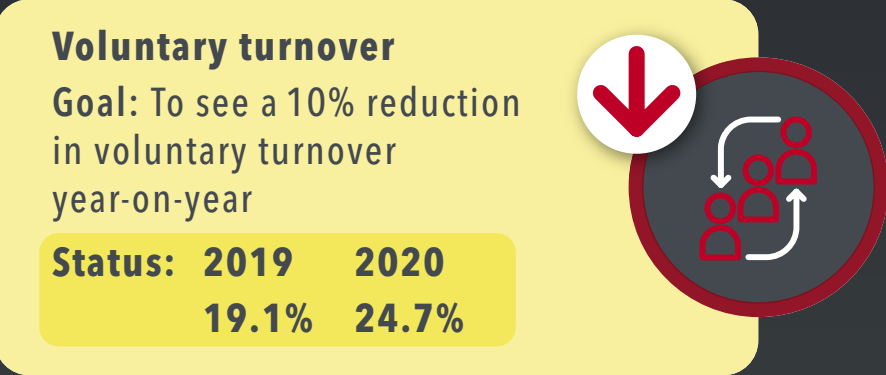


OPPORTUNITIES AND DEVELOPMENT

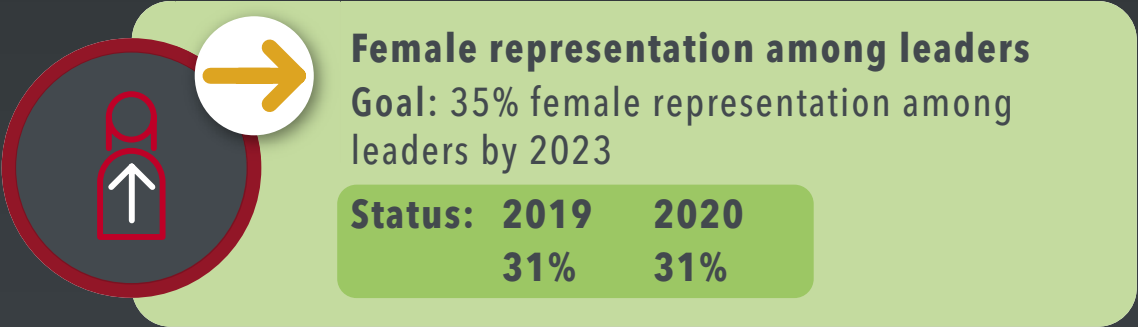


Progress key: ● On track ● Making progress ● Needs focus

ENGAGEMENT AND EXPERIENCE



DIVERSITY AND INCLUSION



NEW CHALLENGES, NEW OPPORTUNITIES

A PLACE PEOPLE ARE PROUD TO WORK

As our customers, who are all governments, face into the realities of a post-Covid world, they are finding challenges as hard as the crisis itself.

Levels of national debt hitherto unimagined; health services having to grapple with long queues of people denied treatment during the pandemic; the need to help children catch up with their education; a backlog of justice delayed with tens of thousands more people than normal awaiting trial; and a public who have seen very clearly that there are times when they need the support and direction that only the state can provide.

In this environment, the pressure on governments to provide 'more and better for less' – more public services, of higher resilience and quality, for lower cost – is intense, and will remain so for many years to come. And, as governments focus on these challenges, they will need the help of their suppliers – both internal and external. In all the countries in which we operate, the private sector providers who governments rely on to deliver services rose to the level of challenge magnificently, whether it was in helping to keep health, transport, custodial and defence services running, building new hospitals, manufacturing ventilators or developing and delivering vaccines.

We are confident that the lessons we learnt over the last two years can be put to great and productive use over the next two years, helping governments 'build back better'.

In this context, Serco needs more than ever to employ people who can be relied upon to deliver; who can respond to changing requirements quickly and with ingenuity; who can work seamlessly with colleagues, customers and suppliers to deliver better services and lower cost whilst anticipating new challenges and developing effective solutions; whose values and motivations

align with the needs of both Serco and wider society; and who take satisfaction in doing jobs that make a difference every day to people's lives.

Through turbulent times, therefore, we have continued to deliver the 'grow' phase of our three-stage plan set out six years ago. Every year we have achieved results in line with or ahead of our plan, making substantial further progress in the last 12 months. Thriving customer relationships and dynamic evolution in our service offerings is driving deeper organic growth in our markets, whilst careful and competitive acquisitions are bringing us new scale, new reach, new capability and thousands of new skilled and experienced colleagues.

WITH GROWTH COMES MORE OF WHAT WE RELISH: THOSE MOMENTS IN OUR WORK WHERE WE SEE THAT WE HAVE MADE A DIFFERENCE TO ANOTHER PERSON – MOMENTS THAT MAKE ALL THAT WE GIVE WORTHWHILE.

With increasing pace and stability, our universe is expanding, bringing us into contact with new opportunities where we – guided always by our Values – believe we can achieve an optimal balance of sustainable value creation for all stakeholders, including our people.

Promising times for the business are promising times for our colleagues, but growth is rarely comfortable, and never easy. With growth comes even more complex problems to solve on behalf of

our customers, even more demanding duties that others prefer not to touch, and the unforgiving external scrutiny which comes, quite properly, from being entrusted with the delivery of public services.

But it also comes with more of what we relish: those moments in our work where, with complete clarity, we see that we have made a difference, be it small or large, to another person – moments that make all that we give worthwhile.

That is why we continue investing in making Serco a place people are proud to work – a fulfilling experience defined by enabling technologies, flexible processes, skilled management and an inclusive, caring culture to come 'home' to every day.

As you will see from the examples throughout this report, we are all very fortunate to work alongside truly exceptional people. They have dedicated themselves to delivering superb services that transform outcomes and make a positive difference to our fellow citizens, and they have chosen to do so with Serco.

Why? We believe it is because:

- for people who care deeply about what they do, we offer countless opportunities to contribute to the wellbeing and prosperity of the nations and communities we serve;
- through our diverse, global operations, we offer unrivalled opportunities to develop and build a fulfilling career doing interesting, innovative work; and

- we are a closely-knit team of astonishing, spirited people who form strong, long-lasting relationships, support one another unwaveringly and never back away from a challenge.

For everyone who has found in Serco a natural home for themselves and their own values, strengths and ambitions, the future promises to be very rewarding indeed.

It may not be comfortable. It will not be easy. But it will become ever more rich in opportunities for our colleagues to make friends, make more of themselves, make loved ones proud and make a difference every day.

RUPERT SOAMES
GROUP CHIEF EXECUTIVE

SERCO COLLEAGUE CONNEXIONS

ADDRESSING THE ISSUES THAT MATTER

Staying in touch with our colleagues and seeking their thoughts and ideas is vitally important to operational and cultural continuity at Serco, especially during challenging times.



DAME SUE OWEN
BOARD SPONSOR FOR
COLLEAGUE CONNEXIONS

In the last year, we've focused on building rhythm and momentum in Serco Colleague Connexions, our approach for amplifying the voice of our people and strengthening their relationship with our Board of Directors.

Far from having a suppressing effect on engagement, our shared experience of Covid-19 has stimulated greater interest and participation:

"There's been an explosion in demand for Board members to get involved in our wider universe of

FEW COMPANIES ARE DOING ANYTHING LIKE THIS. IN SUCH A HUGE DISTRIBUTED ORGANISATION THAT DEPENDS ON FRONTLINE COLLEAGUES, IT'S INCREDIBLY IMPORTANT TO PAY ATTENTION TO WHAT THEY THINK AND HOW THEY FEEL.

communication and events," says Tom Whitaker, Group lead for Colleague Connexions.

"Contracts are clamouring, 'Come meet our people', and with our new virtual visits we can easily make that happen whilst connecting the Board with colleagues in sites never visited before. In May alone, for example, they spent time with our people at sites in the United Arab Emirates, the United States, Canada and New Zealand – as well as our North America and Asia Pacific Leadership Conferences."

"Meanwhile, they've kept their doors open to direct contact, with nearly 14,500 colleague comments received in late 2020."

In January 2021, Dame Sue Owen became Board Sponsor for Colleague Connexions. With extensive experience managing a large workforce in UK Government whilst also serving as Civil Service Champion for Diversity & Inclusion, Dame Sue is delighted to be involved:

"Few companies are doing anything like this. In such a hugely distributed organisation that depends on frontline colleagues, it's incredibly important to pay attention to what they think and how they feel."

Colleague Connexions is helping the Board fulfil a key responsibility, ensuring that Serco is living its Values, whilst also sharing their own experience with the business:

"There's no better way to be sure that the Values are authentic in how Serco is led and managed than by interacting with people at all levels," says Dame Sue. "It's far more important to the Board than many may realise. At the same time, we offer a wealth of helpful experience from all our past and present roles outside of Serco. We don't just want to keep it to ourselves in the Boardroom."

One way of doing that has been through a series of intimate, podcast-style live discussions – which we call Fireside Sessions.

"We want everyone to understand and respect what matters to their colleagues, and feel comfortable addressing sensitive subjects," says Tom. "Members of the Board and Executive Committee are personally sending that message across Serco by participating in Fireside Sessions."

Dame Sue herself has already joined sessions on racial and ethnic diversity in leadership and LGBT+ History Month.

"They're invaluable for engaging with our colleagues on the issues that matter most to them," she says, "which are not always what you might assume. No amount of data compares to

hearing lived experiences first-hand. I've been so impressed by the diversity networks for their leadership in driving this."

Board members have been very forthcoming about their own experiences during these discussions, which has made a tremendous difference for all audiences:

"We're all normal people with our own challenges to overcome," says Dame Sue. "By openly sharing our own personal journeys we can encourage others to do the same and feel less alone. It also helps to level the playing field, making it more likely that we'll hear what we need to hear, not what people think we want to hear. Going forward, we expect our engagement with our colleagues to become ever deeper and more meaningful, and I am looking forward to where that will lead us."



Tom Whitaker

GREAT PLACES TO WORK

Our workplaces are alive with great people who want to make a difference. Whilst we recognise that there is always more we can do, we work hard to create positive, safe and supportive environments where our colleagues can be proud of who they are, what they do and who they work with. All around the world, we are focused on bringing together the very best people with the very best support to create exceptional teams who bring service to life with trust, care, innovation and pride. Here our colleagues explain what makes Serco a great place to work for them.



Lung Shan and Cheung Shan Tunnels, Hong Kong

"We strive to create the best work environment for each colleague, physically and psychosocially, interwoven with mutual care and respect. For example: we foster exchange of thoughts and feedback for positive, practical improvement through 'You said, we did' communication and our informal, face-to-face 'walking management' approach; our workplace gardening programme promotes green thinking while boosting individual and team wellbeing; and our Covid-19 care programme has supported our colleagues who are unable to return to their homes in China until the borders re-open."

Hon Ip, LEE – Tunnel Manager

"I have served with several tunnel operators in the last 20 years; Serco impresses me as the best employer. Having been with Serco for eight years, my colleagues and I feel valued and trusted. Our management indeed 'walks the talk'. They always keep an ear on our needs and never hesitate to provide support and assistance, helping us reach new heights in performance, productivity and wellbeing."

Mei Yu, KOK – Traffic Officer



Khadamat Facilities Management LLC, Al Ain, Abu Dhabi

"Our philosophy is 'One Team, One Direction' and we apply this as much in making Khadamat a great place to work as in any other aspect of our business. Every day, we strive to focus as much on the needs of the wider team and the company as a whole as on our own individual responsibilities – constantly seeking areas where we can support each other both professionally and personally. We actively seek the thoughts and opinions of all colleagues and consider every good idea an opportunity. We recognise everyone who makes a significant contribution to the company, their team, the environment or our communities and other stakeholders, through our local rewards and recognition scheme."

David Harris – General Manager

"Khadamat is an outstanding place to work. It has a culture ingrained in its DNA that is very rare to find in an organisation of its size. The mission, vision, and values of the company can easily be seen while interacting with colleagues on a daily basis. There is clear communication from management regarding what is expected, and teamwork is encouraged across the company through the 'One Team, One Direction' approach that promotes supporting one another across departments."

Herve Mezeu Rostand – QHSE Advisor

"Khadamat has a vibrant and diverse social culture in which everyone is treated equally and respectfully. They take care of colleagues and their families compassionately and with timely support, both in good and bad times, especially during the Covid-19 pandemic."

Sunil Kumar Ramachandra – Supply Chain Supervisor

Serco Driver Examination Services, Ontario, Canada

"A great amount of time and effort has been invested in developing a comprehensive Covid-19 protocol to ensure colleague safety. From personal protective equipment (PPE) training to daily checks, our focus is not only on their own wellbeing but also their families and customers. This is how we are overcoming Covid-19 and continuing to deliver the very best service."

**Shaun Arruda – Relationship Manager,
North Region**

"We are committed to fostering high levels of engagement and continuously explore new ways to acknowledge our team's efforts. Our frontline colleagues are dedicated and strive passionately to meet and exceed customer requirements. This never goes unrecognized!"

**Kevin Persaud – Oshawa Centre Supervisor,
East Region**

"Serco has put health, safety and wellbeing first throughout these trying times, recognizing the anxiety and uncertainty affecting us all. Information is shared quickly and openly with regular communication. Supplies of quality PPE are well maintained in all locations. This helps us do our jobs while protecting everyone we care about and working together to figure out our new normal."

**John Barry – Lindsay Driver Examiner/Trainer,
North Region**

"Our supervisor has created a terrific work environment – our family away from home. 'On-the-Spot' and verbal recognition promotes our continuous endeavor to deliver high-quality services to our customers while making hard work fun."

**Piriyatharshini Sivapalan – Oshawa Customer
Service Agent, East Region**



London Cycle Hire Scheme, UK

"Our teams are bright, diverse and keen to make cycling the optimal mode of transport for London. We prioritise their wellbeing and growth and focus on fostering a supportive and inclusive environment for them to work in."

Our Employee Partnership Forum facilitates improvement in the colleague experience and our managers make themselves available for whatever colleagues may need whenever they may need it.

We promote from within wherever possible and aim to offer meaningful opportunities for career progression, including accredited training, role secondments and participation in key projects."

Greta McCarty – Operations Manager

"I love my job and my team! I'm so happy and proud to be part of an expanding micro-mobility business and have had the chance to support the Edinburgh and West Midlands schemes as well. I gain great satisfaction from us all working together in such a diverse and dynamic environment to deliver a service that contributes to people's health and reduces congestion and pollution."

**Angela Barbieri – Control Centre Shift
Team Leader**

"I'm very grateful to work in a place so friendly, welcoming and conducive to growth. The management team understood my interest in progressing to my current role and gave me opportunity to gain experience by volunteering in the workshop. My work is very rewarding – helping to provide a green transport solution that keeps people on the move through these difficult times."

Danial Mokhtar – Bicycle Mechanic

SERCO LIFE SAVERS

What does it take to save a life? Superhuman strength? Specialist training? These can help, but it is raw courage, unconditional compassion and the ability to really see the needs of others that makes the difference. Being able to remain calm and collected under pressure is also important.

At Serco – whether giving blood or giving hope, learning how to rescue or resuscitate, improving someone's quality of life or their chances of a better life – our colleagues have what it takes.

The test of a true hero is whether they can summon these qualities in the heat of the moment – when they find themselves suddenly, unexpectedly face to face with disaster.

Here we share examples of colleagues who managed to do just that – colleagues who were instantly ready to step up and stand between life and death for the sake of another.

Kerry Donovan is a Detainee Service Officer in Perth, Australia, looking after vulnerable people in immigration detention and ensuring their safety. Like all his colleagues, Kerry has received extensive first aid training and is always ready to save a life at a moment's notice.

After finishing a shift one day, Kerry went swimming, but spotted a man lying on the bottom of his apartment block pool.

Kerry approached and found the man completely unresponsive, his body drained of colour. CCTV footage later confirmed he had been under for nearly five minutes.

Heaving him to the surface, Kerry shouted for an ambulance. He then lifted the dead weight of the man out of the pool and began cardiopulmonary resuscitation (CPR). After several long minutes, the man responded. Kerry stayed with him until the paramedics took over.

"I didn't have to think," said Kerry, "my Serco first aid training just kicked in. Bringing someone back to life is one of the best feelings."



David McGairy, Gez Aston and Mark Caplen serve in our Estates Maintenance Team at Fiona Stanley Hospital in Murdoch, Australia.

Like all great teams, they work together to overcome any challenge, whether helping to create a safe and efficient hospital environment that enhances patient care or, as in this case, saving a life.

On leaving the hospital after work, the three colleagues discovered a person in severe, life-threatening circumstances, hidden among some trees.

Quickly overcoming their shock, they leapt to the aid of this individual, freeing them from danger and calling for help. Their shouts brought a nurse, with whom they administered first aid until paramedics arrived.

Medical staff at Fiona Stanley praised David, Gez and Mark for the swift action they took to prevent someone taking their own life that day.



Karen Petch is a Prisoner Escort Services stock controller in the UK, traveling to and from different team locations, ensuring our colleagues have everything they need to look after the people in their care.

On this occasion, Karen found herself doing everything in her power to keep a man alive as he fought for his life.

Driving a delivery, Karen saw a woman crying for help from the pavement. She immediately pulled over to find the woman's husband, collapsed from cardiac arrest and bleeding.

Placing him in the recovery position, Karen discovered his breathing had stopped. She continued to administer first aid as paramedics arrived, then helped to treat his wife for shock.

Their son later thanked Karen for her quick thinking and care, letting her know his father was recovering in hospital after emergency surgery.



FOR OUR COLLEAGUES, A LIFE SAVED IS NEVER THE END OF THE STORY. THEY ARE ALWAYS ALERT TO EVERY OPPORTUNITY TO LEARN AND BECOME EVEN MORE EFFECTIVE AT PREVENTING HARM, ONCE THE IMMEDIATE DANGER IS PAST.

When our team at New York University in Abu Dhabi recently saved the life of a near-fatal heart attack victim in the workplace, the learnings were shared across the whole Division.

One team member took the lead in administering first aid, assisted by colleagues, while others called medical staff from the Campus Wellness Centre. They brought a defibrillator and worked with our team to restart the man's heartbeat whilst continuing CPR. Further members of the team called emergency services and guided paramedics to the scene.

Following his transfer to hospital, the man regained consciousness and was soon fully recovered.

In response to the team's experience, a review of first aid training and equipment and emergency response plans was run across all of Serco Middle East, to help ensure that each and every one of our colleagues has all the knowledge and resources they need to make the difference between life and death – for anyone, at any time, in any place.

Number of countries
operated in by the Division

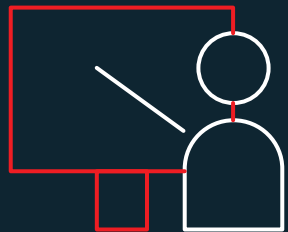
13

Number of colleagues

9,240



AMERICAS



55

interns in our 2021 summer
STEP Internship Program



550

Number of contracts
operated by the Division

Our people priorities in 2021

Diversity and inclusion

Led by David Dacquino, Divisional Chief Executive and Group Sponsor for our disabled community, and our Divisional Executive Leadership Team, we have continued embedding our formal commitment to help diversity and inclusion thrive throughout our business. We have expanded the depth and breadth of our activity and support, creating more opportunities to belong, participate and contribute, and launched new Employee Resource Groups and the Americas chapter of the Serco network for race and ethnicity, Serco Embrace.

Learning and development

We have continued strengthening our existing portfolio while seeking out new resources to help us keep pace with the evolving needs of our people and the workplace. The development of critical talent pools at various career stages remains a major focus. For example, we have opened our Serco Training and Experience Program (STEP) to a broader pipeline of young professionals with a broader range of assignments and launched a new Marine Trades Apprenticeship program in our Defense business.

Wellbeing, flexibility and Covid-19 recovery

As we learn and navigate together through the new world of work, we are exploring new ways in which to offer more permanent flexible work arrangements that will be highly valued by our current and future colleagues while augmenting our efforts to be ever more diverse, inclusive and environmentally responsible.

Colleagues by gender

59%

41%



2,017

veteran employees (21.8%)

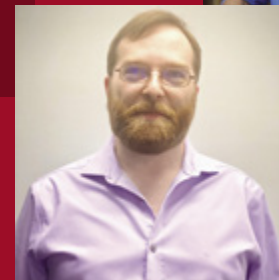
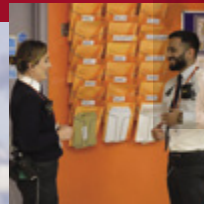
Colleague roles include

Air Traffic Controllers Firefighters
Heavy Equipment Operators Benefits
Administrators Laser Clearinghouse
Engineers Highway Emergency
Response Operators Weather
Observers Driver Examiners
Mechanical Engineers Patent
Classifiers Naval Architects Business
Process Analysts Unmanned
Underwater Vehicle Operators
Program Analysts Software Engineers
Operations Analysts Advanced
Analytics Experts Counsellors
Family Services Specialists Radio
Communications Engineers

This information is based on data as of end-June 2021.

Trust

WE WORK HARD TO EARN
TRUST AND RESPECT



DELIVERING
ABOVE AND
BEYOND



serco

HOW OUR PEOPLE MAKE A DIFFERENCE

Every day our colleagues deliver superb public service with passion and pride. Regardless of where we work and what uniforms we wear, we are bound by a common set of values, a strong public sector ethos and a heartfelt motivation to make a difference.

For many of our colleagues, the commitment to our work is rooted in a strong public service vocation, often underpinned by deep knowledge and experience of delivering public services. These are qualities that are highly valued by those we serve and help to explain why Serco people are often prepared to go above and beyond in their work.

At the same time, our colleagues are always ready to support their communities and the wider world around them. Partly because our communities are where we work and live, the people we identify with and the causes we believe in, and partly because supporting our communities is indistinct from the services we deliver for our customers. We believe it helps us serve those customers more effectively and sets us apart from others.

Through our public service delivery and community activity, we are privileged to be able to make a positive difference to the lives of hundreds of thousands of people, and the world they inhabit, every day.





SERCO INSIGHTS

GOING GREENER – LEANING INTO THE CREATION OF A MORE SUSTAINABLE WORLD

MICHAEL LYNCH
GROUP HEAD OF ENVIRONMENT,
ENERGY AND SUSTAINABILITY

WE ARE COMMITTED TO HELPING GOVERNMENTS AROUND THE WORLD ACHIEVE THEIR NET ZERO CARBON AMBITIONS AND KEEP PACE WITH CLIMATE AND ENVIRONMENTAL EMERGENCIES. AT THE SAME TIME, WE WORK HARD TO OPTIMISE OUR OWN IMPACT THROUGH SUSTAINABLE BUSINESS PRACTICE.

Whether we're cutting carbon consumption, embracing the circular economy or enabling ecosystem restoration, we come at it from every angle and we're always open to new ideas.

Our people are the key.

Supported by our environmental experts, Serco is alive with environmental leadership, engagement and action. From World Environment Day to our own Zero Harm Week, local volunteering to leadership development projects, best practice reporting to new business opportunity decisions, the sustainability of the world is always in our hearts, always on our agenda.

Here, we'll tour just a few of the many ways in which we're contributing to a greener society. Along the way, we'll meet some of our colleagues helping make a difference every day for our world.

We begin in space, 500 miles above the Earth. The Copernicus satellites of the European Space Agency are gathering and disseminating critical environmental data, supported by Serco scientists and engineers in Italy.

Down on the ground, Serco Europe is the birthplace of Serco Goes Green, our employee-led environmental programme. Its growing network of Green Ambassadors are embedding everyday green thinking and behaviour in all regions. Employee projects range from the

elimination of single-use plastics to enabling paperless meetings for the European Commission, achieved by our colleague, Olivier Rampelbergh.

From Europe we travel to the United Arab Emirates, where Serco is a leading member of the Dubai Chamber Sustainability Network. Our colleagues Vibhor Bhatnagar and Amna Al Marri represent Serco on its Green Building Task Force.

On to Australia, where our Fleet Marine Service colleagues help the Navy manage environmental incidents and our horticultural experts in Melbourne lead environmental activities for community groups.

At Fiona Stanley Hospital in Murdoch, Jay Leonard and colleagues are leading on waste reduction, for which our patient catering team has recently won an external award. ▶

SERCO IS ALIVE WITH ENVIRONMENTAL LEADERSHIP, ENGAGEMENT AND ACTION.

Vibhor and our Serco Insights team are using machine learning algorithms to help our Middle East customers achieve greater energy efficiency in public buildings. Amna leads our Green Committee at Zayed University in Abu Dhabi. Nearby, our Green Committee at Sorbonne University is introducing robotic lawnmowers for lower-impact lawn care.

THE SUSTAINABILITY OF THE WORLD IS ALWAYS IN OUR HEARTS, ALWAYS ON OUR AGENDA

In New South Wales, Clarence Correctional Centre is arguably the most eco-friendly prison on the planet thanks to our colleague, Liam Parry, who planned in its state-of-the-art daylight harvesting and zero waste to landfill systems.

Across the Pacific, John Dye and team are helping the US Department of Defense to protect the environment by managing and reducing military use of hazardous materials.

In Canada, Srinivas Viswanathan and colleagues are overseeing the design and build of electric ferries for public travel. The first of their kind in North America, the vessels will emit zero greenhouse gases in electrical mode.

Further east, our team in Goose Bay, Labrador, are helping the Canadian Forces Base run as green as possible, such as by heating the facility with waste oil from vehicles and systems maintenance.

Over the sea to Scotland now, where energy efficiency is a huge priority for our Northlink Ferries colleagues, as is helping to protect nature through initiatives like the Continuous Plankton Recorder Survey, measuring marine health.

South on a bicycle from Edinburgh Cycle Hire, just one of the low carbon travel services we operate. We'll pass hospitals, where we're installing sensors to conserve water and fight infection, and towns supported by our Environmental Services colleagues, busy planning electric fleets with Ronnie Coutts and Pete Bond.

All around the UK, and globally, our Operational Excellence leads are training thousands of colleagues to make our services even more efficient, with an escalating focus on environmental benefits. In Portsmouth, for example, our colleague Geoff Barker recently achieved significant carbon reductions by improving waste removal from naval vessels.

Gavin Boswell and our Procurement leads around the world are getting our global supply chain behind our new Group Environmental Strategy through the launch of a Sustainable Procurement Charter. They've also partnered with the Supply Chain Sustainability School, gaining access to the latest knowledge and training resources.

Meanwhile, Rebecca Garner and our UK & Europe Environment, Energy & Sustainability team are exploring new ways to upskill our colleagues for sustainability through our new corporate partnership with the Institute of Environmental Management and Assessment.

And so concludes today's tour.

While our opportunities to make a difference vary by region, we are all aligned in our strong ethos of environmental responsibility and our appetite to drive continuous improvement.

On behalf of our government customers, our people are creative, adaptive and ethical ambassadors for a better world. We're doing more than ever to celebrate and amplify their energy, determination and expertise, while new generations of like-minded colleagues are finding Serco to be the natural home for their own environmental agendas. We want them all to know that they can take the lead, take action and be supported in doing so.

We are a team of more than 60,000 people, based in more than 20 countries, representing nearly 100 nationalities and thousands of communities. To understand global society, we need only look in the mirror, and it is there that we will see all we need to create a better future for ourselves and our planet.

ON BEHALF OF OUR GOVERNMENT CUSTOMERS, OUR PEOPLE ARE CREATIVE, ADAPTIVE AND ETHICAL AMBASSADORS FOR A BETTER WORLD.

WE ARE ONE TEAM – GOING THE EXTRA MILE FOR PEOPLE IN NEED



In Serco, nobody is ever too busy to help a colleague in need.

When the Serco team at University Hospital Southampton (UHS) were struggling with Covid-19, our colleague, Dean Eldrid, Group Director of Mergers and Acquisitions, didn't just lend a hand, he jumped straight in at the deep end to help them cope.

In March 2020, Dean had just returned to the UK when he heard about the challenges at UHS, 30 minutes from his home. Picking up the phone to the Contract, he learned that high levels of self-isolation and sickness had caused staffing levels to drop dramatically.

"As soon as I knew they were struggling," said Dean, "there was only one thing to do."

24 hours later, Dean had volunteered to be a Ward Host and completed his training. For the next six weeks, until patient numbers and staffing levels had stabilised, Dean worked 7.30am-2pm at UHS every day, returning home each afternoon to focus on his 'day job'.

As a Ward Host, Dean's job involved travelling back and forth with his trolley and mobile oven, taking orders, delivering drinks and meals, and collecting all related waste and washing.

"It was quite intense, but also a very efficient and well-designed series of processes that our hospital colleagues deliver every day. These are not robotic routines, though, they're very people focused. It's amazing to see our service solutions in action that close up."

Dean had chosen to work on a Covid-19 ward, populated predominantly by elderly patients:

"I really enjoyed the daily interaction with the patients, but it hit us all hard whenever someone passed away."

Many of Dean's UHS teammates assumed he had joined with other newly employed colleagues:

"They didn't know who I was and welcomed me as one of their own. No special treatment – that's how I wanted it. Much better that way."

Although no stranger to the positive effort and dedication frequently exhibited by our frontline colleagues, Dean was humbled by the team at UHS:

"IT TAKES PASSION TO DO THIS WORK AND DEAN SHOWED NO HESITATION, ROLLING HIS SLEEVES UP AND GETTING STUCK IN. HE WAS FANTASTIC WITH THE PATIENTS, NURSING STAFF AND OUR OWN TEAMS. THE UNCERTAINTY AND CONSTANT CHANGE WERE NERVE WRACKING FOR ALL OF US, BUT DEAN TOOK IT IN HIS STRIDE AND WAS AN ASSURED AND CALMING INFLUENCE ON EVERYONE AROUND HIM."

Bertie Young, Contract Director, University Hospital Southampton

"This is hard work, but nobody complains, nobody hesitates. They all know what they have to do and why they have to do it; they're all skilled at what they do and they're all proud and happy to be doing it. These are great people and a great team; it was a privilege to work alongside them."

For Dean, his experience at UHS has confirmed everything he believes about Serco and its people, and the importance of maintaining the company's cultural integrity:

"At Serco, we believe in people. We have worked hard to gather together tens of thousands of people who share our Values, who truly enjoy meaningful work that makes a difference, and who will keep going for those we serve, no matter what. It's really quite special – I've not seen another organisation like it."



Dean Eldrid

HEROES AT THE HEART OF EVERYDAY HEALTHCARE

Hospitals are the beating heart of every local community – busy, bustling centres of hope and heartache, tears and laughter, joy and sorrow.

Through their corridors walk some of our greatest heroes – quietly, carefully going above and beyond every day.

Around the world, our thousands of healthcare colleagues support patient care and enhance patient experience. They interact closely with patients all the time – keeping them comfortable, fed and in good spirits, keeping their surroundings spotless, secure and in excellent order, and helping them travel to and from every life-saving moment.

As healthcare systems worldwide struggled to cope with the impact of Covid-19, our colleagues continued to deliver for patients and their clinical colleagues, fuelled by their unlimited and indiscriminate capacity for care, their deep pride in making a difference to the lives of others and their unwavering commitment to play their part to the very best of their ability.

Here we meet two such colleagues from the UK who have helped to make a difference during the pandemic, Otis Darko and Vicky Parry.

Otis Darko is a Porter at Whipps Cross Hospital in North East London. Otis says he and his colleagues have focused on staying positive during the challenging times of the pandemic.

“We do the very best we can because we are there for the patients and the community,” says Otis. “You don’t need to be the head of an organisation to make a difference, you can do it by bringing light into your corner of the world. How you feel can affect the people around you, so you have to be happy to be alive. The smile I see on a patient’s face and the positive feedback I get from my colleagues – these are what make a difference for me.”



Otis Darko

“Otis is a highly valued member of our team who lives and breathes our Values,” says Ryan Davidson, Support Services Manager at Whipps Cross. “Always smiling, laughing and brightening everyone’s day – going above and beyond is ‘business as usual’ for Otis. He helps everyone he meets to feel better about their day. I could not be more proud to call him my colleague and work alongside him.”

Vicky Parry is a Laundry Supervisor at James Cook University Hospital in North Yorkshire, processing linen from infection control healthcare – a particularly challenging role during the pandemic. Vicky recently received a Serco Pulse Award for going above and beyond to provide new clothing for a homeless patient.

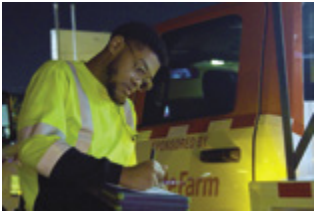
“We play an important role in caring for the patients,” says Vicky. “Knowing that we’ve helped them and made their stay a little more pleasurable is very rewarding. I love the environment we



Vicky Parry

work in; every day is different – full of new things to learn and finding new ways to improve our service. I try to lead by example and bring out the best in my team whilst making sure they get the recognition they deserve – they work hard every day to deliver the very best service.”

“I cannot speak highly enough of Vicky and all her hard work and commitment,” says Claire Mosley, Facilities Manager at James Cook. “I admire her strong work ethic, willingness to help and focus on service improvement. Vicky makes a difference every day with her positive attitude and how she manages her team, all of whom are proud of the part we play in helping patients have a positive experience. We are very lucky to have Vicky at Serco.”



CERTAIN DANGER IN DEADLY CONDITIONS – OUR HERO TEAM BRAVING THE STORM

"Families fled their houses to escape the deadly cold, huddling in their vehicles until their fuel ran out..."

In February 2021, as the southern United States was buried beneath an avalanche of unprecedented winter storms, the Texan city of San Antonio was literally powerless to defend itself. A state-wide electricity generation failure left millions without power, heat, food and water.

"People were desperate," says Mandi Hernandez, Manager of the Traffic Management Center (TMC) for the San Antonio Highway Emergency Response Operations Program (HERO), which we manage on behalf of the Texas Department of Transportation. Mandi leads a team of TMC operatives who monitor the roadways and coordinate response to citizens in distress.

Before Serco, Mandi worked 17 years in emergency medical services, but never experienced anything like this.

"I took a call from a lady in tears, she was so cold. I spoke with another driver for 45 minutes – he was stuck on a hill with a heavy trailer and kept slipping back down – he just wanted somebody to talk to."

"It was rough out there," says Warren Morton, a retired fireman and paramedic who is proud to work for Serco as a Lead Operator at HERO. Warren and his team patrol the roads, responding to instructions from the TMC, supporting local emergency services and bringing state-funded aid and assistance to motorists in need.

"The whole city was covered in ice. Our elevated highways were shut down, creating terrible congestion. People here have no experience of these conditions – they couldn't cope, getting stranded all over the place. In some cases, we were literally pushing people up hills."

Even at the best of times, our service can mean the difference between life and death:

"When you breakdown on a US highway," says Mandi, "it's just you and the concrete barrier, with hundreds of other motorists hurtling past every minute. You're a sitting duck."

"And then suddenly we show up out of nowhere with our trucks and our uniforms," says Warren. "They don't expect it. When they realize we're there to help,

"OUR HEROS BRAVE ONE OF THE MOST DANGEROUS WORKPLACES IN THE WORLD, DAY AND NIGHT, IN ALL CONDITIONS IMAGINABLE. SOMETIMES ONLY INCHES AWAY FROM DEADLY WALLS OF SPEEDING TRAFFIC, WITH TMC COLLEAGUES THEIR ONLY LIFELINE, THEY ROUTINELY PUT THEMSELVES AT RISK TO PROTECT THE PUBLIC AND OTHER EMERGENCY RESPONDERS." Mike King, Program Manager

they're so excited and grateful – it's incredibly rewarding."

Throughout February, all the teams pulled together under the direction of Mike King, Program Manager, to help the people of San Antonio weather the storms. HERO operators helped their TMC colleagues travel to and from work.

Warren's priority throughout was the safety of his team:

"Everyone gets home safe – that's our goal. We're most at risk once we exit our vehicles and what we don't need are other cars spinning out of nowhere because drivers are losing control on the ice. So, we took 'careful' to a whole new level – nice and slow,

looking out for each other and focusing on getting it right first time, every time."

Thanks to Warren and Mandi and everyone else at HERO, everyone did get home safe, colleagues and citizens, every day of the crisis.

"Our job is to help those who need it most," says Mandi. "It means a lot to me to be able to share with them the kindness I would wish for in those circumstances."

"I love helping people and I'm really proud of what we offer here," says Warren. "Every day we go home knowing that we've made a difference – it's awesome."

CROSSING CONTINENTS IN THE NAME OF INNOVATION

BUILDING A NEW FUTURE DURING COVID-19

For Kristine Pitts, the future of public services that make a difference every day is putting citizens at the heart of service design.

"It's all about really seeing, listening and understanding what people need, then translating that into an experience even better than they could have imagined," says Kristine.

In early 2020, Kristine chose to leave her life in the UK and move to the United Arab Emirates. Selected to launch an entirely new service for Serco in the Middle East, her opportunity is to help guide and accelerate the evolution of public services in the region.

Her challenge has been to build it all from the ground up – assembling an all-star team, capturing customer interest, winning new business and delivering outstanding results – and doing it all during one of the strictest Covid-19 lockdowns on the planet.

Today, Kristine and her team – the three founding members of ExperienceLab Middle East – are close-knit colleagues who share a passion for improving service outcomes through innovation and insightful design. Rena Baba is an emerging technology specialist from Lebanon, Karen Frechtling is a user experience specialist from New Zealand.

"Forming, storming and norming a new team remotely has not been straightforward," says Kristine, "but it's also been exciting and fun. **We're proud to be an all-female team with a dynamic mix of backgrounds and skillsets and the freedom to shape our own destiny.**"

Our UK ExperienceLab team, which Kristine joined in 2014, have been helping local government improve public services for more than 20 years. Phil Malem, Chief Executive for Serco Middle East, visited in 2019 and immediately recognised a strong overlap in philosophy and approach with our Middle East customers.

"The importance of citizen experience is openly woven into the very fabric of how governments in the Middle East operate," says Kristine, but gaining traction as a new business is tricky when you can't meet people:

"Forging customer relationships under Covid-19 has been a huge challenge," says Rena. "For example, face-to-face interaction is highly valued here, but cultural sensitivities often made video meetings impossible. Even once able to meet in person, other Covid complications have made building rapport very difficult."



Despite these challenges, the team have worked hard to grow the business, winning rewarding projects with forward-thinking clients, like the regional ride-hailing company, Hala, who engaged their support to restructure around customer behaviour and decision making.

"They were delighted with the results and it's great to see them implementing our work," says Kristine.

Following your career to a new life on an unfamiliar continent is never easy – especially when it involves family as well – and it has been particularly hard during the pandemic.

The team have persevered, knowing that a game-changing opportunity lay just around the corner: a key role helping one of the busiest airports in the world become a world leader in customer service:

"Serco delivers frontline hospitality services for Dubai Airports, where we are front and centre in taking customer experience to a new level," says Karen. "Alongside operational expertise and cutting-edge technologies, we're equipping our 1,000 new customer service colleagues with the knowledge, understanding and empathetic insight they need to bring to life the Dubai Airports vision for exceptional service."

The team look forward to working with other Serco operations to enhance service user experience and are keen to do the same internally, to help create more effective and engaging colleague experiences.

"When the lightbulb comes on and people realise they really do have the power to make a difference every day," says Kristine, "there's no stopping them."



Kristine Pitts



Peter Tischhauser

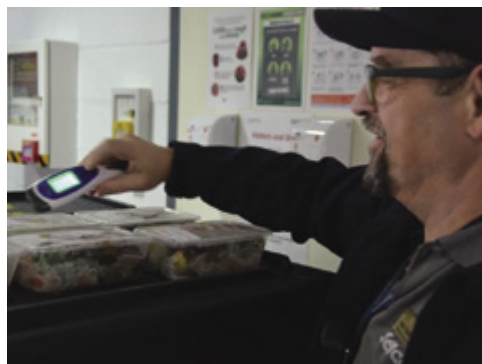
SECOND CHANCES, SECOND HELPINGS FEEDING THE COMMUNITY FROM ACACIA PRISON

Peter Tischhauser is an internationally respected chef. He trained in one of the finest hotels in Switzerland's Italian region and managed a kitchen as a sergeant in the Swiss Armed Forces. After emigrating to Australia, he led a successful career in the hospitality industry and dedicated himself to teaching and inspiring future generations of culinary talent.

In 2003 he discovered a new purpose, entering a very different world of work in which he still serves today with pride, energy and creative flair.

As Catering and Stores Manager for Acacia Prison, Peter and his team prepare nearly 100,000 meals every month for the prisoners and our colleagues onsite. They are closely involved in our rehabilitation of prisoners, providing work and accredited training and striving for Serco to be a valued member of the local community. Peter brought all of this together in 2020, leading a collaboration of colleagues, prisoners and charity groups in support of the local elderly and infirm.

Peter's passion for preparing complex and challenging cuisine, and his commitment to changing lives through education and training, help to explain the immense satisfaction he finds in his role at Acacia.



"I haven't worked a day in the last 18 years. If you enjoy what you do, how can you call it 'work'? Every day is different here and every day we make a difference."

Peter is a firm believer in rehabilitation through meaningful work that speaks to the soul. The kitchen has always employed prisoners in a range of roles, but Peter seized an opportunity in 2013 to create a Hospitality Training Facility, where they can gain qualifications and apprenticeships as well as basic life skills.

To date, nearly 200 ex-offenders have left Acacia ready for a promising career in hospitality. Peter gladly uses his industry connections to give them yet another helping hand.

"You get back what you put in. Whether they go on to open their own café or simply reconnect with family through love of cooking, we're not just teaching the technical dimensions of a new profession, we're transforming lives. We see tears of joy and gratitude, smiles of confidence and pride, and moments of life-changing epiphany – there is nothing better."

In March 2020, as Covid-19 restrictions fell heavily across Australia, Peter seized another opportunity to make a difference to those in need, initiating what became known as the Swan Hills Meals Project.

Inspired by a similar Serco-sponsored scheme in nearby Perth, Peter and his team led local government and community organisations to collaborate in delivering meals to vulnerable citizens in the rural Swan Hills district neighbouring the prison.

The prisoners enthusiastically took on the challenge, happily volunteering to support in their own time.

"These are men who care deeply for their own elderly relatives. They were very keen to help these people they knew would otherwise be suffering in isolation, giving back to the community in the process."

Four different menus were created, offering hearty and nutritious meals and using only top-quality ingredients – designed to be a daily highlight during the gloom of lockdown. For six months, in addition to feeding the prison, Peter and his extended team served 200 meals every week to people in need throughout their local community.

"Our 'customers' were all extremely grateful. Now that we are back to normal – hopefully for good – we have paused the project, but we're ready to recommence if needed. The prisoners are all looking forward to our next big initiative – they gain as much from making a difference every day as we do."

WE SEE TEARS OF JOY AND
GRATITUDE, SMILES OF
CONFIDENCE AND PRIDE,
AND MOMENTS OF LIFE-
CHANGING EPIPHANY –
THERE IS NOTHING BETTER.



Number of countries
operated in by the Division

3

Number of colleagues

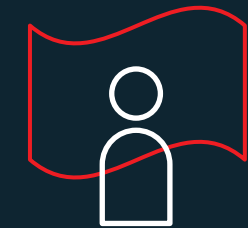
16,077



ASIAPACIFIC

5,098

new colleagues hired
in 2020



23%

increase in new starters identifying
as being First Nations people

Our people priorities in 2021

Diversity and inclusion

We have continued working to enhance colleague experience and customer service through our focus on inclusion. Our Divisional Chief Executive, Peter Welling, is Serco Group Executive Sponsor for LGBT+ while all our diversity and inclusion priority areas are sponsored by members of our Divisional Executive Leadership Team. They also lead our new Diversity and Inclusion Council, working closely with our Employee Resource Groups to drive and support positive change.

Learning, development and communication

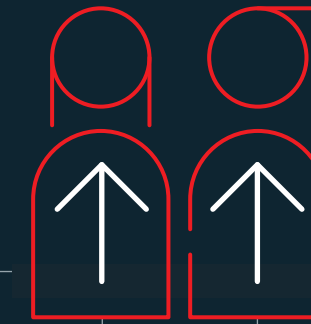
We have continued to build resilience and capability in our business through expanded development in people leadership, feedback, and coaching. Extended communication channels are supporting awareness and understanding of priorities, and the new MyVoice channel supports anyone offering feedback or ideas that could contribute to our shared success and making Serco an even better place to work.

Wellbeing, flexibility and Covid-19 recovery

We have launched a new integrated approach to managing illness, preventing harm and promoting the positive, designed around three core pillars: the importance of good mental health, Covid-19 response and recovery, and reducing our environmental impact. Coupled with simplified, action-orientated reporting and executing the basics brilliantly, this is setting the new tone for keeping both our people and the environment safe.

156

people promoted



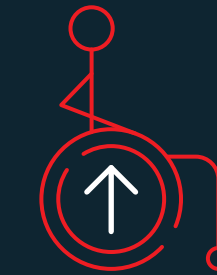
Colleagues by gender

49%

51%

83

new starters identifying as having a disability



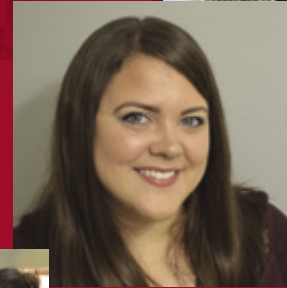
Colleague roles include

School Cleaners Client Services
Manager Workplace Health Safety
Environment & Quality Services
Advisor Social Worker Call Centre
Team Leaders Mental Health Nurses
Performance & Improvements
Managers Irrigation Technicians
Psychologists Transport & Escort
Managers Intelligence Analysts
Welfare and Engagement Officers
Chief Engineers Facility Operations
Coordinators Vessel Maintenance
Operators Customer Contact Officers
Physiotherapists Database
Administrators Mobile Road Safety
Camera Operators

This information is based on data as of end-June 2021.

Care

WE CARE DEEPLY ABOUT THE
SERVICES WE PROVIDE AND THE
COMMUNITIES WE SERVE, AND
WE LOOK AFTER EACH OTHER



DIVERSE WORKFORCE AND INCLUSIVE WORKPLACE



DIVERSITY AND INCLUSION



Our business thrives because of our diverse and talented workforce. We aspire to be an employer with whom all colleagues have – and know they have – the opportunity to grow and succeed if they share our values and have the passion and determination to make a difference every day.

We strive to attract, develop and retain colleagues from the broadest possible talent pool – managing and maintaining the diversity of our workforce, promoting unlimited equality of opportunity and operating with zero tolerance for any form of discrimination. Not only do we firmly believe this is the right thing to do, we believe that diverse teams, reflecting the communities they serve, outperform in the quality of services we deliver to our customers.

We seek to make every Serco workplace a positive, welcoming and safe environment, where everybody feels comfortable and secure and where they are treated fairly and with dignity and respect. Working with our partners, we challenge ourselves to make Serco a place where each of us can deliver our best, every day.

We are transparent in our performance, tracking and publishing industry-standard measures of diversity wherever able to do so. We believe that in sharing our data we are contributing to the wider responsibilities of business to lead positive change.

We acknowledge that we have much more to do to make Serco a truly diverse organisation and our workplaces as inclusive as they can be. We are passionate about challenging ourselves to do more and do it faster, recognising that outcomes, not words, are the only true measure of our progress.



SERCO INSIGHTS

LET THEM SHINE – GIVING WOMEN IN BUSINESS THE BEST CHANCE

SAMANTHA ROWLES
OPERATIONS DIRECTOR, TRANSPORT
& EXECUTIVE SPONSOR FOR GENDER
DIVERSITY, SERCO MIDDLE EAST

THERE ARE EXCITING OPPORTUNITIES
AHEAD FOR SERCO IN THE MIDDLE
EAST, AS WE CONTINUE TO GROW
OUR BUSINESS FURTHER AND FASTER
THAN EVER BEFORE.

SUSTAINABLE GROWTH, HOWEVER,
IS NOT POSSIBLE WITHOUT NATURAL
INNOVATORS AND COLLABORATORS,
SENSITIVE TO STAKEHOLDERS AND
SUBTLE SHIFTS IN SECTOR, MANAGING
WITH IMPECCABLE INTEGRITY AND AN
UNWAVERING ABILITY TO EXECUTE.

To get this right, we need exceptional operational leaders – a role in business which has historically been set aside for male colleagues.

A position in operations at Serco is an unparalleled opportunity to gain leadership experience and insight. We know that women thrive in these roles – we see it every day. And yet our own research confirms that only 20% of operational roles more broadly are held by women.

In the last year, we've been challenging female underrepresentation in business leadership roles, supporting into those roles women we know will excel, such as those incredibly talented women introduced here – Emma, Emily, Kayleigh and Mona.

In part this will be process driven, such as pushing our talent acquisition and succession planning harder, looking beyond the usual suspects when defining needs and identifying options.

It will require women to explore outside their comfort zones. Many do not, because they are working within a system not originally meant for them. My own inflection point came with the trust invested in me by our Divisional Chief Executive, Phil Malem, and his openness about making me an equal. Phil didn't tell me I needed to change to be successful or have a seat at the table, he simply gave me a platform, stood back, and allowed me to shine.

IN SERCO, WE HAVE
INCREDIBLY TALENTED
WOMEN AT ALL LEVELS.
WE SEE OUR FUTURE IN THEM.

An important step is helping everyone understand what needs to change and why, to really drive Gender Equality.

To help each other learn what exclusion and inequality truly look and feel like, and the personal impact they can have, we are launching our 'Humanising Inclusion' programme. We will lead ourselves to a tipping point of awareness at an individual level – confronting the lived experiences of our colleagues and supporting each other to move forward.

Our belief is that once we have all crossed this line together, there will be no going back.

Another uncomfortable truth we have confronted is this: none of this will happen simply because it should. As leaders of the business, we must choose to make it happen. ▶

42% of our Executive Management Team are female, because our Chief Executive challenges himself and the wider leadership team, every day, to build strength and resilience through diversity and equal opportunity. In turn, all of us who sit at that table are working hard to drive similar representation at all levels.

It is not easy. It requires constant vigilance. We challenge ourselves and each other always to do better – calling out gender bias and inequality and celebrating every win for diversity and inclusion.

WE ARE PROUD OF ALL OUR FEMALE COLLEAGUES STEPPING FORWARD TO LEAD, AND THE DIFFERENCE THEY ARE MAKING.

We are proud of our ongoing progress. More than that, we are proud of all our female colleagues stepping forward to lead, and the difference they are making. And we are proud of the inclusive workplace which reflects the needs of modern men as well as women. This is especially true as men take up more responsibilities at home and parenting than ever before – we need flexibility for all.

This is an exciting time for Serco Middle East, and one I am motivated to be part of.



Emma New
Head of Business Operations
Citizen Services,
Healthcare and Defence (CSHD)

Our Divisional Chief Executive is a big believer in giving functional talent operational opportunities, especially those who have proven themselves but never been considered before for such a move.

So, when the position of Head of Business Operations became available, Emma was encouraged to apply.

Her background as Finance Business Partner for CSHD was a

solid foundation, but it was the fact she had been performing an operational role as part of her day-to-day responsibilities which really stood her a part.

She has an amazing ability to drive organic growth through customer collaboration, for the benefit of all stakeholders. And this new role allows Emma to focus on operational leadership whilst gaining experience that will stand her in good stead for future opportunities.



Kayleigh Houghton
General Manager
Dubai Airports Customer Services (DACS)

Kayleigh has been with us for more than ten years, leading Contract transition and mobilisation activities.

She has always shown a strong aptitude for operational management and when the General Manager role became available at DACS where she was front and centre of the transition, the step up for Kayleigh was the perfect

career move and one championed by our Transport Operations Director.

From helping to set clear purpose and direction for her team, to navigating contentious situations between challenging stakeholders to reach successful conclusions, Kayleigh remains a huge asset to our Middle East business.



Emily Moore
General Manager
Palm Jumeirah Monorail

Emily had been identified in our succession planning to replace the incumbent as General Manager for Palm Jumeirah Monorail for some time, having built her skillsets and experience in multiple operational and business development roles across the organisation.

Over the years, Emily has impressed senior stakeholders,

particularly in her position as Client Director for Transportation and her role in standing up the Red Line Extension on the Dubai Metro.

Her natural collaborative leadership style which, combined with her experience and proven technical capabilities, made her the natural choice for this role.



Mona Althagafi
Country Director
Kingdom of Saudi Arabia (KSA)

Our recruitment of Mona is an excellent example of how challenging legacy perceptions of what great leadership looks and feels like will be key to our success.

Mona's approach to interview was entirely different to the other candidates. She was honest and authentic, never overpromising but confident of her strengths and ability to

deliver. She demonstrated strong resilience and compelling passion regarding the KSA Government's Saudi Vision 2030 and Serco's role in supporting it.

The more we challenged ourselves, the more Mona impressed us. She is an invaluable colleague and a fantastic addition to our Executive Management Team.



Jeff Coulter

When Jeff Coulter entered the job market, his mother said, 'Always keep your personal life and your professional life separate'.

"Neither of us admitted it, but what she meant was, 'Don't let them find out you're gay'."

Jeff lived in the professional closet for many years, never discussing his personal life and keeping himself apart.

"I 'straightwashed' myself, terrified of what would happen if someone found out."

In 2006, Jeff joined Serco. The following year, he discovered he was HIV positive and entered recovery for drug and alcohol addiction. Consequently, he was denied security clearance by the US Department of State.

"When my director called me in, I was sure it meant the end of my career. Instead, she helped me find work that kept me employed."

Since joining Serco, Jeff has gradually opened up to his colleagues about his life:

"You fear what will happen when you let go of it, but the benefits are tremendous. I feel real and

SERCO AND PROUD – A UNIQUELY AUTHENTIC AND INCLUSIVE PLACE TO WORK

alive. Shame and secrecy can be deadly. Suppressing who we are is exhausting and demeaning. In recovery we say, 'We are only as sick as our secrets'."

The benefits work in both directions: "We live in a world of relationships. People can tell when we're hiding something. Authenticity begets more authenticity, and that helps us to understand, work with and support one another better. When you're open – it's easier for someone to have your back."

**SERCO HAS
HISTORICALLY HIRED
OUTSTANDING PEOPLE
MANAGERS – THEY ARE
THE SOURCE OF OUR
GROWTH IN DIVERSITY
AND INCLUSION.**

Jeff acknowledges that authenticity can challenge some people, "and that's ok. It's not about being liked by everyone. If you're putting yourself out there as a point of connection, it usually works out. And you don't have to share every detail – healthy boundaries are important too."

I'M VERY GRATEFUL TO SERCO THAT I CAN BE WHO I AM. I'M PROUD TO WORK FOR THEM BECAUSE THEY'RE PROUD OF ME.

Being genuine at work has not only enabled Jeff's managers to better support him, it has enabled Jeff to better support them: "In 2014, my manager asked me to deliver drug and alcohol awareness training to 2,000 new employees – to share some of my story because he wanted people to understand that anyone can be an addict. I stood before them all and said, 'Today we'll talk about drug and alcohol awareness. My name is Jeff and I'm an addict'. It had a tremendous impact.

Jeff considers Serco to be unique among employers: "What I've experienced? It just doesn't happen in other workplaces. I've watched Serco become more and more inclusive – a place where people are free to be themselves and balance life and work priorities to the point where the distinction becomes almost meaningless."

He points to our many positive, affirming diversity programmes and networks as examples of how diversity is honoured and respected at Serco, attributing the core strength of inclusion at Serco to our people managers:

"Serco has historically hired outstanding people managers – they are the source of our growth in

diversity and inclusion. Everything they do for their people reverberates up through the organisation, helping to make this a happier, more productive, and more progressive place to work."

In some respects, Jeff considers Serco to be following in his footsteps: "I think many companies want to take a stand – to proudly declare themselves to be who they really are – but fear how their customers will react. I understand that. When you put yourself out there, there are risks. But there are also incredible rewards. I'm very grateful to Serco that I can be who I am. I'm proud to work for them because they're proud of me."

Jeff's story is dedicated to the memory of Robert Alan Porter, MD, 1960 – 2021.

Kakra Yeboah



"I FEEL GOOD ABOUT MYSELF AND PROUD OF MYSELF BECAUSE I DO A GOOD JOB. IT HAS BEEN A GOOD EXPERIENCE AND THE PEOPLE HERE ARE REALLY NICE. IT'S GOOD TO WORK WITH THEM – AND FUN. THEY ARE VERY PATIENT AND HAVE SHOWED US HOW TO DO THINGS PROPERLY. I REALLY LIKE THE JOB."

KAKRA YEBOAH



MEANINGFUL OPPORTUNITIES FOR ALL WHO JOIN THE SERCO FAMILY

In 2021, we are welcoming 2,500 new colleagues into Serco through the acquisition of Facilities First Australia, a specialist provider of facilities management services.

Serco is a values-led organisation and Facilities First also has a strong culture in which our values align, including commitment to diversity and inclusion. Together Serco and Facilities First are ensuring our people are supported through this journey.

Twin sisters Penni and Kakra Yeboah are proud to be joining the Serco family and we are just as proud to welcome them. In their experience and their own words they make it clear that Serco and Facilities First are united in their community-minded emphasis on equal opportunity for all.

Penni and Kakra, who both have a mild intellectual disability, are members of the head office cleaning team for Facilities First. They joined through a vocational programme operated by Northcott, one of Australia's largest not-for-profit disability service providers.

"We want to offer meaningful opportunities to help young, disadvantaged adults gain crucial skills to transition into work and independence," says Janelle Dixon, General Manager – People, Communications and Integration, Facilities First. "For example, it was really important to us that we directly employ our team – for them to be part of our family."

Northcott partners with employers to ensure they have suitable workspaces and can give their new colleagues the very best support, training and supervision.

"Every step of the way, we've worked closely with our partners to understand what success could look like, how it would work, and how we could integrate it into our world," says Janelle.

Moya Maffey, Northcott Community Engagement Officer, has been very impressed by Janelle and the team: "They've been fantastic. They are very, very patient. Few employers are as accommodating and supportive."

Over the past year, Penni and Kakra worked two days every week whilst also participating in social, community and work skills development. They now complete their tasks with minimal supervision and the hope is they will soon be fully independent.

"Their communication has improved, and they have a much better understanding of what it means to carry out workplace responsibilities," says Moya. "It's all about the pride and empowerment that comes from having a job and doing it well. It's great to see."

"Penni and Kakra have become a cherished part of our team," says Janelle. "We're very proud of them – for their cheerful commitment to their work, even throughout the pandemic, and for helping us demonstrate to other employers that it can be done. It's been a hugely positive experience for us all."

In addition to our new partnership with Northcott, we are proud to provide proactive employment opportunities for those identifying as disabled elsewhere in Serco, through programme partners such as BIZLINK in Australia and Project Search in the UK, and through our own talent acquisition, such as in our Contract supporting the Australian National Disability Insurance Agency.



"IT FEELS GREAT TO HAVE A PAID JOB. IT'S GOOD TO WORK IN A TEAM AND FEEL USEFUL. I FEEL CONFIDENT AND APPRECIATED. IT'S A NICE PLACE. EVERYONE HERE IS SUPPORTIVE. EVERYONE IS FRIENDLY AND KIND AND SAYS 'THANK YOU'. OUR SUPERVISOR IS A GOOD AND CARING TEACHER. I FEEL HAPPY, GROWN-UP AND REALLY PROUD OF MYSELF."

PENNI YEBOAH

MY JOURNEY TO FREEDOM – NOW I CAN SHOW THE WORLD THE REAL ME

For many of us, wrestling with the challenges of Covid-19, 2020 was a year of confinement – of not being able to live our true lives. For our colleague, Besham Singh, however, 2020 was a year of liberation – of escape from a lifetime of fear and lies and the chance to begin again, in the UK and with Serco.

Besham first realised he was gay at the age of four. However, born into a fiercely heteronormative society on the Caribbean islands of Trinidad and Tobago, he existed in constant fear and isolation.

“I had to live a lie – at work, at home, everywhere – trapped in a world of homophobia, discrimination, abuse and exposure to LGBT+ hate crimes. My mother told me, ‘if you are gay, consider your mother to be dead’.”

In October 2019, aged 24, Besham bought a plane ticket to London and left Trinidad and Tobago with no intention to return. He had decided to claim asylum in the UK.

“I had an overwhelming need to see light at the end of the tunnel. My life depended on it.”

He arrived at Gatwick Airport and immediately declared his wish to claim asylum. For the next four months he travelled through the UK asylum process, and it was during this time that he first encountered Serco.

“I will always associate Serco with feeling safe, secure and supported. They transported me from London to asylum accommodation in Liverpool and then Bolton. While the government provided a weekly allowance, Serco took care of all my other needs. I found the whole process well designed, caring and thoughtful. My Serco housing officer was fantastic. She gave me a warm welcome and made sure I had everything I needed for every step in my journey – always checking to see if I was ok. My wellbeing was her priority – nothing was too much trouble.”

Besham was granted asylum in February 2020. That was the end of his journey to the UK, but only the beginning of his journey with Serco.

Besham immediately started looking for work. He registered with a recruitment agency and gladly accepted the first assignment offered. Only at his interview for the role did he discover that the employer was none other than Serco.

Besham Singh



I WILL ALWAYS ASSOCIATE SERCO WITH FEELING SAFE, SECURE AND SUPPORTED

"That was very comforting. There could be no better employer to work for – an organisation whose whole purpose is to help people in need. Working for Serco is my way of giving back to the company whose support meant so much to me when I first arrived in this country."

Based in Serco Citizen Services, supporting the UK Department for Work and Pensions, Besham quickly worked his way up into a permanent managerial role, drawing on six years previous managerial experience in retail.

"It truly is a different world. This is the first time in my life that I can be myself; the first time I can be proud of myself. There is no discrimination. I made it known that I am gay, and I have developed a good circle of work friends. This is something I never had before, when even my own team treated me like an outcast. I couldn't let people into my life."

Besham's experience has changed his approach as a line manager:

"Serco put a lot of effort into their people and I want to do the same for my team. I like to see people move up and make something of themselves, and Serco is rich in equal opportunities for people to grow. There is so much you can do and become, working for this company."

In November 2020, Besham saw an advertisement for the role of Co-Chair for In@Serco, our network for LGBT+ colleagues and their allies.

"I thought, 'This is destiny – you don't get an opportunity like this every day'. I immediately saw that this could be a platform from which to help people not to be afraid of being themselves, so they can live and work to the full."



SEEKING ASYLUM
HAS GIVEN ME THE
CONFIDENCE TO BE
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SERCO HAS GIVEN
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TO LIVE IN PEACE.
I AM SO GRATEFUL.
NOTHING FEELS TOO
DIFFICULT ANYMORE.

Besham spoke to his line manager, who recognised it could be beneficial for him and was supportive of his application.

On Besham's interview for the role, Ed Jervis, former Chair of In@Serco, comments: "There was an authenticity about his motivation to make a difference for the lives of LGBT+ people, based on his own lived experiences, that made it clear he has the potential to be a powerful driver of positive change."

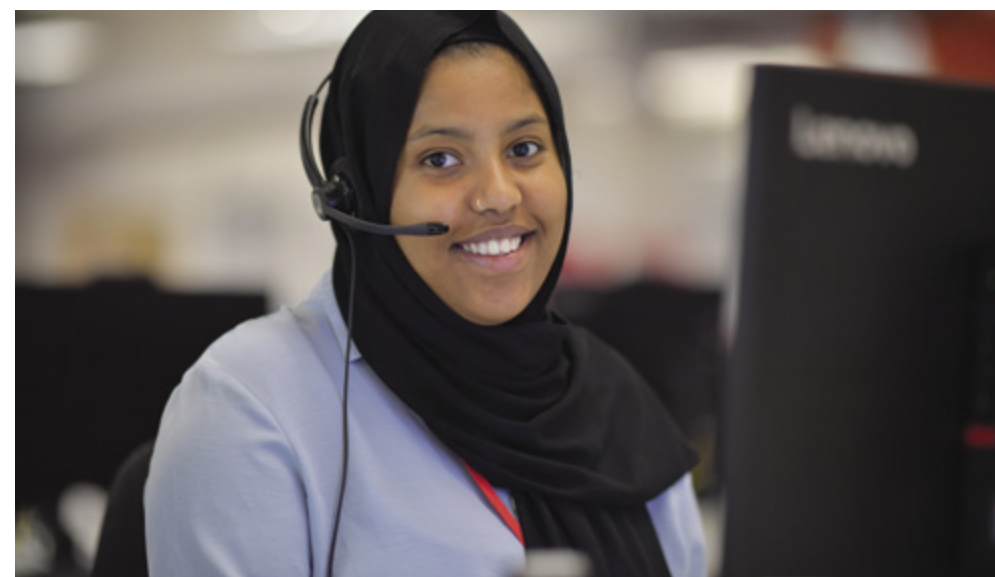
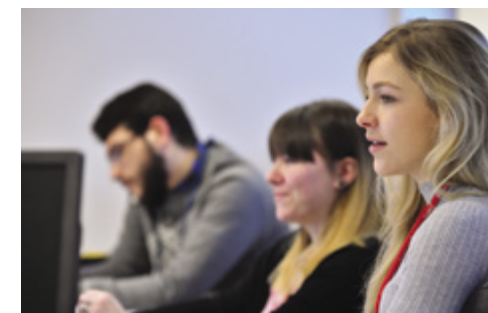
Alongside Chris Greig-Bonnier, Besham became Co-Chair of In@Serco and immediately set about sharing his story.

"People who bury themselves beneath a lifetime of lies are doing themselves great harm, even in self-defence. Sharing your experience is a way to heal yourself, and to help others heal themselves. People in Serco have said to me, 'Your story is inspiring me to share my own'."

For all his colleagues in Serco, for all members of the LGBT+ community and for anyone seeking asylum, Besham offers this advice:

"You are never at fault for choosing a better life. There is no shame in seeking help. It shows that you are strong. You should be praised for choosing to live – for choosing to be yourself."

"Seeking asylum has given me the confidence to be who I truly am. Serco has given me the opportunity to live in peace. I am so grateful. Nothing feels too difficult anymore. I have goals; I can see myself completing them. Now I can show the world the real me. Now I can shine."



Number of countries
operated in by the Division.

4

Number of colleagues

3,964



MIDDLE EAST

Colleagues by gender

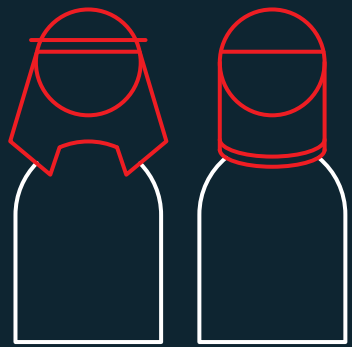
74%

26%



320

Total Number of UAE
and KSA Nationals



Our people priorities in 2021

Diversity and inclusion

Our commitment to support aspiring regional talent remains a key element in our diversity and inclusion strategy and we are always exploring new ways to further our efforts, such as supporting a new United Arab Emirates (UAE) employment programme for national talent, offering placements across our operations in Abu Dhabi. Improving gender balance in operational leadership is another top priority – see pages 31-32 to find out more.

Learning and development

We have continued to focus on building future leadership – launching a new leadership development programme for high potential colleagues in partnership with an international business school whilst recruiting another cohort of exceptional early career colleagues into our award-winning graduate programme. We also participated in a UAE Ministry of Education virtual work placement initiative for 2,000 school students.

Wellbeing, flexibility and Covid-19 recovery

As we support our customers in their recovery from the impacts of Covid-19, we are also working hard to build more flexible ways of working into the Serco Middle East colleague experience, with particular focus on the complex needs of our massively diverse, international workforce.

70

nationalities across our workforce



Colleague roles include

Civil Engineer
Environmental Specialist
Customer Experience Team Leader
Station Master
Senior IT Support Engineer
Security and Information Controller
Financial Accountant
User Experience consultant
Tram Driver
Fire Fighter
Demi Chef
De Partie
Customer Service Agent
Technicians
Air Traffic Control Officer
Simulator Pilot
Welfare Officer
Economist Manager
Soft Services Supervisor
Logistics Technical Officer
Helpdesk Operator
Airspace Design & Development Specialist
Core Knowledge Specialist

This information is based on data as of end-June 2021.



WE CONTINUOUSLY IMPROVE
OUR WAYS OF WORKING AND
TRY NEW IDEAS, BIG AND SMALL



Innovation



WORLD OF OPPORTUNITIES





Whatever their roles in Serco, our colleagues have access to a wide array of opportunities for professional and personal development. For those who share our passion for superb public service, we offer a vast and varied range of ways in which to learn and grow, covering a broad spectrum of sectors, functions and regions.

We encourage everyone to develop the skills and gain the experiences to realise their full potential. We see our role as providing both the motivation and the means – inspiring appetite for growth, development and career progress through experience as well as more formal training. We help our colleagues to discover and define their ambitions whilst also providing opportunities to make them happen.



Through substantial investment in people development every year, not only do we help our colleagues to identify and achieve their individual goals, we also deliver on our promises to our customers by ensuring that in Serco they have a partner with the highest calibre, most experienced and most highly trained teams.

In the People Report this year, we are focusing on our rapidly growing global community of bright, talented early career colleagues, who now make the headlines in Serco on a regular basis. For many years, we have invested in early career programmes to bring diverse new talent into Serco. Today, you'll find early career alumni leading and managing our business around the world.

Most recently, we have launched exciting new early career programmes in all our regions, dedicated to finding and developing our future leaders. At the same time, we have continued working to make Serco a welcoming, supportive and immensely rewarding place for anyone taking their first steps in a career in public services.

In the following pages, we'll hear from just a few of our early career colleagues around the world, sharing their experiences and explaining why, for them, it had to be Serco.



WILL QUIGLEY
GLOBAL HEAD OF TALENT
ACQUISITION

SINCE 2019, WE HAVE LAUNCHED OUR AWARD-WINNING GRADUATE PROGRAMME GLOBALLY, AND OUR 'SERCO TRAINING AND EXPERIENCE PROGRAM' IN NORTH AMERICA. MORE THAN 20,000 AMBITIOUS YOUNG ADULTS FROM DIVERSE BACKGROUNDS HAVE APPLIED TO DATE.

SERCO INSIGHTS

BEING EXCEPTIONAL AT FINDING EXCEPTIONAL – FILTERING FOR VALUES IN A VIRTUAL ENVIRONMENT

While the calibre of applicants is always high, placements are reserved for those who have exactly what it takes to become our future leaders.

A world of opportunities for those who live our Values to the full

Our Values are the key. Integrated into all our ways of working, they are the foundation of our culture. We've worked hard to understand exactly how they manifest in the behaviour of our colleagues and leaders who consistently make a difference every day.

Our assessment process is designed around that knowledge. Opportunities to demonstrate Values-fit are woven into our requirements throughout, measured against a profile for growth and long-term success also unique to our Values.

Evolution through the unexpected – improving selection by embracing online

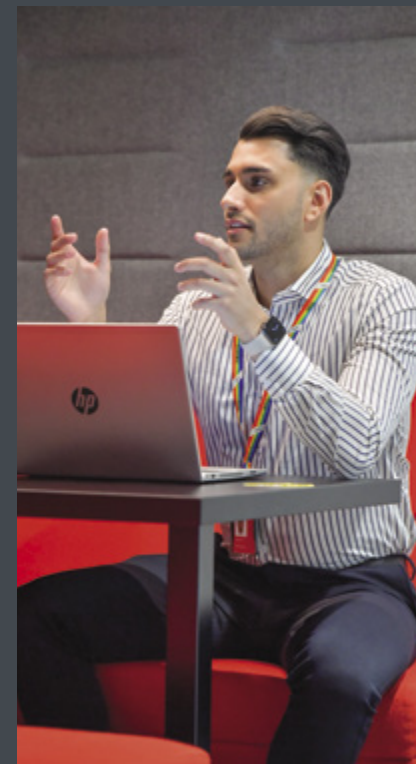
We had big plans for 2020 – to extend our reach and increase our intake whilst launching in new regions.

Covid-19 had other ideas.

However, while others cancelled or scaled down, or compromised on their selection processes, we accepted the challenge to lean into our Values and innovate.

Moving our entire selection process online was not without complexity, but our priority was making sure we could continue selecting the right candidates without in-person interaction. ►

WHILE THE CALIBRE OF APPLICANTS IS ALWAYS HIGH, PLACEMENTS ARE RESERVED FOR THOSE WHO HAVE EXACTLY WHAT IT TAKES TO BECOME OUR FUTURE LEADERS.



So how did we do it?

By still challenging ourselves to attract the right applicants up front

Our colleagues and our Values reflect our communities and purpose, so we must be open-minded about who might prove to be 'just right' for Serco and where we might find them. Our recruitment focuses far more on drive to make a difference than academic background, for example.

We also broadcast our Values loud, proud and authentic – reaching into the hearts of those who share our motivations with clear, compelling messages that engage and appeal on the deepest levels.

By still striving to be exceptional at finding exceptional

We leave nothing to chance. We take great care in assembling diverse internal teams of assessors and training them to be the very best at finding what we're looking for.

Our assessment framework equips every assessor with a comprehensive guide to identifying and measuring key capabilities and behaviours using multiple data points.

When candidate reports are combined, a multidimensional picture of each individual forms in which Values-fit is more easily recognisable and assessment team decisions are more easily made.

By giving candidates the best chance to shine online as their true selves

Our selection process is designed to be a highly engaging, personal platform for applicants to showcase themselves under a Serco spotlight. Every stage helps generate a holistic view of each candidate.

Chopping and changing to suit circumstances was not an option.

Instead, this was an opportunity to review the candidate experience with fresh eyes – retaining and enhancing everything of value to our candidates and assessors; letting go of the rest.

In moving graduate assessment centres online, for example, we still planned in plenty of informal time for everyone to mingle, including executive guests; we still brought a large and lively team of assessors and facilitators from all around the business; and we sought out innovative online alternatives to in-person activities, many of which worked better than the originals.

While being in the same room has its advantages, online offers benefits even more compelling. It's more efficient, convenient, agile and scalable; for applicants who might find physical assessment centres logistically challenging, it's more inclusive; and making the assessor presence even more discreet enables invaluable new insights into personality and behaviour.

Mission accomplished and no going back

Our new approach was so effective that we exceeded our ambitions for the year, welcoming larger cohorts of exceptional new colleagues who are already making names for themselves and proving that we got it right.

Going forward, we have no plans to revert. We expect fully virtual assessment to become the norm and we're already adopting some of these innovations into mainstream recruitment at Serco.



OUR NEW APPROACH WAS SO
EFFECTIVE THAT WE EXCEEDED
OUR AMBITIONS FOR THE YEAR.

AN AWARD-WINNING CAREER OPPORTUNITY LIKE NO OTHER

Amna Almarri



Divisional Chief Executive, Phil Malem said: "Now more than ever, it is our duty to invest in future leaders. We are proud to support promising talent as we work towards our nationalisation goals."

As in our other regions, participants are spending two years rotating through various multi-sector operational and corporate functional placements, before transitioning into permanent managerial roles – upskilled with comprehensive training and supported by a dedicated coach and placement managers.

From 4,000 applications, a cohort of exceptional candidates was selected to start their journey with Serco in September 2020, including Amna Almarri and Ramy Hakim.

Amna chose Serco to gain experience with "a renowned global company offering a rare combination of public and private sector expertise". Placed with our team delivering asset and facilities

In 2020, we launched our Graduate Programme in Serco Middle East, furthering our commitment to support aspiring regional talent and receiving 'Skills Development Programme of the Year' at the Big Project Middle East Awards.

management services to Zayed University in Abu Dhabi, Amna was stunned by the incredible variety awaiting her:

"I love that I am never sitting still – always moving around and meeting new people, learning new things and making connections, and always gaining valuable experience. And that's only in my first placement!"

Amna has delighted in opportunities to marry personal interests with business needs whilst taking on important responsibilities: "I lead the Contract's Green Committee – focusing on innovative energy and cost saving solutions and representing the Contract at Divisional level. This brings together the business skills I am developing, my passion for new technologies and my own commitment to the environment."

Amna also joined a global project on the Serco Code of Conduct, working with other graduates and leaders around the world to inform new employee engagement solutions.

Amna had applied to other graduate programmes, "but this is the one I really wanted because these are the nicest people you'll ever meet. There's a real sense of family and every door is always open – all the way up to the CEO. These are highly skilled, experienced people who really care and want to help you succeed. It's like nothing else I've experienced."

For Ramy, it had to be Serco. Having completed two internships at the Dubai Metro, he knew

Serco to be a company like no other – making a difference and living its Values every day.

Since joining the Divisional Bidding team, Ramy has been impressed by the trust placed in his knowledge and insight:

"I want to add value wherever I can, and I can do that in the key projects I'm assigned to. They welcome my ideas and are always ready to listen."

Of course, Ramy recognises he still has much to learn, and marvels at the dynamic hustle and bustle of collaboration and knowledge sharing: "The beauty of Serco is that if there's something you don't know, you just reach out to someone who does. It's such an exciting and friendly place to learn and grow."

Ramy has also worked with our ExperienceLab team, gathering insights directly from citizens to help inform public service policy.

Beyond all that he is learning 'on the job', Ramy has talked regional strategy with the Business Development Director, engineering with our management at Dubai Airport, and leadership with Phil Malem:

"One reason I joined was to learn what it means to lead. Phil shared his belief that everyone has their own unique leadership style, and that I should stay true to myself whilst taking care of the needs of the business and its people."

Ramy Hakim



MANY GENERATIONS, ONE VOICE – TAKING US TO NEW HEIGHTS IN SPACE

We are committed to making our world of opportunities as engaging and inclusive as possible. For this, we prize bold new and experienced feedback from all generations of talent in Serco.



Early in their Space careers, Charlotte Newton and Lacey Harrison joined Serco at RAF Fylingdales as Spacetrack Analysts, monitoring satellites and space debris for the UK and US Space Command authorities.

Charlotte is currently seconded to the UK Space Operation Centre, facilitating commercial links with the military, while Lacey has received an award for her support to our customers, repeatedly catching unexpected orbital developments that might otherwise have been missed.

“For Charlotte to be chosen as the first to fulfil this important ambassadorial role is testament to her calibre and potential,” says Martin Hynes, Contract Manager at RAF Fylingdales. “Innovative and analytical minds like Lacey’s, never willing to settle for the easy answer, are taking us to new heights.”

Charlotte and Lacey are extremely positive about the teams around them and the support they have received. Most cherished is their mentor, Amanda Price, our Business Development Director for Space who joined Serco after 15 years with the UK Ministry of Defence and QinetiQ.

As well as guidance and support, their relationship is an invaluable source of confidence and inspiration – for Amanda as much as Charlotte and Lacey. Passionate about gender balance in the Space sector, they hope to leverage their foothold in the industry to benefit future female STEM talent and employers like Serco, who recognise their value.

“We want to encourage the best and brightest to reach for the stars, regardless of gender,” says Amanda.

“Letting go of deep-rooted male defaults is key,” Charlotte continues. “Clearly communicating all aspects of the employee value proposition upfront, for example. Parental leave is an important consideration for early career jobseekers, but many – women especially – will be afraid to ask.”

WE WANT TO ENCOURAGE THE BEST AND BRIGHTEST TO REACH FOR THE STARS, REGARDLESS OF GENDER.

“Language in job descriptions influences gender balance in applications,” says Lacey. “The most important thing we can do is understand how gender bias can manifest in our everyday language and strive for gender-neutral communication.”

“Established women can help those just starting out by being visible, approachable and proactive,” says Amanda. “Serco has signed up to the Women in Defence Charter and all our senior women support its coaching and mentoring programme. We’re all doing more to champion new talent as well, helping to open doors to opportunity.”

Amanda believes that senior women must help to create a more inclusive workplace by choosing to challenge. “Bringing even one female voice into the room can improve diversity of thought significantly,” she says.

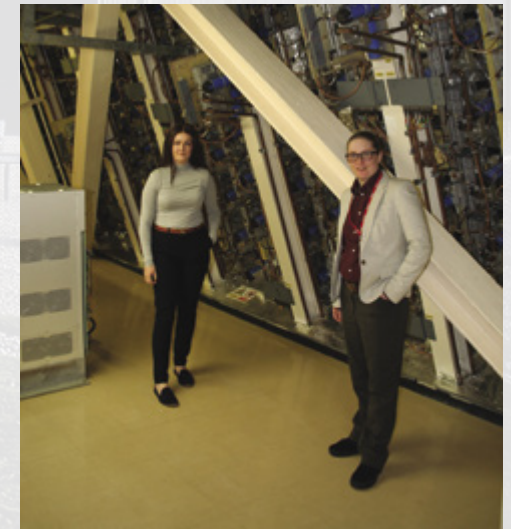
“The onus shouldn’t be only on women to battle gender imbalance, male allies are playing an essential role,” adds Lacey, “but successful women should absolutely take up their space.”

“Early career women are looking for role models and evidence of female progression,” says Charlotte. “‘If you can see it, you can be it’ is a powerful factor in their career decisions.”

“Serco is investing a lot more in promoting STEM careers to women,” says Amanda. “We’re also getting smarter about education partnerships and the talent pools we target.”

“Another thing we’re good at is working with our customers, and sometimes challenging them, to progress this agenda. Change isn’t always within the sole gift of Serco, but we don’t shy from those conversations. Some of our customers are more advanced than we are, and we seek to learn from them. The important thing is that we have these conversations and do so in partnership.”

Charlotte Newton (left) and Lacey Harrison (right)



SUPERCHARGING MY CAREER, WAY BEYOND MY EXPECTATIONS

Samuel Glazebrook's heart belongs to the sea. Born the son of a professional diver who built his family a 50-foot catamaran for ocean holidays, Sam was raised in the Tasmanian capital of Hobart – heart of the island's maritime heritage and gateway to the Antarctic.

Sam worked as a deckhand whilst studying marine engineering at the Australian Maritime College. It was there he encountered Serco, when the company offered an exciting new undergraduate opportunity: a work placement helping to deliver Australia's new icebreaker, the research and supply vessel, RSV Nuyina.

Although our RSV Nuyina crew are based in Hobart, the placement sat with the project team in Sydney. Relocating 657 miles to an unknown city was a huge decision, "but you've got to push your comfort zone for something like this," Sam says. "It was one of the best jobs in Australia for my industry."

Sam started his placement in November 2019. He quickly found himself producing complex technical specifications for the ship's key systems, including power generation and propulsion, under the careful eye of his new colleagues.

"The most valuable lesson I've learned with Serco is not to fear mistakes. They told me, 'We're giving you a lot of responsibility; if you make a mistake, we'll fix it and learn from it.'"

Sam lived up to the team's confidence, earning positive feedback and receiving an award from the Managing Director of our Asia Pacific Defence business.

"That was one of my proudest moments. It also highlighted how much Serco values every contribution – even from someone on a work placement."

When his placement came to an end, Sam was invited to stay on another six months, with a view to then joining the Serco Graduate Programme on a bespoke Marine Engineering rotation.

"I could have looked elsewhere to start a graduate role sooner, but the work was really interesting and enjoyable, and much better experience than I would have got anywhere else."

Sam began his two years on the graduate programme in February 2021, working on our Fleet Marine Service Contract with the Royal Australian Navy at Garden Island Naval Base in Sydney.

"I produce essential engineering documentation, liaise with our customer and provide technical support for our onsite team. We operate and maintain a wide range of assets, from small dinghies to Submarine Intervention Gear Ships – the role is very dynamic and always changing."

Later this year, Sam's next placement takes him back to Hobart and the RSV Nuyina. He is looking forward to returning home, even as he takes the next important step in his journey as a marine engineer.

"Serco are supercharging my career, way beyond my expectations. The many different projects I've been working on feel truly important and I'm proud to be entrusted with such responsibility."

With that has come ample support from my colleagues and managers, all of whom I can reach out to at any time and who have helped open my eyes to new worlds of opportunity."

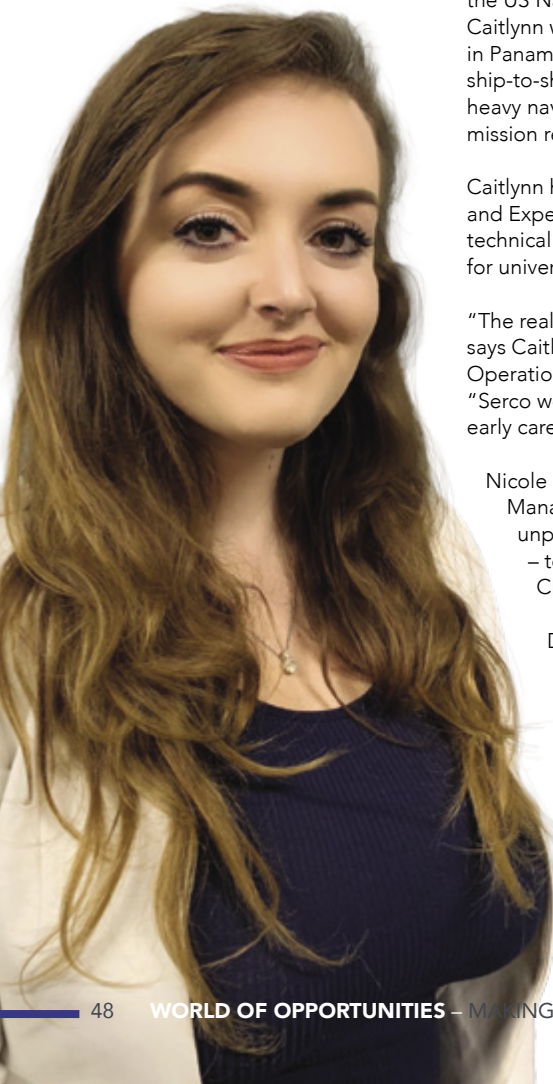
David Astbury, RSV Nuyina Project Director, said: "Sam was instrumental in our progress – capably managing extremely complex and technically challenging responsibilities within a compressed schedule. He not only grasped the core concepts of our work but could see opportunity to further develop and increase our capability. Sam consistently demonstrates experience beyond his years; with his enthusiasm and diligence, we have no doubt of his readiness for swift career progression and we look forward to supporting him throughout."

Samuel Glazebrook



ONE STEP FOR SERCO, ONE GIANT LEAP FOR EARLY CAREER TALENT

Caitlynn Moffett



Two years later, Caitlynn is flying high as Lead Powertrain Engineer on our team supporting the US Navy PMS 377 Amphibious Warfare Program. Caitlynn works with our customer at their test facility in Panama City, Florida, helping to keep their ship-to-shore hovercraft – capable of transporting heavy naval equipment onto any beach in the world – mission ready.

Caitlynn had applied for a place on the Serco Training and Experience Program (STEP), offering engineering, technical and business internships during the summer for university students.

“The reality was beyond my wildest dreams,” says Caitlynn, who was placed in the Divisional Operations Team, reporting to the Chief of Staff. “Serco work really hard to make the most of their early career talent.”

Nicole Caliri, Talent & Organizational Development Manager, said: “We provide Serco interns an unparalleled grounding in the real world of work – to open their eyes and, in the words of our CEO, ‘get their hands dirty’.”

Dave Dacquino, Serco Americas Chief Executive, personally makes sure all STEP interns know how valued they are:

“He took the time to get to know us and wanted to hear our ideas – it was so unexpected and demonstrated just how much we matter to the company. On my first day in my new job, he called to wish me well, which meant so much to me. I’ve never heard of such a caring CEO,

In early 2019, Caitlynn Moffett, then a Mechanical Engineering undergraduate, was contemplating her options for a summer internship. Like her peers, she feared they would all be a slow grind of mindless, menial tasks.

But there was one that looked a little different...

THE REALITY WAS BEYOND MY WILDEST DREAMS. SERCO WORK REALLY HARD TO MAKE THE MOST OF THEIR EARLY CAREER TALENT.

and it’s true of everyone in Serco – it’s a huge part of why I wanted to join.”

Caitlynn has encountered many strong female role models in Serco as well:

“People talk about our industry being male-dominated, but I’ve met some amazing, powerful women here.”

At the end of that first summer, Caitlynn was asked if she wanted to stay on until graduation. Though wary of taking on too much – college and her corporate role, at the same time – Caitlynn loved both, said yes, and never looked back.

They say, ‘fortune favours the bold’, and this proved true for Caitlynn. In 2019, Serco had acquired what became its new Maritime Engineering, Technology and Sustainment (METS) business. And so it was that Caitlynn, invited to support at the Annual Leadership Conference in January 2020, found herself in conversation with METS senior management.

So impressed with Caitlynn were the METS team that, while she completed her degree, concluded her internship, and started applying for roles at Serco, they kept their eyes open for opportunities to bring her aboard.



Caitlynn was about to accept an offer to join another Serco team when she got a phone call – METS had a vacancy and they wanted her to interview.

Caitlynn joined METS in her current role in May 2020 and has been flourishing.

“I have an amazing manager and a great team around me. They really respect my opinion and seek my advice – which I still find incredible given I’ve only been here one year and some of them have been here 20. I really appreciate having a voice and being valued.”

In October 2020, Caitlynn received an Amphibious Warfare Operation Excellence Award in response to customer feedback on her ‘work ethic, technical knowledge and get-it-done attitude’.

Vincent Stammetti, Senior Vice President – METS, said: “Caitlynn has made an outstanding impact by coordinating with various Government engineers and by completing work to the highest standards of engineering professionalism.”

HIT THE GROUND RUNNING ON THE FAST LANE TO LEADERSHIP

When Alex Macdonald, recently graduated, asked how to hit the ground running on the fast lane to leadership, he was advised to first, 'go do the most challenging job you can find'. So he did.



Alex Macdonald

Alex joined Serco in 2017 as a UK Prison Custody Officer. It remains the most difficult job he has ever done and the one of which he is most proud. 15 months later, he flew to Australia, seconded to Serco Asia Pacific to help mobilise a new Contract providing health services to the Australian Defence Force.

"This was a quantum leap for my career. International exposure, new cultural perspectives, new business philosophies, partnership with an international healthcare group, time in Malaysia for the supply chain, access to top leadership and governance – such exhilarating, multi-dimensional experiences are in good supply in Serco."

He then returned to the UK to become our General Manager for Edinburgh Cycle Hire and is now also Head of Operations for London Cycle Hire.

Alex has watched Serco's growing investment in early career talent with interest, not least because he helped lay the groundwork for the Serco Graduate Programme.

"Governments around the world are working hard to protect citizens from disruptive forces whilst broadening public service provision. Serco's new growth footing creates enormous potential for winning new business, building new capability, bringing exceptional new people onboard and helping them grow as leaders."

Navigating our customers and Serco through rising complexities and rapidly evolving opportunities will depend on the new style of leadership rising in Serco:

"We're seeing compelling correlation between business growth and a willingness to share the reins with new generations of talent. Our early career colleagues bring greater familiarity with all the 'new normals' and an instinctive feel for where we're heading; natural proficiency with new technologies and a flair for innovation; a raw cultural energy highly compatible with our own; and an electrifying 'go get it' appetite for change. This is our future."

Attracting the right talent requires a strong value proposition. For Alex, Serco is the place to grow up, gain experience and find purpose fast:

"There's a magic in Serco's open-minded approach. No matter who you are or where you're from – if you are hard-working, resilient and flexible, the business will offer you opportunities. I've encountered very few businesses with the

same appetite for broadening management capability through stretch promotion and cross-deployment."

"Serco is a whirlwind of opportunity; it can be daunting, and it isn't easy, but keep the faith – it can happen. I've had moments of doubt, but perseverance pays off. It's never about today, always about tomorrow."

Alex warns against false pride and complacency:

"We all begin as unknown quantities with no credibility. Push as hard and as fast as possible to differentiate yourself. When Serco recognises how good you are, they'll work hard for you – putting great people around you, taking risks for you,

channelling you into interesting things and giving you real responsibility."

Above all else, he advises, look to the frontline for the very best role models:

"Our colleagues work very, very hard. In Serco you'll meet people doing difficult jobs in enormously challenging environments. This is Serco at its best. I have found that Serco's strength is not just in its leadership, but also in the constant sacrifice and dedication of colleagues who take pride in working towards something bigger than the sum of Serco's many parts – finding solutions to complex problems and improving people's lives, come what may."

WHEN SERCO RECOGNISES HOW GOOD YOU ARE, THEY'LL WORK HARD FOR YOU – PUTTING GREAT PEOPLE AROUND YOU, TAKING RISKS FOR YOU, CHANNELLING YOU INTO INTERESTING THINGS AND GIVING YOU REAL RESPONSIBILITY.



Number of countries
operated in by the Division

11

Number of colleagues*

33,591



UK & EUROPE



2,400+

colleagues trained in continuous
improvement and efficiency creation



2,000+

graduate programme applicants in 2021

Our people priorities in 2021

Diversity and inclusion

Mark Irwin, Divisional Chief Executive and Global Sponsor for race and ethnicity, signed the Race at Work Charter, publicly formalising our commitment to racial equality and inclusion in the workplace. Our Divisional Executive Leadership Team committed to a programme of reverse mentoring with representatives from all our diversity networks, highlighting senior commitment to listen, learn and take action.

Learning and development

We have established 'People and Career Forums' at all levels, to help facilitate career progression for colleagues across all our development programmes, including our new 'Climb' programme. Moreover, they look to support and accelerate progression across the organisation and internationally by increasing visibility of emerging and diverse talent at more senior levels.

Wellbeing, flexibility and Covid-19 recovery

Covid-19 has driven new and innovative ways of working. For example:

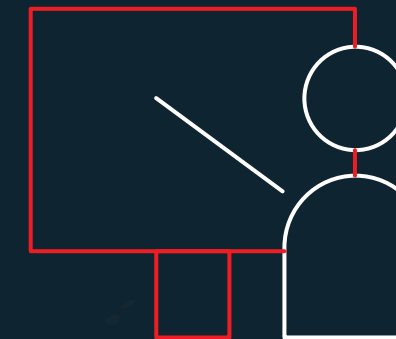
- In our Health and Prisoner Escort Court Services businesses, we leaned heavily into virtual technologies for bringing hundreds of new colleagues seamlessly into Serco, pushing new boundaries to keep everyone safe and support vital service continuity.
- For our office-based teams, remote working became the new normal during Covid-19. Our colleagues adapted well, and we listened to their feedback for a more flexible approach. We introduced hybrid working for those able to fulfil their duties remotely, enabling them to work at any agreed location up to an average of three days each week.

*Number of colleagues includes joint ventures

Colleagues by gender

56%

44%



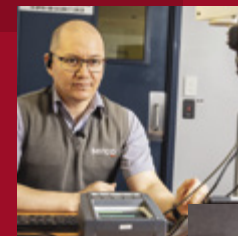
440

apprenticeships running
at any one time during 2021

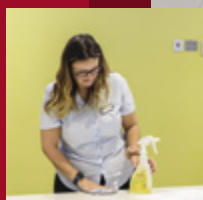
Colleague roles include

Forensic Psychologists
Hospital Porters Landscape
Operatives Air Traffic Engineers
Security Officers Hospital Ward Hosts
Court Custody Managers Cleaners
Satellite Technicians Fitness
Instructors Chief Engineers Tug Pilots
Customer Services Advisors Refuse
Collectors Health Dieticians Grounds
Maintenance Operatives Swimming
Teachers Prison Custody Officers
Guest Experience Crew Coordinators
Helicopter Pilot Instructors

This information is based on data as of end-June 2021.



WE KNOW THAT THE WORK WE DO IS IMPORTANT AND WE TAKE PRIDE IN DOING IT WELL



Pride

A photograph of two men in high-visibility orange and navy blue work vests standing outdoors and smiling at each other. The man on the left is bald and holding a black folder. The man on the right has dark hair. In the background, a white truck is visible with text on its side, including 'WORKING AT REAR' and a circular logo with 'HART' and 'serco' inside. A semi-transparent orange banner is overlaid in the center of the image, containing the text 'HEALTHY, FIT AND THRIVING COLLEAGUES'. A small green upward-pointing arrow icon is located below the banner, to the left of the truck's front wheel.

HEALTHY, FIT AND THRIVING COLLEAGUES





WELLBEING AND SAFETY FOR ALL



We recognise that the mental, physical and social health and wellbeing of our people is vital to the success of our business and that of our colleagues. We are committed to positively influencing their wellbeing and creating work environments where they have good health and the opportunity to thrive.

We understand that healthier, happier colleagues go hand in hand with strong business performance and better outcomes for those we serve. At the same time, we want no one to come to harm because of our work, so we place the safety of our people and the public at the heart of everything we do and every decision we make.

We aim to offer engaging, meaningful work opportunities that support positive mental health and personal wellbeing. With this in mind, we invest in services that promote good health and wellbeing for all our colleagues wherever they work for Serco.

We want everyone in Serco to take responsibility for creating workplaces that are safe, healthy and positive environments. We are committed to making this as easy as possible, so that health, safety and wellbeing is as central to our culture as our Values – part of everything we do.



STEPHEN GRASSBY
GROUP HEAD OF WORKPLACE
HEALTH AND WELLBEING

SERCO INSIGHTS

REACH, RESONANCE AND RELATABILITY – GROWING A MORE ENGAGING AND INCLUSIVE CULTURE OF WELLBEING

PLANNING AND PROVIDING FOR THE WELLBEING OF MORE THAN 60,000 INDIVIDUAL COLLEAGUES AS RICHLY DIVERSE AND WIDELY DISTRIBUTED AS WE ARE CAN BE CHALLENGING. OUR DIVERSITY IS STAGGERING – THOUSANDS OF VERY DIFFERENT ROLES ACROSS DIFFERENT SECTORS AND GEOGRAPHIES, FULFILLED BY THOUSANDS OF VERY DIFFERENT PEOPLE WITH DIFFERENT BACKGROUNDS AND CIRCUMSTANCES.

Fortunately, we know how to harness our diversity to our advantage. Through our global health and wellbeing networks, we focus continuously on sharing, learning from and adapting the great work in every region, whilst exploring opportunities for further innovation and improvement.

Serco Citizen Services UK has become a global hub for wellbeing pioneers. Reflecting wider Serco in its diversity and distribution, it is also one of our most public-facing Business Units globally.

Liz Yates is Operations Director and wellbeing lead for Citizen Services UK. Recent work from Liz and her team includes award-winning virtual reality safety training, our colleague 'Respect and Protect' programme, a study into the benefits of being active throughout the working day, a new 'wellbeing allies' network and an online wellbeing resource centre, now being scaled up for the wider organisation.



GETTING IT RIGHT
MEANS CONNECTING
ON AN INDIVIDUAL
LEVEL. IT'S NOT
ABOUT THE WORDS
WE USE, IT'S ABOUT
HOW WE MAKE
PEOPLE FEEL.

THERE IS NO BETTER FEELING THAN WHEN SOMEONE TRUSTS THE BUSINESS ENOUGH TO ASK FOR HELP



Liz Yates

Here, based on her learnings from continuing to build a strong culture of wellbeing throughout Covid-19, Liz shares what she believes to be the three most critical factors:

Reach – ensuring that everyone is aware and can access

“From customer service advisors and swimming instructors to parking officers and refuse collectors, our colleagues can be on calls, on their feet, on the street; different shifts, all times of day; here, there and everywhere. We aim to offer equal opportunity to participate and benefit. That means running lots of different channels simultaneously; it means finding the right solution for each team and each environment; and it means keeping conversations going to enable people to participate when they’re ready. We also seek opportunities to integrate into existing ways of working – making it easy and part of the everyday landscape.”

Resonance – finding the right triggers to engage and influence

“Getting it right means connecting on an individual level. It’s not about the words we use, it’s about how we make people feel. People can feel very differently about wellbeing; what’s right and relevant can vary greatly from one person to the next. So, we don’t just try to cover as much as possible, we try to cover it in different ways, from different angles – you never know what will have the right impact. And it’s not for us to decide what wellbeing means to our colleagues – we invite them to educate us.”

Relatability – through authentic role-modelling

“Wellbeing is deeply personal, so our approach has to be personal, and it has to be real. That means leaders need to lead on wellbeing in person. There’s no hierarchy with wellbeing – we’re all as strong and vulnerable as each other. To make a difference, it’s got to be honest, and we’ve got to keep doing it – even when it means lowering our guard, even when we don’t have time, even at the end of a very long day. It’s not easy, but it’s worth it, and I’ve learned a lot. People have responded well – we’ve had frontline colleagues reaching out because they need someone to talk to.”

Liz is proud of all the innovation and improvement enabling greater care for our colleagues and says there is no better feeling than when someone trusts the business enough to ask for help:

“When someone has an issue with their computer, they call the IT helpdesk. They encounter a problem and simply reach out for help. We want everyone to feel that safe and comfortable raising their hand about any issue with their wellbeing. And when they do, we want to make sure we’re there for them – every time.”

WELLBEING IS DEEPLY PERSONAL, SO OUR APPROACH HAS TO BE PERSONAL, AND IT HAS TO BE REAL. THAT MEANS LEADERS NEED TO LEAD ON WELLBEING IN PERSON. THERE’S NO HIERARCHY WITH WELLBEING – WE’RE ALL AS STRONG AND VULNERABLE AS EACH OTHER.

BUILDING PSYCHOLOGICAL STRENGTH FOR THE BENEFIT OF PUBLIC SAFETY



Our colleagues serve society in some of the most challenging environments in the world. Those challenges can take many forms, including acutely antisocial behaviour from service users and other members of the public.

Where our colleagues are responsible for maintaining security and public safety, they may be required to tackle such behaviour head-on, and we recognise that being psychologically prepared to safely manage those incidents is just as important as any other training. We are committed to helping them strengthen their skills in coping, mentally and emotionally, with the traumatic events they witness and manage every day.

For our Security and Incident Management Service (SIMS) colleagues at Fiona Stanley Hospital (FSH) in Murdoch, Australia, we have recently introduced new 'vicarious trauma and resilience' training. SIMS Manager, Rad De Luca, was concerned about the impact of violence on his team and the cumulative effect on their mental health:

"Many people don't realise the extent of antisocial behaviour our team experience every day. We help to subdue people in drug-induced psychosis, calm people experiencing a mental health episode and restrain people with dementia who are lashing out because of their illness. We also help to de-escalate any issues that may unfortunately arise among visitors. Our patrol officers can also be present during medical emergencies, and sadly patients sometimes don't make it – that can have a big impact as well."

While the team already engage in 'hot' debriefs immediately after an event and a 'cold' debrief several days later, Rad wanted his team to build their resilience and learn additional ways to cope with what they experience.

"We are frontline protection for the doctors and nurses in one of Western Australia's busiest emergency departments. It's really important that our people are fit and healthy – physically and mentally."

Recognising the unique needs of the SIMS team, our Learning and Development colleagues at FSH organised a tailored workshop in partnership with our Employee Assistance Programme provider.

The group sessions cover individuals' trigger points for certain events, and how to identify and manage these feelings. SIMS Team Leader, Peter Cook, said the workshops have given the team new skills and a better understanding of one another:



"We've learned new breathing exercises to calm down and shared our own personal coping methods. We talk about our backgrounds and some of the things we've experienced. Some of the team don't have a security, police or military background and we don't naturally talk about our feelings with each other. The facilitator is brilliant, which has made a difference to how engaged people are and their willingness to open up."

"We are now having more chats in our team about how we feel and how we cope. It's given us permission to be more open with one another and helped us find ways to talk to our partners about what we experience."

From Rad's perspective, the training has had a noticeable, positive impact on the team:

"The workshops have been really well received by all participants to date – more than half the team so far. This training has given people the tools to be able to talk about how they are and there's no doubt that it's strengthened the team. We're in the best place we've ever been, despite having experienced our most challenging 12 months yet. We're very grateful that Serco is finding different ways to support us."

WE ARE FRONTLINE PROTECTION FOR THE DOCTORS AND NURSES IN ONE OF WESTERN AUSTRALIA'S BUSIEST EMERGENCY DEPARTMENTS. IT'S REALLY IMPORTANT THAT OUR PEOPLE ARE FIT AND HEALTHY – PHYSICALLY AND MENTALLY.



HELPING OUR COLLEAGUES AND THEIR FAMILIES IN THEIR DARKEST HOURS

Losing a member of our Serco family hits us all hard. The depth of connection between colleagues in Serco is a vital part of our culture. They are not just people we work with, they are close friends and cherished teammates, forming strong relationships through which we share, celebrate and support – in times of joy and in times of loss.

Despite our own sadness, our first thoughts are always for our colleagues' loved ones – their partners, children and parents. These people are also an important part of our team communities – an extension of our Serco family. When they are suffering, we do all that we can to help them.

For 20 years, Mary Buzan, our Senior Benefits Manager for North America, has provided exceptional care and support to bereaved colleagues and colleague families. In this last year, when Covid-19 has not only caused many unexpected losses worldwide but also made managing the loss of a loved one unbearably complex, Mary's work has become even more meaningful and important.



Mary and her team support our thousands of US and Canadian colleagues in managing their work benefits, including life insurance arrangements. Early in her Serco career, Mary was tasked with processing those arrangements for a deceased colleague. Having lost both parents at an early

age, she saw an opportunity to deliver a more personal and caring service, far above and beyond simply processing the paperwork:

"I had to manage my parents' deaths by myself – I know how hard it can be to deal with complexity at a time like that. The shock and turmoil can leave you incapable of managing even the simplest tasks. Many rely desperately on life insurance, however. We work to make it so much easier and more bearable, while helping them get the best possible outcomes."

Since that first case, Mary has personally helped the families of every colleague who has sadly passed away while with Serco.

"I'm there for all of them as much as they need me – to give them the comfort and confidence they need to do what they have to do. Sometimes it's just talking them through the process and answering their questions. Sometimes they need a lot more. Whatever they need, I make them my priority and I make it as personal as possible – learning all I can about the departed beforehand and listening to whatever the bereaved need to talk about."

Many managers have come to depend on Mary to help them through the loss of a team member, approaching her for guidance and support – for the bereaved, for their teams and for themselves.

"Some managers can take it very hard. I engage counselors for them and their teams and even take part sometimes, to help get the conversation going."

The same depth of caring empathy that has helped Mary enhance the service can make the process even more emotionally demanding for her. Supported by her team and management, and valued enormously by the business, she draws strength from the outcomes of her work:

"The opportunity to make such a profound, positive difference to people in their darkest hours brings me great peace and immense pride."



Mary Buzan

"MARY IS A ROCK WHENEVER THERE'S A DEATH IN THE SERCO FAMILY – ALWAYS LOOKING OUT FOR EVERYONE AND SUPPORTING THEM THROUGH TOUGH TIMES. NOT ONLY IS SHE STEADFAST IN HER ASSISTANCE, SHE DOES IT WITH AN EMPATHY AND CONNECTION THAT ARE UNMATCHED FOR SUCH A DIFFICULT AND SENSITIVE TOPIC."

Rick Ramsey,
Director of Security

STEPPING UP TO PROTECT – CARING FOR COLLEAGUES IN THE FACE OF COVID-19

When our colleague Kashif Muneer took part in pandemic-themed business continuity training in 2019, little did he know how well it would prepare him for the year ahead.



Kashif Muneer

In 2020, as Covid-19 swept the world, our health and safety experts were among those working hardest to keep people and public services safe. When the Kingdom of Saudi Arabia (KSA) entered lockdown, Kashif and his team stepped up to stand between the virus and our 1,000 colleagues supporting some of KSA's busiest hospitals in Riyadh.

As Safety and Assurance lead for Serco Saudi Services, Kashif is not only a passionate professional who is deeply protective of his colleagues, he is the face of health and safety for Serco in KSA. For our people, Kashif is a reassuring voice of reason and experience; for our customers, an ambassador for the high standards and expertise to which they aspire.

Health and safety standards in KSA are still maturing, and opportunities to facilitate improvement can be limited. Despite the challenges, in Kashif's care the business has proudly achieved the prestigious '10 Million Safe Hours'.

A strong safety culture has been key: "Close engagement between management and our people is our most powerful tool for everyone to feel safe, comfortable raising any concerns, and confident to do the right thing," says Kashif.

FROM THE TOP
DOWN, WE LOOK
AFTER EACH OTHER
AND WE TRUST,
EMPOWER AND
SUPPORT ONE
ANOTHER TO DO
THE RIGHT THING.
WHEN YOU HAVE
THAT, YOU CAN
HANDLE ANYTHING.

When the first lockdown fell, Kashif was cut off from his colleagues, more than 900km from Riyadh. Fortunately, the strong team onsite were able to act on his behalf, their 2019 training helping them to hit the ground running:

"We knew exactly what to do and how to do it, from business continuity procedures to full compliance with Ministry of Health protocols. Right away, for example, we secured supplies of personal protective equipment and, in our workforce accommodations, separated colleague teams by their hospitals, with isolation rooms on separate floors."

Despite the comprehensive response, consistent with international guidelines, Covid-19 found a way in. Factors beyond the team's control brought colleagues into contact with the virus. Two isolated cases began to multiply.

Still unable to confront Covid-19 face to face, Kashif spent every waking moment in a whirl of urgent contact with his team, colleagues and customers, as well as Serco leadership in Dubai and the churning tides of new knowledge circling the world.

Fear spreads faster than infection. Through a programme of local and Divisional communication, education and recognition, the team worked hard to prevent panic:

"We needed to keep everyone calm, motivated and in good morale – safe in their understanding of the situation and the knowledge that their wellbeing was our top priority."

Kashif flew to Riyadh as soon as he was able. Closer to his colleagues, he immediately began communicating personally with everyone in isolation:

"We needed to understand their exposure in order to enhance our solutions, but we also needed to give them comfort and let them know how much we cared."

Kashif and the team worked non-stop to prevent the virus from spreading among our people or returning to the hospital, tearing through the challenges with expert innovation and implementing a wave of new procedures which ultimately eliminated Covid-19 from the Serco workforce.

As Serco and our customers in KSA now work together to recover and rebuild, Kashif is optimistic about the future:

"We will continue learning to live with Covid-19 and improving every day. Fortunately, across Serco we are on the same page when it comes to health and safety. From the top down, we look after each other and we trust, empower and support one another to do the right thing. When you have that, you can handle anything."

CARE2CONNECT – THINKING GLOBAL, ACTING LOCAL FOR COLLEAGUE WELLBEING

When the risks of Covid-19 became clear in early 2020 – before national lockdowns were even implemented – 80% of our colleagues in Serco Europe were switched immediately to working from home.

Gaetan Desclée

Such swift precautionary measures kept cases to a minimum. They also thrust our colleagues – based in Belgium, Luxembourg, France and French Guyana, Germany, Italy, the Netherlands, Spain and Switzerland – into an entirely unfamiliar new normal.

The sudden shift to remote working triggered waves of new thinking about work, life and wellbeing, and the value of colleague connections.

“Our first responsibility is to take care of our teams,” says Gaetan Desclée, Managing Director, Serco Europe. “During Covid-19, our message was ‘take care of yourselves and your loved ones’; our priority was reducing work-related pressure wherever possible.”

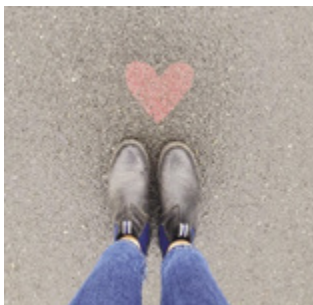
“Our philosophy is, ‘Think global, act local’,” says Francesca Balducci, Director of Safety, Risk & Compliance. “For colleague wellbeing,



Francesca Balducci

it means recognising that everyone has different needs and doing more to identify and support those specific needs.”

As lockdown continued, our European leadership team realised that extended absence from workplace communities and a lack of informal workplace interaction was having a negative impact.



"Many of our colleagues occupy specialist roles – engineers, scientists, mission controllers – on customer sites, embedded in customer teams," says Francesca. "Many found it difficult to transition from those dynamic team environments to working in isolation."

One of the ways in which the team sought to help everyone feel connected and stay engaged was the 'Care2Connect' campaign. During spring 2020, all colleagues across Europe were encouraged to undertake good deeds in their local communities, then share them on a dedicated, social media-style app. For each action published, Serco Europe donated money to charities nominated locally.

A second Care2Connect campaign – focused on colleague and family wellbeing – ran through November and December. Over both campaigns, our European colleagues completed several hundred community and wellbeing actions, raising €10,000 in the process and forming a much stronger Europe-wide community.

"Before Covid-19, our people in different locations rarely engaged with one another except to address work requirements," says Francesca. "Care2Connect has popularised a different kind of interaction – encouraging colleagues across Europe to share and discuss experiences, forming new friendships and new networks."

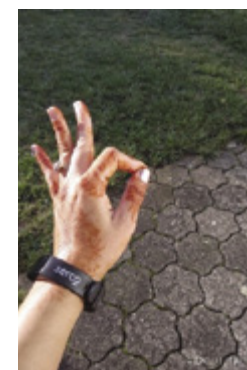
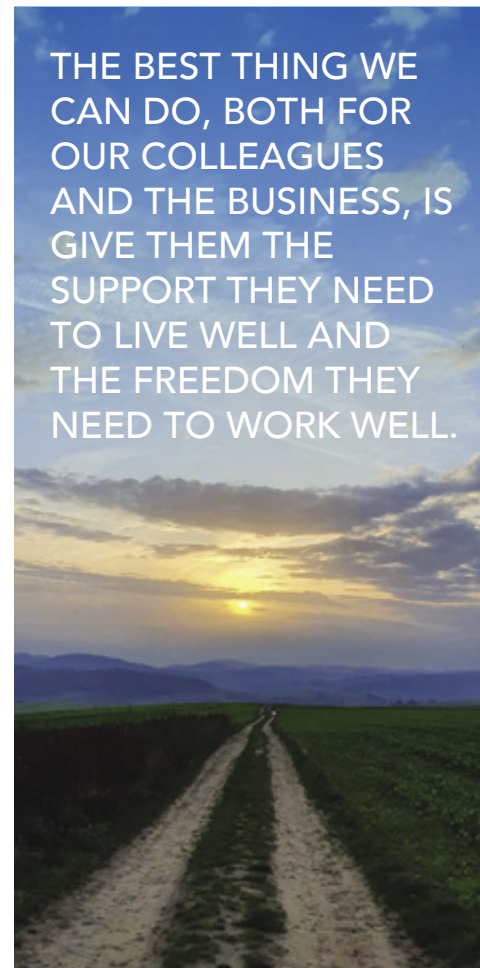
A third Care2Connect campaign, titled 'getting back to the new normality', is running through Summer 2021.



"One of the long-term impacts of lockdown is that people are less comfortable leaving their homes, to the point where doing so can be very stressful," explains Francesca. "We want to help our colleagues feel comfortable re-engaging with the world in person. At the same time, we want to continue to grow our new community and our new international networks of support and collaboration. One of the ways we'll do this is through Care2Connect. Another will be transforming our offices into physical 'connecting hubs' – fun, social spaces for our people to connect and collaborate."

Alongside efforts to regain what was lost, great care is being taken not to lose what has been gained:

"Traditional attendance will no longer be required," says Gaetan. "What we have learned above all else is that our people thrive on flexibility. The best thing we can do, both for our colleagues and the business, is give them the support they need to live well and the freedom they need to work well. This is our opportunity to improve their quality of life whilst raising levels of productivity and engagement. It's a win-win situation."





Radiology
(X-Ray)

Entrance/Atrium

serco

WHAT WE'VE DONE...



Increased our already very thorough cleaning schedules.



Provided hand sanitiser points where possible.



Fully-trained our team to be alert at all times.

PLEASE HELP US BY...



Washing your hands before and after your workout.



Adhering to social distancing at all times.



A member of staff will be with you shortly

Please do not touch the handrail or the door handle



DO NOT TOUCH



DO NOT TOUCH

Please do not touch the handrail or the door handle

Please do not touch the handrail or the door handle

Thank you and enjoy your visit



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