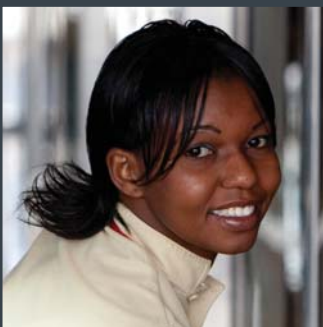
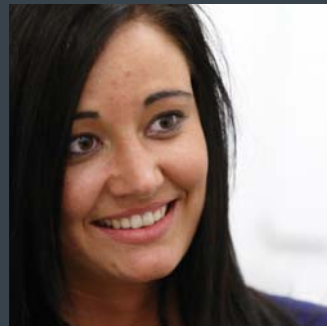


# Delivering essential services around the world



# Who we are

Founded in 1929,  
as part of the  
Radio Corporation  
of America



Now more than  
70,000 people  
and 700 contracts,  
in over 30 countries



First public sector  
contract for the  
UK Ministry of  
Defence in 1964



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Serco improves the quality and efficiency of essential services that matter to millions of people around the world.

The work we do for national and local governments involves us in the most important areas of public service, including health, education, transport, science and defence.

Our private sector customers are industry-leading organisations in a wide variety of markets.

We have nearly 50 years' experience of helping our customers achieve their goals. Many want us to improve their productivity and service quality. Others need us to support their rapid growth. Government customers face crucial issues such as economic development, congestion, security and climate change. They value the innovation and passion we bring to these challenges, and the collaborative, flexible and imaginative way we work.

Serco is a values-led company with a culture and ethos that is at the heart of everything we do. We give our people real responsibility, allowing them to put their ideas into practice and to truly make a difference for our customers and the public. Our approach has made us one of the world's leading service companies and our vision is to be the world's greatest.

Our service ethos means that our customers come back to us again and again. These long-term relationships help us to meet their changing needs and to do what we do best...

...bringing service to life.



**One of the world's leading service companies**

**Listed on the London Stock Exchange since 1988**



**A member of the FTSE 100**



# The Serco Difference



Serco's vision is bold. We want to be the world's greatest service company.

For me, this is about being seen to be the best at what we do and how we do it – what we call “bringing service to life”.

We make a difference to millions of lives by employing skilled people who share a deep service ethos, enabling them to deliver the excellent service our customers expect. We empower our people to decide how best to serve our customers, to innovate, make changes and improve lives.

Our values, embodied in our Governing Principles, are a fundamental part of our culture. We have the spirit and determination to put our values before everything.

The result for our customers is outstanding service and a partner who is with them for the long term. Wherever we are and whatever we do, our people, these values and the way we work make Serco a truly special company.

## **Christopher Hyman**

Chief Executive, Serco Group plc



# Our Governing Principles

Our values are a fundamental part of the way we work and inform every decision we make.

By living these values, we make sure that we work responsibly and that we deliver the excellent service our customers deserve.

## We foster an entrepreneurial culture

We are passionate about building innovative and successful Serco businesses.

We succeed by encouraging and generating new ideas. We trust our people to deliver.

We embrace change and, by taking measured risks, encourage creative thinking.

## We enable our people to excel

Our success comes from our commitment and energy to go the extra mile.

We are responsible to each other and can expect support when we need it most.

We expect our people to achieve more by recognising and harnessing the power of individuals.

We value people for their knowledge, ideas and potential to contribute.

## We deliver our promises

We do what we say we will do to meet expectations.

We only promise what we can deliver. If we make mistakes we put them right.

We are clear about what we need to achieve and we expect to make a fair profit.

## We build trust and respect

We build respect by operating in a safe, socially responsible, consistent and honest manner.

We never compromise on safety and we always operate in an ethical and responsible manner.

We listen. In doing so, we treat others as we would wish to be treated ourselves and challenge when we see something is wrong. We integrate with our communities.

### Case Study

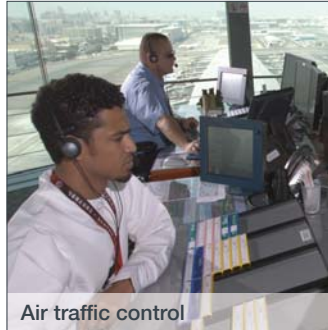
#### Living our values in offender management Borallon Prison

Fostering an entrepreneurial culture requires us to encourage ideas and embrace change. At Borallon Prison, in partnership with Assistance Dogs Australia, we now provide a home and initial training for Labrador puppies who will help people with disabilities. The puppies live with trusted offenders, who train them to focus on their carer's needs and teach them simple tasks, such as opening cupboards. The puppies stay with us for 18 months before going on to final training.

Such innovative schemes help offenders tackle their behaviour while giving something back to the community. Offenders benefit from building their teamworking skills and from the knowledge that the puppies will bring companionship, love and new opportunities for the people they support. As one said, "I feel like I'm doing something good, giving something worthwhile to someone. The emotions I get from training the puppy and working with the other guys have been very beneficial."

# What we do and how we do it - delivering essential services

Within our markets, we provide a wide variety of services. These include:



Air traffic control



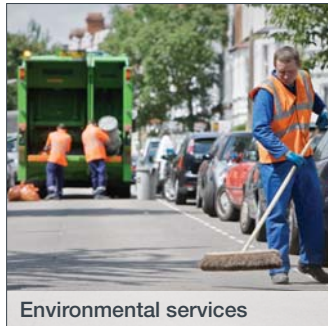
Business process outsourcing



Defence support services



Education & children's services



Environmental services



Facilities management



Healthcare & hospital management



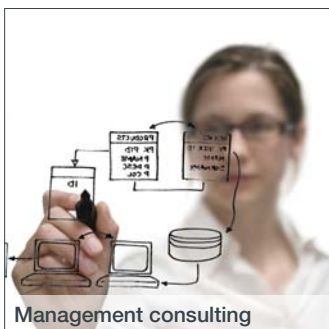
Human capital management



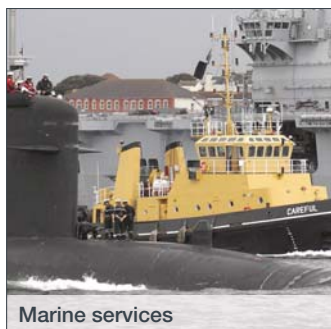
IT consulting



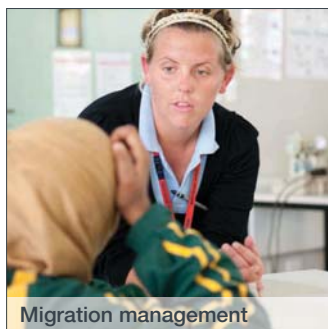
Knowledge services



Management consulting



Marine services



Migration management



Nuclear assurance



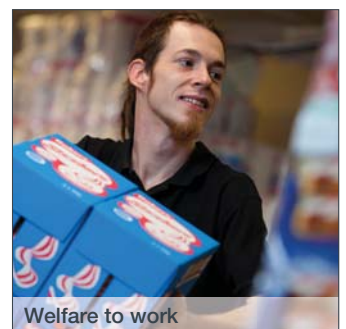
Offender management



Rail & metro systems



Science management



Welfare to work

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Serco operates successfully in a broad and growing range of markets because our core capability – people-led service delivery and change management – can be applied so widely.

Our customers want better, more reliable and more productive services delivered with greater efficiency. We start by analysing their problems and producing a bespoke solution, with better people management at its heart. This means that we design organisations to remove bureaucracy, enhance processes, instil our values and free people to deliver their best.

We use technology to increase efficiency and invest in the contract throughout its life, so our services keep pace with a changing world. We make the best use of our customers' assets, so our work is as cost effective as possible. And we share best practice and compare our performance across contracts, to help us constantly improve our delivery.

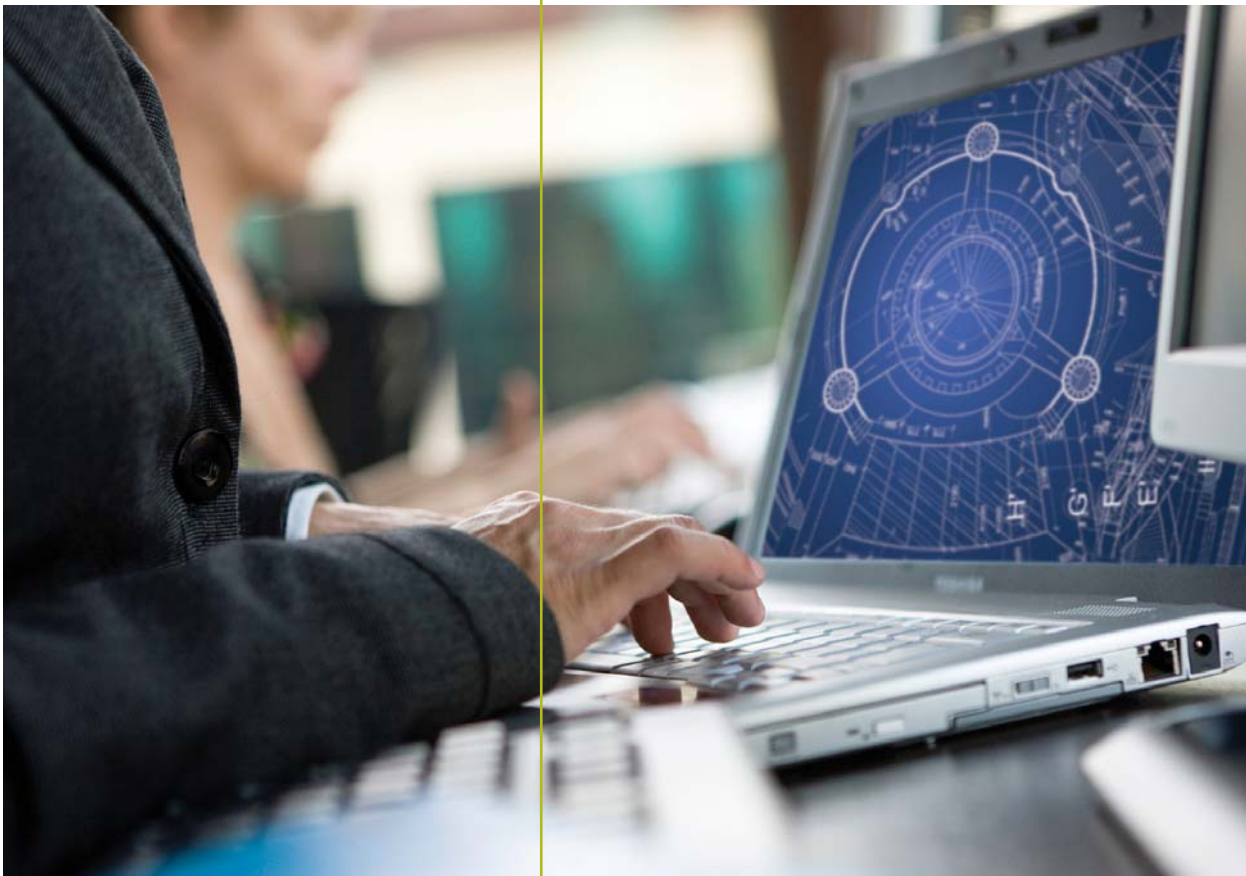
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## Case Study

### Designing efficient organisations US Patent and Trademark Office

A fast and effective patent process is vital to a country's economic and technological leadership. When the US Patent and Trademark Office asked us to speed up and improve their classification process, we built a secure and virtually paperless operation. We recruited and trained skilled staff and installed IT and automated tools which streamlined the process and minimised errors.

We now classify an average of 350,000 applications each year, identifying the correct classification from more than 230,000 US and international options. In doing so, we regularly exceed stringent quality requirements while meeting strict time limits, so that patents are published on a timely basis and are available for public examination and search.



# Specialist skills

We combine our core capability of people-led service delivery and change management with the specialist skills we need to deliver great service in each of our markets.

We know exactly what it takes to run a safe and punctual metro system, to keep a customer's procurement costs on budget, to maximise a helicopter's time on the front line and to ensure a laboratory delivers world-leading research. And so much more...

We can transfer our specialist skills between markets, so that customers gain from expertise we have honed elsewhere, and we bring together unique combinations of skills from across Serco, to create bespoke solutions.

Our experience enables us to take on new and complex tasks and transform the quality, reliability and efficiency of essential services ranging from air traffic control to managing education authorities, and from running pathology services to supporting the armed forces of the UK, US, Canada, Australia and Germany.



## Case Study

### Enabling people to deliver **ACCESS**

ACCESS is our groundbreaking joint venture with Glasgow City Council, designed to streamline and maximise the use of the Council's property and ICT assets. It employs around 330 people from Serco, the Council and direct recruits.

Delivering excellent service requires an engaged and integrated team. Since we began in 2008, we have striven to make everyone feel part of ACCESS. Our initiatives include informal questions and answers with management, and leadership sessions which enable our people to contribute to the direction of ACCESS's activities. Personal development is another key focus, with programmes including management skills and customer care.

We aim to continuously improve, so we surveyed our people to find out how we were doing. Overwhelmingly, they felt supported and respected and wanted to help ACCESS succeed. And, as importantly, they highlighted what we need to do next, to help them deliver even better service to the people of Glasgow.

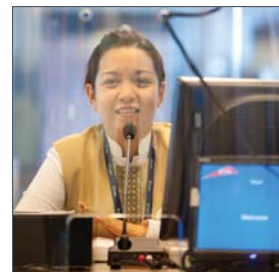
## Case Study

### Taking our skills in rail and metro to new markets **Dubai Metro**

The Dubai Metro is the first of its kind in the Middle East. We brought together skills and experience from around the world to help us win the contract, assist in the Metro's design and then operate the system, combining our local understanding of the market and the customer's needs with our global transport and metro capabilities, exemplified by the award-winning Docklands Light Railway in London.

From the start of our involvement in Dubai, we have aimed to provide a world-class service at an optimum cost. The outcome has been a hugely successful start for the Metro, with punctuality and reliability levels exceeding 98% – a level of service quality which is unprecedented for a new system.

The Metro is staffed by our people from 26 countries, as well as from Dubai. Our values help us to bring our workforce together, with part of our training enabling them to understand and embrace the cultures of their colleagues and Dubai.





# Focus on excellent service

Our focus is always on delivering excellent service for customers. We create lean and responsive organisations and devolve responsibility to our contract directors, so they can act quickly and decisively to meet our customers' needs.

How we work is as important to us as what we do. The Serco Management System sets out our approach to everything from health and safety to our business ethics. And our Governing Principles underpin the thousands of decisions our people make each day, ensuring that we always act responsibly.

Serco's culture and way of working frees our people to put their service ethos into action.

## Case Study

### Devolving responsibility in education and children's services Helping children in Walsall

Serco's approach to devolving responsibility has enabled our education team in Walsall to revolutionise a key part of its service. The borough's KS3/4 Short-Stay school had previously only been available for excluded pupils, with children at risk of exclusion missing out on vital support.

Our team responded by working closely with the secondary behaviour and attendance partnership, head teachers and lead professionals, who support children who are considered vulnerable. They reorganised Walsall's Short-Stay school provision to include children at risk of exclusion, and the structure now includes a Children-and-Families Social Worker, Family-Support Workers and Youth Workers on the staff.

Giving our team the freedom to act has delivered real benefits for children at risk of exclusion. Our on-going partnership work and our commitment to delivering services differently has reduced the number of permanent exclusions in Walsall by two-thirds.



# Building long-term relationships

Our focus on excellent service comes with a passion for improvement. We are always looking to do better, to be more productive and to find new ways to help our customers.

We aim to build long-term and mutually beneficial relationships with our customers. The closer we are, the better we understand their goals. When our contracts come up for rebid, we retain at least 90% of them, reflecting the value that we deliver for customers.

Our customers also frequently expand our contracts, as they see the benefits of our work first hand.

## Case Study

### Supporting UK defence for nearly 50 years RAF Fylingdales

Serco started work for the Ministry of Defence (MoD) in 1964 at RAF Fylingdales, maintaining and operating the radar and computers of the UK's ballistic missile early warning system. This was our first ever public sector contract and we still hold it today, after six rebids and two contract extensions.

Our relationship with the MoD at RAF Fylingdales exemplifies the way we work. We build mutual trust and respect by living our values and delivering affordable defence capability. We prove our worth by innovating and adding more value each year. And we approach each rebid as if it were a fresh contract, looking for ways to do things differently and further improve our service.

Since 1964, we have developed our relationship with UK armed forces to support all of the Front Line Commands – the Army, Royal Navy and Royal Air Force. We are responsible for a diverse range of essential services, from putting the Royal Navy to sea, to maintaining 16 military aircraft types and supporting the Defence Academy of the United Kingdom.



# Meeting new challenges

Because we have a broad business and people from many backgrounds, we can bring new insights to a market and create unique solutions to our customers' evolving and complex challenges.

We meet new challenges by developing new models. These can include joint ventures with customers or innovative ways that we can be paid on results.

We also look outside Serco to bring in the skills our customers need. We have a long track record of working in partnership with other companies and voluntary sector organisations, who have complementary capabilities and who share our values.



## Case Study

### Developing new business models Welfare to work

Serco developed a pioneering strategy for our UK welfare to work contracts, which help long-term unemployed people into sustainable work. We brought together a network of commercial and voluntary sector partners to deliver all front-line services, drawing on the best national providers and integrating them with local, specialist, community-based organisations.

Our model gives long-term unemployed people access to providers with different capabilities. It enables small organisations to benefit from government contracts, which they could not bid for themselves. And as we co-ordinate and manage our partners, it allows them to focus on what they do best – delivering great service.



## Case Study

### Creating a groundbreaking joint venture in healthcare GSTS Pathology

GSTS Pathology, our joint venture with Guy's and St Thomas' NHS Foundation Trust, is the UK's largest independent provider of pathology services and the first partnership of its kind in the National Health Service.

GSTS is delivering real improvements. For example, cervical screening times have more than halved and GSTS Pathology introduced its own swine flu test in record times. As a business, GSTS Pathology is also prospering, having formed a strategic partnership with Bedford Hospitals NHS Trust to deliver pathology services. This gives GSTS a presence in Eastern England and the chance to enable other local NHS Trusts and hospitals to develop and improve their pathology services.

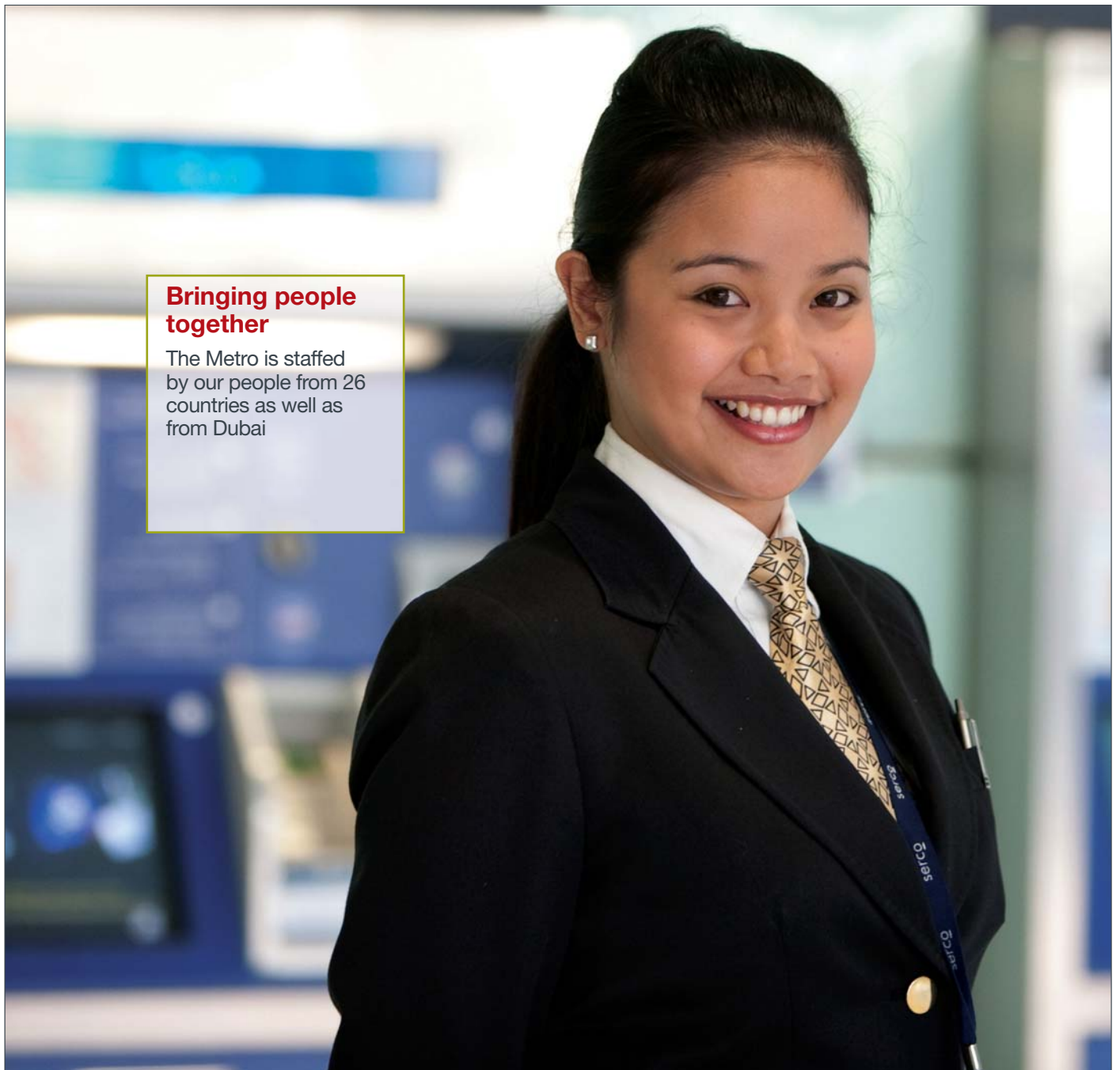
# Bringing service to life

Around the world, we deliver a quality of service that makes a difference to millions of lives.

In doing so, we meet and often exceed our customers' expectations because we enable our people to give their best. Here are just some of the many ways that we bring service to life.

## **Bringing people together**

The Metro is staffed by our people from 26 countries as well as from Dubai



### Reducing reoffending

Our restorative justice programme at HMP & YOI Ashfield is achieving a 97% success rate



### Boosting the UK economy

Serco's contract to manage the National Physical Laboratory contributes £2bn per annum to UK GDP

### Improving young lives

We have halved the gap in education standards between Bradford and Walsall and the national average

### Securing borders

Our work in homeland security helps to track 1 million visitors to the UK each week

### Exceeding targets

Our forensic medical services have exceeded performance targets – reaching 99%

### Supporting the military in the UK

We deliver 1.5 million man-hours each year, supporting military helicopter operations

### Helping to create and sustain small businesses

Our knowledge services deliver more than £1bn of benefits to UK businesses each year, with an online customer satisfaction rating over 90%

### Helping soldiers

Our personnel support services for the US Army reach out to 2 million US soldiers and their families



### Protecting borders

Our border security systems around the world help prevent nuclear material entering the US

### Acting responsibly

Business in the Community gave us a gold rating for corporate responsibility, in both the UK and Australia

### Working safely

Northern Rail received the Royal Society for the Prevention of Accident's highest accolade in 2009, just one of our 29 awards and commendations

### Giving customers choice

We provide personalised support for jobseekers to get the job that's right for them

### Supporting families

We enabled 2.7 million children to benefit from the early opening of 3,500 Sure Start centres

### Accelerating applications

We speeded up and improved the quality of processing more than 1 million US patent applications

### Ensuring nuclear safety in the UK

We have more than 400 experts, with thousands of years' experience in nuclear research and development

### Increasing efficiency

Our data modelling for the US Air Force Space Command cut costs and development time by 18 months

# The future

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The world is changing rapidly. Governments and companies have to do more with less, while meeting new challenges.

Customers seeking the best solutions will require a particular kind of partner, one with a track record of excellent delivery, with experience of many types of essential services, who can bring in best practice and ideas from around the world.

They will need a partner who can develop new ways of working and who can create seamless alliances with other companies and the voluntary sector. And they will need a partner who works in the right way, with strong values and a deep service ethos.

That partner is Serco.

We are ideally placed to help our customers meet the challenges they face today, and tomorrow.

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