The vibrant heart of Serco
Global Pulse Awards
Dear friends and colleagues,

Welcome to our Global Pulse Awards. I am delighted that you have been able to join us for what promises to be a fantastic evening of celebration.

The Pulse Awards have been designed to recognise the achievements of our people, our customers and our partners who have excelled in living our Governing Principles which are at the heart of our organisation. From acts of courage, to individuals who inspire with innovative ideas, commitment, determination and skill, the recipients tonight all reflect the very best of Serco. This is what we call the vibrant heart of Serco.

The individuals and teams being recognised tonight have performed in an exceptional and inspirational manner. This is Serco at its best and to see such examples of people working in Serco, who are so passionate about bringing service to life, is a great testament to the hard work and dedication of all our people around the world.

This is what makes Serco so special. Our people go beyond what is required of them everyday to ensure we deliver our promises and the Pulse Awards gives us an opportunity to celebrate this. As part of this celebration, over £18,000 is being donated by Serco to charities that have been chosen by our award winners.

I know that you will join me in congratulating all those receiving an award tonight.

Congratulations

Chris Hyman CBE
Chief Executive
Serco Group plc
May 2013
Introduction

The Pulse Awards were introduced in 2007 and are designed to recognise and celebrate the achievements of our employees, customers and partners. There are two levels of Awards (divisional and global) and no one overall winner as the Awards are based on the quality of achievement.

The Awards celebrate innovation, commitment, impact, leadership, courage and bravery and recognise individuals and teams who have excelled in living our Governing Principles which are central to the way we operate by:

- Fostering an entrepreneurial culture
- Enabling our people to excel
- Delivering our promises
- Building trust and respect.

There are 5 Awards categories:

- Being an Inspirational Leader
- Excelling at Innovation
- Demonstrating Outstanding Commitment
- Making an Exceptional Impact
- The Heart Award.

These can be related to:

- Business improvement
- A positive contribution to business operations
- Outstanding leadership
- People management
- Social or community engagement
- Health and safety
- Environment
- Courage and bravery.

Each year we also recognise a number of customers who have shared in living by our Governing Principles.
Our Global Winners

**Leadership Award winners**
- Peter McIntosh, Serco Immigration Services, Australia, AMEAA
- Wickham Point Immigration Detention Centre Senior Management Team, Serco Immigration Services, Australia, AMEAA
- Teressa Normington, Fiona Stanley Hospital, Australia, AMEAA
- Raghaven Iyer, Barclays, India, Serco Global Services
- Jonathan Prew, Global Services Public Sector, UK, Serco Global Services
- Tracie Heiser, Thurrock Council, UK, Serco Global Services

**Innovation Award winners**
- Prisoner Advice Line Team, HMP Lowdham Grange, UK, UK&E
- Sandwell Contract Team, Sandwell Environmental Services, UK, UK&E
- Robert Parrott and Tony Pare, Strategy, Learning and Human Capital (SLHC), VA for Vets, US, Americas
- Project Prism, Team SAMURAI / Serco Listening, India and UK, Serco Global Services
- Marketing Team, Serco Leisure, UK, UK&E
- Anglia Support Partnership Bid Team, ASP, UK, Serco Global Services

**Commitment Award winners**
- Peugeot Customer Contact Centre Management Team, Peugeot, UK, Serco Global Services
- Serco Security Team, US, Americas
- Google Phase Team, Google Hyderabad, India, Serco Global Services
- Project Mallory Team, Finance and Accounting Shared Service Centre, UK and India, Serco Global Services
- Afghanistan Team, Skynet 5, Afghanistan, UK&E
- David Cancilla, USA MEDCOM Europe Clinical Social Workers, US, Americas

**Impact Award winners**
- Business Development Team UK & Europe, UK, Serco Global Services
- Bid and Transition Team, Shop Direct, UK, Serco Global Services
- UK Recruitment and redeployment Team, HR Shared Service Centre, UK, Group
- Operational Strategy and Transformation Team, Serco Consulting and Serco Americas, Middle East, Serco Global Services
- Laura Kelly, SME Assurance, Middle East, AMEAA
- Tom Rowley, Training and Operational Readiness Information Services, US, Americas
- Mike MacKay, Forth Valley Royal Hospital, UK, UK&E

**Impact – in the Community Award winners**
- Serco Docklands Employees of 2012, Docklands Light Railway, UK, UK&E
- Adrian Berry, Scherger Immigration Detention Centre, Australia, AMEAA
- Colin Verwey, Acacia Prison, Australia, AMEAA
- Jason Adolf, FedCiv, US, Americas
- Steve Lowe, HMP/YOI Doncaster, UK, UK&E
- EcoBus Team, Sandwell Environmental Services, UK, UK&E
- Team Manila, Philippines, Serco Global Services

**Heart Award winners**
- Claire Cook and Ian Rae, Prisoner Escort & Custody Services for London & East of England, UK, UK&E
- Katie Jolivet, Cornwall Out of Hours, UK, UK&E
- Roxanne St-Pierre and Denise Giroux, Serco DES, Canada, Americas
- Christmas Island Senior Management Team, Immigration Services, Australia, AMEAA
Being an Inspirational Leader

Becoming a role model leader through demonstrating vision and valuing the potential of the individual thereby enabling people to excel. For example, an individual or team who has:

- Inspired their colleagues to deliver something amazing
- Been a role model for others, motivating them to progress their own careers
- Demonstrated real vision and contributed to the company’s success
- Inspired others to transform a community project or charity
- Inspired others to go the extra mile and make a real difference.

Peter McIntosh
Serco Immigration Services,
Australia, AMEAA

Providing calm and decisive leadership under pressure

Peter McIntosh’s leadership of our Immigration Services contract in Australia has ensured exceptional service for our customer and the people in our care. The 23 immigration centres are spread across Australia and have starkly different demographics. In recent years, they have had to deliver more within limited infrastructure, while the risk profile of clients has increased, requiring a leader who can operate under continuous pressure.

Peter’s inspirational leadership helped him steer the network through one of its most turbulent times. When the Sydney and Christmas Island centres experienced large-scale unrest, including fires, hostage taking and assaults, Peter’s decisive and collaborative leadership instilled confidence in his team and our customer. His calm and rational approach ensured no loss of life, while the other 21 centres continued to run normally. Peter’s commitment to our customer and our clients has built trust and respect among all his stakeholders.
Wickham Point Immigration Detention Centre Senior Management Team
Serco Immigration Services, Australia, AMEAA

**Inspiring through communication and engagement**

Wickham Point Immigration Detention Centre is the largest in Australia, with 1,500 beds. It also has the most client movements of any centre, with up to 1,000 clients arriving or departing each week and as many as 300 at any one time. Managing such a challenging environment while effectively caring for clients requires truly inspirational leadership.

The centre’s senior management team has risen to the challenge. They provide exceptional support and mentoring to staff, many of whom have never worked in immigration before. Their communication is exemplary, so everyone fully understands their part in delivering the service, and they ensure that people are listened to, developed and recognised for their initiatives. The outcome is a centre described as a benchmark for all the others in the network and which is regularly praised by visitors for its performance and the way it cares for its clients.

Teressa Normington
Fiona Stanley Hospital, Australia, AMEAA

**Protecting patients’ wellbeing**

Effective sterilisation is vital for protecting patients’ wellbeing and maintaining a hospital’s financial and operational performance. That is why Fiona Stanley Hospital in Perth, Australia, is so lucky to have Teressa Normington as its Sterilisation Services Manager.

Teressa is passionate about advancing techniques and educating staff in this specialist field. She uses her knowledge and experience to challenge working practices and since joining the team at Fiona Stanley has successfully influenced the planned service models by proposing innovative and cost-effective solutions, some of which are firsts in Australia. As President of the Sterilising Research and Advisory Council of Australia (WA) and Australia’s representative on the International Standards Committee for Sterilisation, her expertise is respected well beyond Serco. In 2012, she also won the prestigious Nita Perry Award, for outstanding work in sterilisation services across Australia.
Raghaven Iyer
Barclays
India, Serco Global Services

Demonstrating outstanding business and people skills

Raghaven Iyer is the inspirational leader of our Global Services contract with Barclays. His business acumen has enabled him to grow the contract from 4,000 people to around 5,200 in just two years, while his technical understanding of banking and our client’s requirements is unparalleled. At the same time, he has focused on mentoring and motivating the people he leads. He knows many of his 400-strong management team on a first-name basis and takes a real interest in their lives.

Raghaven’s outstanding business and people skills are reflected in the contract’s success, which averages nearly 99% delivery against more than 450 service indicators and regularly gains client ratings of nine or ten out of ten. His commitment to innovation has also seen us expand into complex areas such as payment protection insurance claims handling and mobile banking. Raghaven is a role model to all who work with him.

Jonathan Prew
Global Services Public Sector
UK, Serco Global Services

Leading our growth in local government

Jonathan Prew is a true Serco leader. He inspires his team to own issues and find the right solutions, encourages innovation, champions service excellence, finds effective ways to collaborate and ultimately creates confidence and loyalty in the people he leads. He has consistently focused on the needs of every person in his business, while building a management team to deliver success.

In 2009, Jonathan’s business had 800 staff and revenues of £130m. Since then, he has led both his operational and business development teams to some of our most important wins in local government. His guidance delivered significant performance improvements at existing contracts, ensured we retained others at rebid and established Serco in the hugely important strategic partnership arena. Recent wins and acquisitions mean that Jonathan is now responsible for 6,000 staff and revenues of £400m – a threefold increase in just three years.
Engaging people to deliver outstanding service

Tracie Heiser approaches every day with a positive attitude. As Head of Customer Services and Business Administration at our Thurrock Council contract, she has developed outstanding relationships with her team, her peers and our customer, producing outstanding results.

Tracie excels at engaging and communicating with her team. Through listening lunches, monthly recognition and incentive schemes, training, charity events, work placements for people with disabilities and an apprentice scheme, Tracie has effectively focused 275 people on our partnership priorities. She has fully supported the Council in its service transformation, developing new ways of working and ensuring day-to-day service delivery. In the process, her team has hit all its performance targets and generated new business for Serco. Tracie’s team received outstanding scores in the Council’s satisfaction survey and the Community Solutions team, which Tracie manages, won the Local Government Chronicle’s Partnership Working Award for 2011.

Fostering an entrepreneurial culture enables us to inspire our people to be creative and innovative in thinking up new ways of working. For example, an individual or team who has:

- Significantly changed the way we work for the better
- Transformed a contract with a new idea
- Used innovative thinking to reduce environmental impacts and protect natural resources
- Used new ideas to stimulate community or charitable activities
- Transformed our approach to safe working practices or occupational health
- Used creative ideas to engage our people or develop skills.
Excelling at Innovation

Prisoner Advice Line Team
HMP Lowdham Grange,
UK, UK&E

Solving prisoner problems through fresh thinking

Innovation can mean making new use of existing technology. HMP Lowdham Grange aims to continually improve its operations and identified prisoner communication as a problem. Prisoners’ issues were too often left unresolved, resulting in complaints that took up staff time. The prison established a team to find the answer. They saw that prisoners could act as peer advisors and established a call centre, manned by trained prisoners, which other prisoners could contact through their in-cell telephones. The centre’s professional-standard computer system allows advisors to research issues and to record details of calls.

The initiative’s success is reflected in its usage. In a month, the centre has handled 900 calls, with the advisors resolving more than 80%. Formal complaints have fallen by a quarter. Lowdham Grange is now seen as a leader in prisoner communication, with the call centre becoming an invaluable channel for management, staff and prisoners.

Excelling at Innovation

Sandwell Contract Team
Sandwell Environmental Services,
UK, UK&E

Making a difference to residents through new ideas

Three smart ideas from our Sandwell Environmental Services contract are making a difference to local people. When residents complained that crews were not replacing emptied bins correctly, the team devised an ingenious solution. Working with Sandwell Sensory Services, they used blind trainers and a wheelchair obstacle course to drive home the challenges that misplaced bins present to disabled and visually impaired people. The result was overwhelming positive feedback from staff, higher standards and lower customer complaints.

Two other simple ideas are also having a big effect. Using two-wheeled slave bins to transfer food waste to collection vehicles was straining the crews’ arms and backs, so a crew member designed a new bin that was easier, faster and safer to use. And an innovative ‘street cleansing bike’ is enabling litter pickers to travel twice the distance, cutting fuel use, getting staff fitter and showing local people that our team is responding to their needs.
Robert Parrott and Tony Pare
Strategy, Learning and Human Capital (SLHC), VA for Vets, US, Americas

**Changing veterans’ lives through technology**

Rob Parrott and Tony Pare work for our Strategy, Learning and Human Capital business unit in the US. They have been continuously involved in emerging technologies but over the last year, they have really pushed the boundaries of innovative thinking.

Re-entering society and trying to find work can be a challenge for veterans transitioning out of the military. Recognising that better preparation would help veterans in their job search, Rob and Tony created the Veteran Interviewing Aid, a mobile app that provides tools and checklists to guide veterans through the interviewing process. At the same time, they have taken new approaches to developing web-based training products, visually powerful and engaging webcasts and expanding our internal resources, to provide the baseline for developing more complex products. Together, Rob and Tony’s passion for innovation has created new business for Serco and improved the lives of veterans.

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**Project Prism**

Team SAMURAI / Serco Listening, India and UK, Serco Global Services

**Differentiating Serco through business intelligence**

Serco Listening handles more than 60 million customer interactions each year, across all channels and for clients in a wide range of industries. With such a diverse business, Serco Listening needed a single platform which could help it deliver operational excellence. Nothing suitable was available, so the Samurai team in India and Serco Listening created PRISM. This unique product integrates all back office systems, from HR to finance to telephony, generating valuable client-specific information. This includes agent scorecards, real time management information, an online quality management system and financial and operational decision-making tools.

The output is an unique insight at the touch of a button. PRISM delivers cost savings, optimised processes and standardised outputs for clients, and enables us to proactively manage client relationships, driving revenue sharing opportunities and increasing client engagement. PRISM is now Global Services’ tool of choice, providing a key differentiator in the BPO market.
Marketing Team
Serco Leisure,
UK, UK&E

Revolutionising our interactions with leisure customers
The Serco Leisure Marketing Team has used technology to revolutionise our interaction with customers, saving £500,000 a year while increasing centre usage. The team created a new website and a mobile app – a world first in leisure – allowing customers to buy memberships and manage bookings themselves. This improved service while giving frontline staff more time with customers. Mobile visits to the website and online bookings doubled within weeks of launch.

An innovative campaign-based approach to social media soon followed and rapidly became customers’ channel of choice for comments and enquiries. The team also created a bespoke dashboard, so they could monitor all their online data in one place, significantly improved the customer database and undertook a fundamental review of their approach to print and design. Serco Leisure is now recognised as an industry leader in using technology and the team has shared their experience at numerous external meetings and conferences.

Anglia Support Partnership (ASP) Bid Team
ASP,
UK, Serco Global Services

Breaking new ground to win a major contract
In December 2011, Serco was selected to deliver a wide range of shared services to NHS trusts across the East of England, under the Anglia Support Partnership. This success – the culmination of a 12-month competition involving more than 50 companies – was down to the bid team’s exceptional range of innovations.

The contract involves a unique partnership structure with our six NHS Trust customers, the UK’s first ever multi-public/private partnership organisation. It includes a groundbreaking framework that slashes our customers’ costs of procuring, and a pioneering approach to IT using a private cloud, which improves the efficiency and effectiveness of patient care. And it introduces a revolutionary new employment model, which allowed staff to keep their NHS pensions after they transferred to us. This pensions approach is now a unique differentiator for Serco, in a sustainable model that can be applied to other public sector opportunities.
Demonstrating Outstanding Commitment

By delivering our promises to our customers, our partners and our people, we build strong relationships and long-term loyalty. For example, an individual or team who has:

• Consistently delivered operational and business excellence
• Achieved outstanding project delivery
• Worked beyond the contract to deliver extraordinary value for the customer
• Worked beyond the contract to deliver extraordinary value for the customer
• Worked beyond the contract to deliver extraordinary value for the customer
• Worked beyond the contract to deliver extraordinary value for the customer
• Consistently supported a community project or charity.

Peugeot Customer Contact Centre Management Team

Peugeot,
UK, Serco Global Services

Delivering award-winning customer service

When our management team at the Peugeot Customer Contact Centre changed completely, the new team took the chance to transform the operation. They redefined each manager’s role, redesigned the calling floor to better reflect each workstream and optimised key processes. The centre’s advisors now resolve significantly more calls first time and have substantially increased the number of ‘hot’ sales leads they pass to Peugeot’s dealerships.

The team also worked with BPA Quality, Peugeot’s call centre monitors, to improve BPA’s understanding of Peugeot’s objectives. This led to a dramatic improvement in our quality scores, with BPA ranking the centre number one for ten consecutive months. The pinnacle of the team’s achievement was winning the Auto Trader Click Award for Best Customer Service, seeing off 30 other UK automotive contact centres. This was a real achievement for everyone involved but particularly reflects the management team’s commitment to excellence.
Demonstrating Outstanding Commitment

Serco Security Team
US, Americas

Dedicated to protecting national security

Serco’s US government business is subject to stringent security regulations, which it must comply with to work on cleared US government contracts. The Serco Security Team ensures we meet these exacting standards. To protect national security, the team has dedicated itself to improving processes and communicating them effectively. Their efforts are regularly reviewed by Defence Security Service (DSS) audits. Of the 14,000 facilities the DSS audits each year, less than 2% receive the highest ‘superior’ rating and even fewer maintain it. The Security Team’s extraordinary commitment has resulted in a superior rating for five years running.

Their knowledge means the team is often called on to help other contractors with security, including building mentoring relationships with our small business partners and auditing our subcontractors’ security programmes. Most recently, the team organised the largest-ever meeting of the Joint Industrial Security Awareness Committee, an event described by the DSS as ‘the most successful ever’.

Demonstrating Outstanding Commitment

Google Phase Team
Google Hyderabad,
India, Serco Global Services

Achieving unparalleled growth through commitment to performance

We started our human resources outsourcing partnership with Google in 2010 and in just two years have become its largest provider, out of more than 20. This is the result of the team’s total commitment, relentless efforts to position Serco as Google’s strategic partner and the building of capability to deliver ahead of expectations.

Serco has consistently been ranked first in evaluations and performance score cards, reflecting high levels of employee engagement. The management team’s efforts including creating a unique networking platform for female employees, a Communications Club to help employees improve their communication and presentation skills, a Serco Sports Club with a successful cricket team, and volunteering initiatives. Staff are recognised and rewarded for their efforts and numerous events and celebrations bring people together. All this contributed to the team delivering unparalleled growth in 2012, with revenue rising 150% and headcount doubling to 2,000 people.
Project Mallory Team  
Finance and Accounting Shared Service Centre,  
UK & India, Serco Global Services

Creating a new in-house capability

Before we bought Intelenet, Serco’s finance and accounting services for the UK, Middle East, AMEAA and parts of India were provided by a third party. The acquisition allowed us to bring these services in-house, a complex operation that transferred the processes but not the staff.

A transition team came together from around Serco. Working very long hours across several time zones, they set up an office in Gurgaon, recruited and trained 300 highly skilled people, established the IT infrastructure and integrated disparate systems. They also transferred the knowledge of more than 600 contracts and built key relationships with onshore staff. Throughout the project, the environment around them was changing significantly, with several major finance and systems projects affecting the transition. Through dedication and collaborative working, the transition team delivered a seamless transfer, on time and in budget, and created a capability we can now offer to customers.

Afghanistan Team  
Skynet 5,  
Afghanistan, UK&E

Volunteering for the toughest assignments

For the last five years, the Skynet 5 Team has maintained critical communications equipment for the UK military in Afghanistan. This often takes them to forward operating bases, which is risky despite the military presence. Accepting these jobs is voluntary but they are very rarely refused, typifying the team’s commitment and attitude.

In September 2012, insurgents broke through the perimeter fences at Camp Bastion and attacked the airfield. Our personnel were recovered to a safer area, while a major rocket and gun battle ensued. Following this unprecedented escalation in the level and penetration of attacks, the team were counselled and asked if they wanted to withdraw from theatre. The team were determined to stay, demonstrating true commitment to their work in the most demanding situations and the toughest working conditions.
David Cancilla
USA MEDCOM Europe
Clinical Social Workers,
US, Americas

Fighting on behalf of soldiers in need

David Cancilla is a clinical social worker supporting US Soldiers and their families. Often dealing with severely traumatised clients, he ensures they get the help they so desperately need. Recognising the depths of his clients’ problems, he has refused to take ‘no’ for an answer and found ways to support US Soldiers, no matter the obstacles in his path.

In doing so, David is an advocate for those who have valiantly served. Through the support he provides, Soldiers find new hope, families stay together and the Army retains experienced personnel with extensive skills and training. Never complaining, David’s commitment ensures that those in his care receive what they deserve, having given so much for their country.

Demonstrating Outstanding Commitment

Making an Exceptional Impact

Our role as a business goes beyond customers and commercial objectives. We build trust and respect through our impact on local communities, the environment, and issues such as safety or ethics. For example, an individual or team who has:

- Made a real difference to the business or area they are operating in
- Made a positive contribution to the community or a charity
- Conserved and protected the environment
- Led the way with health and safety initiatives.
Building the foundations for success

When Serco Global Services was created last year, it needed to build a new business development team in the UK and Europe, pulling together people from the three former UK divisions, as well as Intelenet, The Listening Company and Vertex. Such significant and complex change can take time to bed in but the team has already had a phenomenal impact on our BPO business.

Under Chris Screech’s direction, the team won £1.9bn of new contracts in 2012, across numerous different markets. These included strategically important wins, as we entered the life and pensions market with AEGON, the NHS BPO and back office market with the Anglia Support Partnership, and the airlines market with Easyjet. These are all areas with significant potential for rapid near-term growth. This focused, high-performing team has had a huge impact in very little time, establishing strong foundations for Serco’s future.

Winning and delivering the world’s largest BPO contract

Shop Direct was the largest BPO deal worldwide in 2012, so Serco’s win was exceptional. Our success was down to bid team’s novel solution, based on optimising the customer journey. The bid team was the first drawn together from Serco, the Listening Company and Intelenet. They quickly bonded and, making great personal sacrifices over the 12 month bid period, prevailed against intense competition.

The transition of around 2,000 staff went smoothly but the payroll was particularly complex and the project’s biggest risk. Mark West accepted the challenge. In just four weeks, he developed a solution that ensured all staff were paid on time. He went on to spend five months on payroll, while juggling his customer experience and programme manager roles. Our success at Shop Direct has positioned us as a major player in the market and provided the springboard for entry into a fast-growing country, South Africa.
UK Recruitment and Redeployment Team
HR Shared Service Centre, UK, Group

Delivering exceptional results from a new shared service

Our first centralised Recruitment & Redeployment team represents a major change in the way we find the right people for Serco. Nevertheless, in just a few months its results have been exceptional.

Most of the Recruitment team is new to Serco but they rapidly got up to speed, engaged our hiring managers and delivered high-quality candidates at a fraction of the cost of agencies. The Redeployment team showed real persistence in persuading hiring managers to consider redeployment candidates first, and empathy and honesty with affected employees. They also established excellent outplacement support for those without a new role.

The team’s passionate and engaging approach reflects its values-led leadership, under Toni Williams. Together, they have delivered cost savings substantially ahead of plan and received fantastic feedback from hiring managers and candidates.

Operational Strategy and Transformation Team
Serco Consulting and Serco Americas, Middle East, Serco Global Services

Creating a truly transformational way of working

The Royal Commission for Jubail and Yanbu oversees infrastructure development in one of Saudi Arabia’s most important economic areas. Its Building Department engaged Serco Consulting and Serco Americas to improve the availability, reliability and performance of assets which are critical to Jubail Industrial City’s 120,000 citizens, including homes, mosques, schools, universities and other social and recreational facilities.

Over 18 months, involving weeks away from home and working long hours and weekends, our team developed and implemented a new operating model. When piloted, the model doubled technician productivity, improved quality by more than 60% and reduced lead times by three quarters. Residents’ satisfaction with the service more than doubled to 96%, while 95% of frontline staff found work more enjoyable. Once fully implemented, the solution should also save the Building Department 40% of its maintenance costs. No surprise that our customer described the project as truly transformative’.
Driving essential improvements in governance

Strong governance is vital in any organisation, so Laura Kelly was given a critical task when she was asked to manage the roll out of the Serco Management System in the Middle East. Faced with a business that was weary of assurance initiatives, Laura succeeded through a positive attitude and constant effort.

She listened carefully, understood her stakeholders’ concerns and slowly but surely impressed on them the importance of governance, and how it could improve their operational performance. She spent long hours and weekends helping the business to refresh its policies and procedures, improve its quality systems, develop a health and safety strategy, update business continuity and crisis management plans, and produce robust risk registers. Working with some of the most challenging contracts, she earned the respect and admiration of her colleagues, while the contracts achieved commendable outcomes during rigorous audits – all the result of Laura’s outstanding work.

Combining outstanding delivery with winning new work

Tom Rowley is described as ‘the complete package’ – a dedicated and resourceful Program Manager who delivers outstanding service and proven business development skills. During 2012, Tom bid and won important new work, successfully started two new contracts and vastly improved products and service on existing contracts. In doing so, he helped to enhance the operational readiness of the US Navy’s Surface Fleet.

Tom has identified opportunities to build a portfolio of subcontractors and partners that further expands Serco’s capabilities and, through trust and support, enabled his teams to excel. As a result, Tom and his teams have received numerous accolades from senior US government officials and individual site customers. Yet Tom’s impact goes beyond the office. In the past year, he led his team in the Red Brick challenge to improve health and productivity and volunteered their time to assist homeless veterans.
Mike MacKay
Forth Valley Royal Hospital,
UK, UK&E

Making an outstanding impact in health services

Mike MacKay started with Serco as a porter at Leicester Royal Infirmary. Through talent and hard work, he has since become a highly respected member of our Health leadership team and contract director at Forth Valley Royal Hospital. Mike has had a huge impact on the way we provide health services, building our reputation in this important market. Under his leadership, Forth Valley has won numerous awards for service quality, as well as excelling at safety, recycling and catering.

While maintaining high standards at Forth Valley, Mike has also given up much of his personal time to help improve service and employee engagement at our Cornwall Out of Hours contract, and supported our mobilisation at Fiona Stanley Hospital in Australia. In the words of Ian Mullen, Chairman at Forth Valley, ‘Mike Mackay has truly epitomised the Serco statement of “bringing service to life”.’

Serco Docklands Employees of 2012
Docklands Light Railway,
UK, UK&E

Transporting the public to the London Olympics

The London 2012 Olympic Games were the largest-ever peacetime event in the UK and the first ‘public transport Games’. The Serco-operated Docklands Light Railway (DLR) was a key link, serving four of the main venues. To deliver world-class services, Serco Docklands introduced three-car trains to increase capacity by 50%, refurbished carriages, renewed rails, and opened an extension to the Olympic Park and a state of the art control centre.

For the Games itself, the DLR team recruited 600 travel ambassadors and devised 32 new rosters, covering an additional 45,000 hours. This took months of planning, preparation and testing – a true team effort that had record breaking results. The DLR’s passenger numbers doubled to 12 million during the Games, with trains running at 99% reliability. This success has established DLR as a world-class railway and the winner of numerous awards, including Light Rail operator of the year.
Impact – in the Community

Adrian Berry
Scherger Immigration Detention Centre,
Australia, AMEAA

Building strong community relationships

Scherger Immigration Detention Centre (SIDC) is in Far North Queensland, Australia. When the centre opened, local residents feared it would overwhelm already limited local services, while negative media coverage of immigration raised concerns about SIDC’s clients.

Adrian Berry recognised the need to build community relationships. The centre is on indigenous land, so he helped create an action plan to show our commitment to supporting Aboriginal people. He arranged for SIDC’s clients to compete in a local cricket tournament, which proved so popular that ABC News covered it. SIDC clients then helped renovate the clubhouse and worked on other community projects. We also renovated a local park and built relationships with Rio Tinto, the major local employer, through charity and community events. The outcome is a significant increase in SIDC’s standing, helping us to attract new employees and better care for our clients, by opening up local amenities to them.

Colin Verwey
Acacia Prison,
Australia, AMEAA

Protecting the eyesight of vulnerable people

Laurie Green is a prisoner at Acacia Prison in West Australia who had an idea to set up a workshop to sort, clean and repair donated spectacles and then distribute them to people in need. He brought his plan to Operations Manager Colin Verwey, who was impressed by Laurie’s passion and the thoroughness of his proposal.

With support from the Optometrist Association and Ophthalmic Equipment Supplies, they found workshop space in the prison to process the first batch of 30,000 donated glasses. The frames and lenses were then distributed to homeless people in the community and in developing countries, giving them the life-changing experience of clear vision and helping them to lead productive lives. The project has also helped the prisoners involved, building their confidence and giving them new communication and interaction skills by giving back to the community. Sunglasses which were thought to be a waste were also restored and sent to people in countries where sun-related eye damage is an immense problem and challenge.
Impact – in the Community

Jason Adolf
FedCiv, US, Americas

Enthusing others in the fight against diabetes

Jason Adolf brings an infectious enthusiasm to his role as director of the Business Process and Performance Practice at Serco America’s Reston office. This same quality has helped him to convince dozens of his co-workers and friends to pedal anywhere from 30 to 100 miles in the annual Tour de Cure bike ride, in support of the American Diabetes Association.

For Jason, this is a major commitment. Along with being a Serco team captain, he has been event chair of the National Capital Tour de Cure for the last two rides. His leadership is described as ‘direct and firm, yet full of good humour and encouragement’. The Serco cycling team has raised over $20,000 last year, and while under his stewardship, the National Capital Tour de Cure has raised more than $2m – an outstanding achievement in the fight against this deadly disease.

Impact – in the Community

Steve Lowe
HMP/YOI Doncaster, UK, UK&E

Helping veterans back into society

There are more than five million service veterans in the UK. Most who leave the armed forces successfully switch to civilian life but some find it difficult and there are currently around 2,500 ex-service personnel in prison.

Steve Lowe is senior residential manager at Doncaster Prison. As a veteran, he understands the unique challenges they face, so he set up the Veterans in Custody Support Service. Steve brought in the Royal British Legion, who offer mentoring and financial support for prisoners when released, and have in turn referred other organisations who have joined the network. Steve’s many initiatives include developing systems for identifying and monitoring veterans in custody and establishing partnership working with the Alliance Offender Management Team at Doncaster, to help reduce reoffending. The results speak for themselves. Over the last year, Serco and the Royal British Legion have re-settled 40 veterans, none of whom have re-offended.
EcoBus Team
Sandwell Environmental Services,
UK, UK&E

Educating the next generation
Our successful bid for waste and recycling services in Sandwell promised an EcoBus – a mobile environmental classroom with a difference. With our charity partners, Tipton Litter Watch, we ran a competition to ask children what the refurbished bus should look like. The winners and runners up from 2,500 entries have seen their ideas turned into reality, and the bus’s unusual features include worktops made from recycled bottles.

The EcoBus visits schools to engage children in environmental issues, while supporting the national curriculum. Subjects such as the environmental impact of a chocolate egg – from mining aluminium for the wrapper to growing cocoa in South America – have enthralled children and brought the subject to life. Feedback from teachers and children has been exceptional. As well as educating 6,000 of Sandwell’s future citizens to date, the EcoBus helps deliver our contract aims today, by influencing their parents’ waste reduction and recycling habits.

Team Manila
Philippines,
Serco Global Services

Bringing hope to disaster affected communities
Last year, three successive typhoons hit the Philippines, affecting five million people and leaving more than 250 dead, injured or missing. Seeing such devastation, our staff in the Philippines committed to support The Hope Foundation and ABS–CBN, who provide relief to disaster-affected communities. They raised money and in-kind donations through karaoke events, collecting recyclable items for sale, an acoustic band competition, bingo cards, sit down massages from blind masseurs and through money pledges. When the donations were counted, they had nearly doubled their target.

Then they heard that a local lake had flooded the Hope Foundation site. The children it housed had to be transferred to temporary accommodation, while other children in local homes were affected by heavily polluted waters. Again the Serco team responded, providing urgently needed care packages and food, and also entertaining the children. Through their actions, this team brought hope to people in despair.
The Heart Award

This celebrates the courage and character of individuals and teams who have been selfless in the protection and support of others. For example:

- An outstanding act that prevents the serious injury or even death of another person
- A lifelong commitment to a cause that benefits others and has had significant impact
- Overcoming exceptional circumstances to achieve something truly remarkable.

Claire Cook and Ian Rae
Prisoner Escort & Custody Services for London & East of England, UK, UK&E

Preventing a possible suicide

Last July, Prisoner Custody Officers Ian Rae and Claire Cook were transporting prisoners to Peterborough prison. As they crossed a bridge over the Great Ouse river, Ian spotted a man on the wrong side of the parapet. He immediately got out and cautiously approached. The man was obviously distressed, so Ian grabbed the man’s coat to stop him from jumping. This was particularly dangerous as Ian could easily have been dragged over the low parapet and into the river, which was a considerable distance below.

Ian then used his experience of working with vulnerable people, trying to understand the man’s situation and persuade him to return to safety. Although the man was adamant that he was going to jump, he eventually returned to the footpath. Meanwhile, Claire had contacted the police and both officers stayed with the man until they arrived, ensuring he presented no risk to himself or to passing vehicles.
Katie Jolivet
Cornwall Out of Hours,
UK, UK&E

Quick thinking that saved a life
Katie Jolivet works at our Cornwall Out Of Hours service. Following a training session last year, she was on her way home to change before heading out to start her shift. Shortly before she got home she noticed someone collapsed at the side of the road, with a bystander trying to help. Katie stopped her car and ran over to see what she could do. She asked the bystander to call 999 and, using her first aid training, immediately started CPR. She persisted until the ambulance arrived. Then, without any fuss, she finished her journey home, showered and went to work as usual. Her colleagues only found out later that Katie’s quick thinking had saved a life.

Roxanne St-Pierre and Denise Giroux
Serco DES,
Canada, Americas

Care and calmness in a life-threatening situation
Roxanne St. Pierre and Denise Giroux work on our Driver Examination Services Contract in Ontario, Canada. Last August, Roxanne was conducting a motorcycle test when the applicant suddenly collapsed. She grabbed the heavy bike to stop it falling on him, got a bystander to call 911, then found an applicant who knew CPR. Roxanne ran to get the CPR mask from inside the office and instructed someone to fetch a nurse who was in the building.

Denise followed Roxanne to where the gentleman lay unconscious. She protected him from the rain and when two nurses took over the CPR, made sure his head was positioned to ensure proper air flow. After thirteen minutes, Rick’s colour improved and the nurses detected a slight pulse. Eventually paramedics arrived and were able to revive him and transfer him to hospital. Between them, Roxanne and Denise managed this life-threatening situation with calmness and care.
Christmas Island Senior Management Team
Immigration Services,
Australia, AMEAA

Handling a tragedy’s aftermath with dignity and respect

In June last year, a customs surveillance plane spotted an upturned asylum boat in the Indian Ocean, 200km north of Christmas Island. This triggered a national search and rescue operation. As operators of the island’s immigration detention centre, we stepped up to help. The senior leadership team co-ordinated the reception party and were on the jetty when the first of the 110 exhausted survivors arrived and were placed in our care.

The senior leadership team then faced a traumatic task, handling the bodies of 17 of the 90 people who drowned. They took the lead on this, to minimise the impact on their staff. They completed the task with care and respect, ensuring the bodies were handled with a dignity their families would appreciate. Once the immediate crisis had passed, the senior leadership team ensured the survivors received the support they needed to recover.

The Heart Award

Serco in Brief

What we offer

Serco improves the quality, reliability and efficiency of services that matter to millions of people around the world, by managing people, processes, technology and assets. We help our customers focus their precious resources on what they do best, confident that they can rely on us to do what we do best in the moments that matter.

For the public sector, we deliver essential frontline services to defence, transport, justice and health customers in national, state and local governments. For the private sector, we handle customer contact and business activities for financial, retail, travel and telecoms companies.

Our vision and strategy

Our vision is to be the world’s greatest service company. This is a company that:

- Customers see as a hallmark of quality, so they want to be associated with us, tell others about us, and talk proudly about what we do for them
- Attracts the best talent in the world, where people can be challenged, rewarded and achieve their full potential, in a great culture that is respected by our peers
- Communities welcome as a partner, because they know that we care and can use our talents and reach to solve the toughest problems they face
- Investors see as a great share to own, because they trust us to deliver growth, excellent earnings visibility and stable cash flows.
Our strategy for achieving this vision has three elements:

**Building a balanced portfolio:** we aim to have a contract portfolio that is strong and diverse, and that is appropriately balanced between public and private sector customers, frontline and middle/back office business process outsourcing (BPO), and developed and developing economies. This allows us to select the most attractive growth opportunities, including making acquisitions that support our organic growth. We also actively manage our portfolio, to ensure it continues to fit our strategy and has appropriate levels of performance and returns.

**Driving improved service and margin:** as Serco grows, we will increasingly have opportunities to transfer our capabilities around the world, so that more of our capabilities are available to more of our customers and best practice is fully shared. With this increasing scale comes the chance to drive economies, in particular through the efficiency of shared services and common processes.

**Enhancing our people and enabling strategies:** our people strategy is designed to ensure we have the right people, in the right place, at the right time. We also look to have the right systems to support our business, and to actively manage our brand and reputation. Corporate responsibility (CR) is a fundamental part of the way we work, influencing everything from the markets we choose to the way we manage and develop our people.

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**Our track record of success**

Serco has a long track record of success. This flows directly from delivering the best possible service for our customers, which is recognised by others in the many awards we win for service excellence.

Since we listed in 1988, we have consistently grown our revenue and broadened our portfolio, positioning us in faster growth and more profitable markets, while limiting the impact, if any, of our markets become challenging. At the same time, we have continually looked to enhance our efficiency and to invest for the future.

**The future**

Customers around the world are looking for efficient, high quality and innovative service provision, from frontline delivery to back office efficiency. This creates opportunities for Serco in new and existing markets. Our prospects are supported by the high revenue visibility provided by our order book, our pipeline of opportunities and the growth potential we see across our markets.
Chairman and Chief Executive Statements

“In all parts of Serco, when I visit our contracts I meet people who have the same commitment to service, to making a difference through helping those with whom they work while at the same time delivering against our promises.

I have witnessed this ability to reconcile efficiency and humanity in such diverse areas as the way our electronic monitoring teams deal with new offenders; the way our staff supporting the US Veterans Agency interact with returning war-fighters; and the way our teams in Australia handle those seeking immigrant entry to the country.

This ethos is deeply ingrained in Serco and is enshrined in our Governing Principles, which set out clearly and succinctly the behaviours by which we live.”

Alastair Lyons CBE
Chairman

“2012 has been a year of significant progress operationally, financially and strategically. With a record level of contract wins driving £5.8bn of awards in total, our order book has grown to £19.1bn. Revenue and Adjusted operating profit were £4,913m and £314.8m, representing growth at constant currency of 6.2% and 9.9% respectively.

The breadth of our portfolio has enabled our strength in the AMEAA region and the successful launch of our Global Services BPO division to offset challenges in the US federal contracting market. We have made further significant strategic progress in positioning our business to deliver strongly for the future.

The pipeline of identified opportunities has been replenished to stand now at an estimated £31bn. We remain, therefore, confident of continued resilience in times of dynamic market conditions and of Serco’s overall outlook and attractive future growth prospects.”

Christopher Hyman CBE
Chief Executive

How we Performed – 2012 Highlights

We are well placed for future growth following excellent achievements in 2012.

Record level of contract wins and excellent operational performance
• £5.8bn of awards (2011: £5.1bn); increase in order book to £19.1bn
• (2011: £17.9bn)
• High revenue visibility (92% for 2013, 79% for 2014 and 70% for 2015)
• Excellent service delivery across existing operations and major new contracts progressing well

Strong financial result for the year
• Total revenue growth of 5.7% to £4.9bn; growth of 6.2% at constant currency
• Organic growth of 3.3%, with excellent performances in AMEAA (up 22%) and Global Services (up 12%)
• Adjusted operating profit growth of 9.9% at constant currency; margin increase from 6.2% to 6.4%
• Adjusted earnings per share growth of 7.5% to 42.55p; growth of 8.7% at constant currency
• Group free cash flow of £181.2m, with an exceptionally strong conversion rate of profits in the second half
• Proposed 2012 total dividend of 10.10p, up 20%; increase reflects new policy to accelerate dividend growth on the path to a higher payout ratio
A Big Thank You

The Global Pulse Awards do not just happen they take the dedication and commitment of a large group of people to deliver from the initial communications, through the divisional judging and onto the global judging and then the event itself.

In addition to all those who took time to nominate their colleagues for an award we would like to express our thanks for their hard work to:

Global Pulse Organisers
Robert Smith; Natalie Prentice; Leigh Jackson

Global Judging Panel
Chris Hyman; Andrew Jenner; Geoff Lloyd; Clive Barton; Robert Smith; Alison Clark
With special thanks to our independent judge
Graham Bann, BitC

Divisional Coordinators:
AMEAA: Cate Muller; Dona Daher, Preeti Kalra
Global Services: Bina Shetty; Christie Cox; Carol Cullotty
Americas: Tim Neun
UK&E: Nicky Waite; Karen Hunt

Serco Events
Lyn Fagilde; Jo Alexander; Helen Miller

Serco Helpers – Global Event:
Helen Miller; Jenny Cathcart-Jones; Nicky Waite;
Amy England; Alison Mellon; Barbara Lilley; Claire Young;
Lucy Bedard; Helen Newell; Karen Hunt; Ashley Alexander
Global Event Production

CS LIVE

Producer and Creative Director  Steve Helliker
Production Director  Marian Paton
Production Management  Martin Clowes and Eddie Campbell
Production Assistant  Lyn Legget
Graphics Design  Melvin Cowie and David Boeck
Showcaller  Angela Campling
Staging  Andrew Gordon
Vision Director  Nick Whitehead
Vision Mixing  Julia Booth
Lighting Design  Seb Williams
Sound Design  Simon Biddulph
Rigging Design  Damien Weymouth
Drapes  Terry Murtha
Stage Design  Ian Fogden
CAD Supervisor  Gareth Lowe
Script Writer  Tony Osborn
Speech Prompting  Becky Webb
Venue Technical Management  Ben Behan

Global Event Entertainment

Private Drama
Entertainment Producer  Adam Blackwood
Associate Producer  Tim Reed
Choreographer  Matt Cole
Stage Management  Sandy Strallen
Stage Managers  Kate Lavender and Katie Beedham
Costumes  Martin Rodges

Menu and Souvenir Book

Ben Giles
Design and production: The Escape

Invitation
Design and production: Cutture

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Congratulations to all our winners!