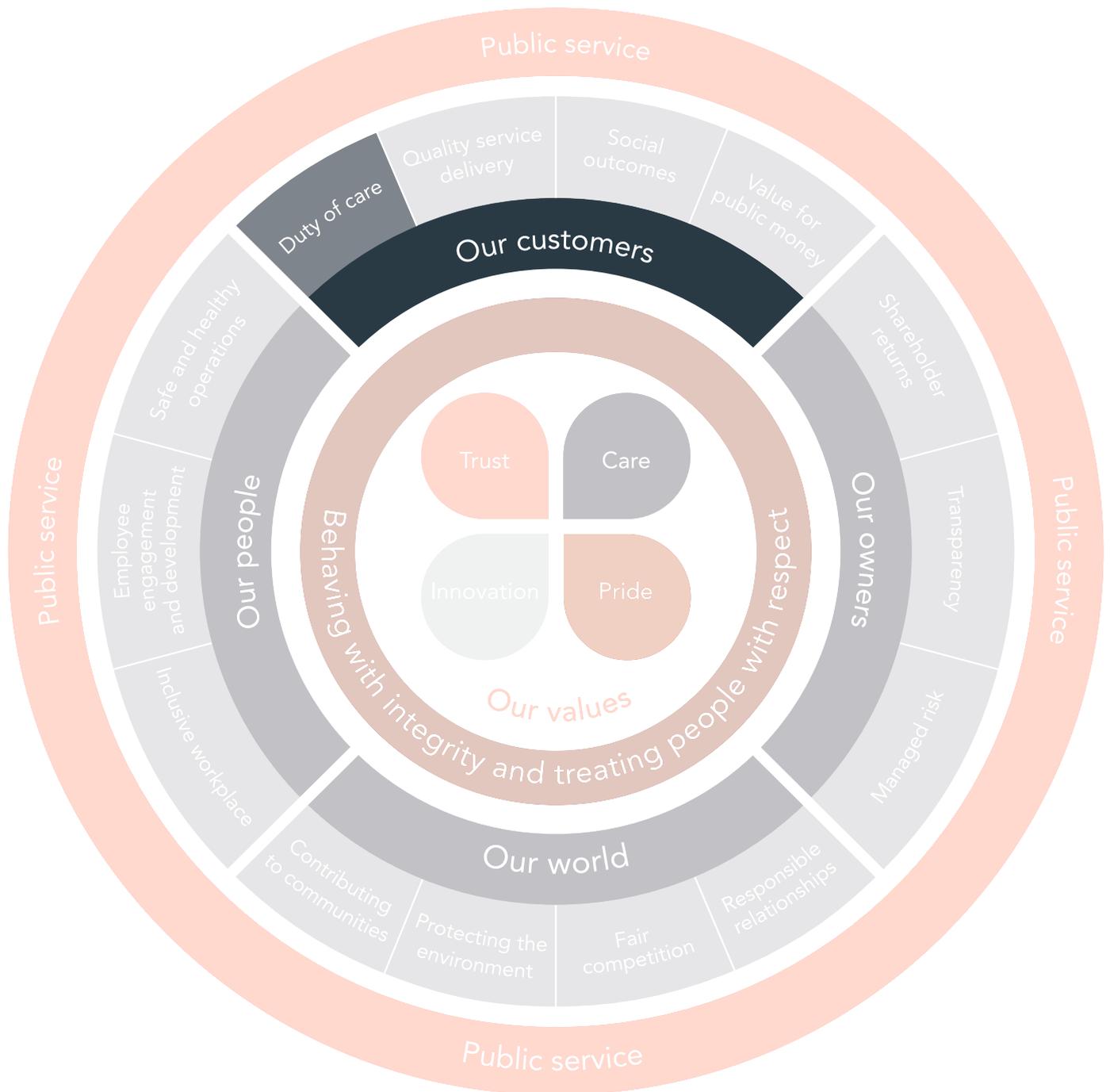


Serco corporate responsibility report 2017



Duty of care



Duty of care

What duty of care means to us

At the heart of the design and delivery of our services, we place the health, safety and wellbeing of our service users and citizens.

Our policy and commitment

Our commitment is defined across our policy framework, principally our Policy Statements on: Business Conduct and Ethics; Business Development; Governance; Health, Safety and Environment; Operations; People; and Quality, as well as supporting standards and related operating procedures.

In summary, we strive to:

- prioritise, protect and promote the health, safety and wellbeing of the recipients of our services, whether they are those for whom we are directly responsible, such as individuals in our prisons or travelling on our transport, or those who are the direct beneficiaries of our services, such as patients in the hospitals that we clean;
- design and deliver services in ways that focus on the needs and experiences of service users and enable and enhance service-related outcomes, including the provision of service environments, equipment and employees that are conducive and contribute to these imperatives;
- ensure that service users are treated at all times with consideration, courtesy, compassion and respect, and that every provision and interaction exemplifies our value of Care, helping us make a positive difference, including the maintenance of feedback channels to enable effective identification of and response to risks and improvement opportunities; and
- identify and assess risks to our service users that arise from our activities and services, investigating incidents and monitoring performance and systems – regularly reviewing, learning and identifying opportunities for continual improvement.

Key components in our governance

Our commitment to duty of care benefits from the governance in place across other areas of our corporate responsibility (CR) framework.

For example:

- ensuring we deliver all contracted duty of care requirements is part of our commitment and approach to **quality service delivery (page 20)**;
- ensuring the health and safety of our service users is part of our commitment and approach to **safe and healthy operations (page 29)**;
- ensuring we treat service users with utmost respect for their human rights and to a high moral standard is part of our commitment and approach to **behaving with integrity and treating people with respect (page 14)**; and
- the materiality of service user health, safety and wellbeing is recognised in our principal risks, 'failure to act with integrity' and 'catastrophic incident'. Mitigating these risks effectively is part of our commitment and approach to duty of care. See: **Managed risk (page 56)**

In addition:

- Divisional Business Lifecycle Review Teams help to ensure our commitment to duty of care is complied with at all stages of our Business Lifecycle, including solution design, implementation and operation.
- Our Corporate Investigations Group Standard Operating Procedure sets out the standards and approach to be taken when investigating serious incidents and allegations, including those involving or reported by service users.
- Our value of Care is integrated into our Code of Conduct, Leadership Model and annual Performance and Development Review process, enabling us to define our expectations of caring behaviour and helping to ensure these are met.

Our progress and performance in 2017

Specific duty of care objectives are defined, managed and delivered at contract level, and monitored by relevant Business Units. More broadly, our commitment to duty of care informs Divisional and sector-specific business strategies, overseen by Divisional Executive Management Teams and/or our Sector Centres of Excellence (CoEs).

It is also a defining factor for activity across our CR framework, for example:

- improving our Speak Up system makes it easier for employees to report potential risks to service users; and
- improving the engagement levels of service-user-facing employees contributes to a better experience for service users.

Our employee engagement survey helps us to measure employee understanding of our value of Care, and the extent to which they believe it is lived in the organisation. In 2017, our employee engagement Care score increased to 64% from 63% in 2016.

Our next steps

We will:

- continue to support our contracts, Divisions and CoEs in delivering all objectives relating to duty of care, directly or indirectly; and
- explore opportunities to measure and report our duty of care performance at a Group level.



Our CR in action

To find out more about how we fulfil our responsibility for the health, safety and wellbeing of service users, go to www.serco.com/duty_of_care