

Operations

We are committed to delivering services that reflect our customers' business needs and meet our goals, objectives and collective responsibility.

Whilst we operate a diverse business some fundamentals stay true across all of our operations. These include the requirement to have a clear strategy, competent leadership, appropriate organisation structures, trained and equipped staff, good systems and processes, maintained contractual documentation, managed and recorded performance data, and effective communication with our customers.

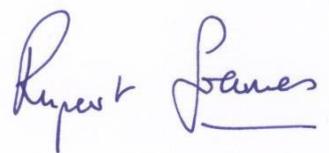
This provides confidence to our customers that we are delivering what we agreed and they know what they can expect, our staff know what is expected of them and what they need to do, we have a positive impact on the communities where we operate and management is assured that we are doing what we say we will do.

We will:

- regularly review our policy, systems and processes and ensure they are fit for purpose
- follow a governance framework that manages risk, uses resources effectively and enables transparent and well-informed decision-making, while maximising value across the business
- put in place, monitor and review a business strategy, objectives and targets that reflect our commitment to build a sustainable business and regularly report progress against them
- clarify our contractual obligations, and agree these with our customers
- ensure an efficient operating structure delivers contracted requirements and that roles are clearly defined
- meet regularly with our customers, create transparency of communications and openly review our performance

- use feedback from our customers to continuously improve and deliver high quality services
- maintain the integrity of performance data and manage performance in accordance with our obligations
- manage, maintain and store documents securely
- ensure that employees are managed, equipped, trained and qualified to carry out their tasks
- take into account social considerations and the wellbeing of the community in our decision-making and work to deliver a positive social and environmental impact
- support employees who wish to volunteer for activities that enhance the social, environmental and economic wellbeing of the communities in which they live and work
- maintain required external certifications
- regularly review the operation of our governance framework and identify timely improvement

We will put this policy into practice by applying effective standards, operating procedures and processes to ensure we select, secure, deliver, retain and grow the business in a managed and responsible way.



Rupert Soames
Group Chief Executive
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