

Fact Sheet on G4S and UNI/GMB International Framework Agreement

Q: OK, I understand that G4S and UNI/GMB reached an international framework agreement that we will be looking at carefully as part of this Lesson. Let's start at the beginning. Who is G4S?

Ans: At its website, G4S describes itself as follows (by the way, while G4S is its official name, that stands for "Group 4 Securicor"):

"G4S is the leading global, integrated security company, specialising in the provision of security services and solutions to customers. Our mission is to create material, sustainable value for our customers and shareholders by being the supply partner of choice in all of our markets." "G4S is quoted on the London Stock Exchange and has a secondary stock exchange listing in Copenhagen. G4S is active in over 110 countries and has 623,000 employees. For more information on G4S, visit www.g4s.com."

As we'll see in one of its press releases, G4S also describes itself as the second largest private employer in the world.

OK, who is UNI?

Ans: At its website, UNI Global Union describes itself as "...a global union representing 20 million workers from over 900 trade unions worldwide. Headquartered in Nyon, Switzerland, UNI represents workers in skills and services – the fastest growing sectors in the world of work."

And who is GMB?

Ans: GMB is a labor organization based in the United Kingdom. It is one of many national unions affiliated with UNI. Here's its self-description:

GMB is a general union - which means that anyone can join..... GMB has almost 619,000 members working in every part of the economy. GMB members work in nearly all industrial sectors, in retail, security, schools, distribution and the utilities, social care, the NHS and ambulance service and local government.

When did G4S, on the one hand, and UNI and GMB on the other hand, reach their international framework agreement?

Ans: In December of 2008.

What did G4S say publicly at the time it reached its international framework agreement?

Ans: Here is the language of G4S's press release on the occasion of its signing its IFA (this runs 1 and ½ pages):

16 December 2008

G4S, the world's largest security solutions group, and UNI, the global union federation, have today announced that they have reached agreement on an Ethical Employment Partnership which will drive improvements in employment standards across the global security industry while helping to ensure that employee and union rights are respected throughout the company.

The agreement takes into account G4S's unique geographic footprint and is expected to play an important role in raising standards across the developing markets in Africa, Asia, the Middle East and South America, which account for over two thirds of the Group's 570,000 employees.

Global multinationals like G4S have a critical role to play in raising standards for workers and their families in these markets, where G4S is often the industry leader. The agreement aims to drive through improvements in industry standards, employment conditions and wages, and have a positive effect not only on the company's employees but on their families and the communities in which they live and work.

It also recognises that a company's social and ethical responsibility should cross borders and will help G4S to ensure that its ethical policies relating to employment are fully implemented. The agreement provides a process and a forum for continuous improvement and resolution of concerns and makes clear that employees have the right to organise unions in a free and fair atmosphere.

G4S is the second largest private employer in the world. The Group's international expansion in recent years and the mix of labour practices prevailing in some developing markets mean that a global approach to labour relations is appropriate to ensure consistency in union and employee relations. Discussions with the GMB and UNI over the last year have resulted in an agreement which protects the needs of G4S' employees, customers and shareholders.

Jenni Myles, Director of Employee Engagement & HR at G4S plc, commented: "As a market leader with a major exposure to developing markets G4S is in a strong position to help improve employment standards across the security industry. G4S has a long history of building positive relationships with

employees and their representatives - our relationship with the GMB in the UK has been in place for more than 40 years. We have been considering whether an agreement with UNI is appropriate for a number of years, and began serious discussions with the assistance of the GMB union back in 2007.

Our ethical standards have always been high, and we have demonstrated that these standards apply, in practice as well as principle, everywhere that we operate. We take our responsibilities as a global leader very seriously and our new partnership with UNI is designed to support the raising of employment standards to even higher levels, and with its help we believe we can improve standards not just in G4S but in the wider business community.”

Jenni continued: “We believe our employees, customers and investors will see the value in this global partnership and that we now have a real opportunity to work together with UNI for the benefit of all of our stakeholders.”

Philip Jennings, General Secretary of UNI, added: “We welcome this agreement as a first for a British employer in the services sector. A global company working with a global union is the way forward for a sustainable business model. Global agreements are an integral part of a genuine corporate social responsibility policy and enable us to grow together. This agreement represents an opportunity for progress for the many thousands of workers who want to improve their lives through building unions and is intended to raise standards across the many markets where G4S operates.”

Paul Kenny, General Secretary of the GMB Union added: “We are pleased that we have been able to assist in facilitating a meaningful dialogue between G4S and UNI which is good for G4S employees all over the world. Our experience of working with G4S has always been constructive and we know that together, we will drive up standards across the industry and deliver benefits to the G4S international workforce.”

<http://www.g4s.com/en/media%20centre/news/2008/12/16/g4s%20and%20uni%20sign%20global%20agreement/>

Q: Can you give a little more detail of what motivated the parties to enter into this international framework agreement?

Ans: Beyond the press release just quoted above, G4S has not (to your professor’s knowledge) published any lengthier explanation of its decision to enter into the IFA. However, we have an account from an official of UNI, the other major party to the IFA. That’s a summary of the events that produced the G4S-UNI IFA, told by a leading UNI official. While this account clearly comes from only “one side” of at least a two-sided story, it appears to be a straightforward report written well after the

parties' widespread dispute had evolved into a partnership. In this account, which runs the next four pages, we also see how a "specific instance" under the OECD Guiding Principles served to create the immediate "forum" and "players" for negotiation of the IFA.

G4S Global Framework Agreement and the OECD process

Background

In December 2008 UNI Global Union and the GMB signed an agreement with G4S, the world's second largest multinational employer, ending a multi-year global campaign to secure the right of workers to freely organize anywhere on the company operates.

The campaign to win an agreement from G4S to allow organizing rights in the U.S. began with its predecessor company, Group 4 Falck, in 2003. This expanded into a campaign for global organizing rights and in late 2006, UNI organized its first meeting of Global Alliance for Justice at G4S. Workers from more than 20 countries participated. Shortly thereafter UNI filed a complaint with the UK government alleging that G4S had violated the OECD Guidelines for Multinational Enterprises based upon allegations of wrongdoing in nine countries.

As time went on, the campaign gained traction, with workers organizing in several countries and activity in every continent. UNI's organizing campaign in India had taken off. The workers in Malawi had brought a UNI supported lawsuit alleging illegal pay cuts. There were conflicts in Indonesia and Panama. And the Mozambican Minister of Labour had asked G4S to leave the country. Investors, clients and the press began to take notice. Despite fierce opposition to UNI early in the year, by late 2007 there were signals that G4S would discuss a very limited global agreement.

In early 2008, further signs of a thaw emerged following the March decision by the UK government to appoint a mediator in the case filed by UNI. The mediation began in June. Shortly thereafter, a socially responsible investor, KLD, announced that it had divested from G4S based on its global track record.

Within four contentious (and tense) months of the initial meeting with the UK mediator, G4S and UNI reached a settlement not only of the issues presented in the OECD case but also on the terms of a global agreement.

The OECD case

Though the case was filed in 2006, it was not until March 2008 that the UK National Contact Point (NCP, the entity responsible for enforcement of the Guidelines) accepted UNI's complaint for "further consideration". Soon thereafter the NCP engaged a professional mediator, John Mulholland, to manage the case. The Terms of Reference for the mediator provided that if the parties were unable to reach a conciliated resolution, the mediator "will make proposals that both parties will be pre-disposed to receive sympathetically." Mr Mulholland therefore had the authority to issue a recommendation if voluntary settlement could not be achieved, with pressure on both sides to respect his recommendation.

The case before the mediator involved four countries and substantial issues of national law. The problems in Nepal and the Democratic Republic of Congo were relatively easy to resolve. But in both Malawi and Mozambique, there were significant questions of overtime payments, chronic complaints of statutory violations, a question of severance pay (Mozambique) and a pending lawsuit (Malawi). Furthermore, both sides had completely different views of the facts, based upon reports from local sources.

Ultimately the two parties agreed that overtime pay in Malawi would increase from 50% to 100% of normal wages, subject to some details to be negotiated with the local union. The company also agreed to work with union representatives to ensure a jointly agreed, fair and transparent policy for employee leave time, holidays, medical visits and retirement and to distribute these policies to employees and managers. In Mozambique, G4S agreed to meet with the Minister of Labour and the two unions which represented the employees in order to emerge with a joint statement to be distributed to all employees clarifying workers' statutory rights.

The main goal for UNI was to help to build a sustainable workers' organisation within the framework that statutory rights and organising rights would be respected. We emerged with a settlement that empowered the local unions to negotiate with national management over key issues and a commitment to increase the salaries of the 10,000 employees in Malawi by an amount that nearly doubled their wages. Most important, local management was sharply reminded that worker abuses by a global company would not be tolerated and the dynamics substantially changed for the local unions, especially in Malawi.

The settlement was initially resisted at the local level. Three months after the signing, there had been no progress. The HR Director of G4S and a representative of UNI then travelled to Mozambique and Malawi to meet with the local management and unions in an attempt to cut through the "he said, she said" quality of the debate and move forward to implement the terms of the settlement. By all accounts, these meetings were turning points.

Global Agreement

Simultaneous with the discussions within the NCP forum, discussions proceeded to resolve the issues on a global front. Initial bargaining proposals had been developed in November, 2007, involving the UNI Steering Committee, the G4S Negotiating Committee and a representative of the GMB.

By 2008, both sides clearly wanted to end the global campaign. The company had determined that there was something to be gained in having a global partner with which to manage its global industrial relations on a centralised basis, in part to maintain its brand integrity and that UNI had the credibility and status to play this role. The relationship and agreement with UNI also presented G4S with an opportunity to assert itself at the local level, something important for a company in a constant state of acquisition.

UNI's goals at the outset were to make it easier for unions to organise within G4S and to raise standards within the industry. These would seem to be modest enough, but in a world where very few employers respect national standards in many countries, and employers routinely resist employees' attempts to organise, they are often quite difficult to achieve. UNI also wanted to establish an on-going mechanism for enforcement and implementation in order to give the agreement sustainability and integrity. G4S wanted a commitment that, in exchange for any commitments to facilitate unionisation, UNI would also put pressure on local competitors to raise standards, and that UNI would seek to resolve disputes through dialogue and peaceful means.

Both parties were satisfied that, in the end, their broad goals had been achieved, if not completely. The final agreement involved serious negotiation and compromise on the part of both parties, with most of the negotiations focusing on a few key and contentious issues. Some of these important issues were deferred to local parties for resolution (within defined parameters), and in the absence of resolution will be referred to the global Review Committee. The most contentious issues are discussed below.

Organising Rights

UNI Property Services had, over recent years, clarified that its goals in a global agreement were to facilitate the organising process through 1) clearing the atmosphere of anti-union bias, 2) allowing the union access to the workers and 3) streamlining the process. All three of these issues were negotiated until the very end of the process.

For UNI's part, a commitment from G4S that it would "not oppose" the organising process was essential for a settlement. Many CSR statements contain a statement to the effect that workers should have the right to organise free from threats or intimidation. But this often means very little when it comes to the resistance workers face when they demand a voice on the job. G4S agreed to a provision which

states clearly that it “will not oppose” the organising process and agreed to communicate this message to employees upon request.

The agreement contains clear language regarding union access to the employees for purposes of organising as well as the all important clause allowing recruitment during the induction process.

The recognition process proved the most difficult to resolve. UNI’s goal was to minimise the barriers or hurdles unions must overcome in order to establish a union. G4S maintained that it wanted to have some realistic evidence that the union enjoyed support of the workers. The outcome was that G4S agreed to recognise “representative and legitimate unions”, pursuant to a “fair and expeditious” process agreed upon locally to check support for the union. If the union has satisfied minimum standards but there is no local agreement about recognition, the dispute gets referred to the global “Review Meeting”.

G4S was concerned that it would be forced to recognise too many unions at once using the new language and insisted that it needed to have the ability to phase-in the recognition language over time. UNI agreed to a phase-in procedure, to be implemented worldwide by December 2011.

Competition and industrial action

The primary concern of G4S is that if it recognises unions it will face demands to raise standards far beyond its competitors. There is some legitimate basis to the argument, and unions have long recognised that successful bargaining in property services always involves moving towards market wide standards, since the barriers to entry in the market are so low and there are so many competitors. But the company was not satisfied with a general statement expressing agreement with the concern. The final agreement includes language to the effect that the local union and management will negotiate an action plan to monitor and raise standards across the markets.

Finally, UNI agreed to seek to settle disputes through peaceful means, to avoid disruption to service and to take steps to “avoid risks of unofficial industrial action” by its affiliates.

Progress

G4S and UNI emerged from the process with a new-found respect for each other and an agreement which goes far beyond a recitation of the ILO core labour standards.

Much progress has been made in India since the agreement has been signed. G4S has agreed to improve national standards and UNI has helped to de-escalate tensions and clarify issues. G4S is the largest security employer in India with over 160,000 employees and the negotiated terms there have represented real improvements in

the lives of many workers, ranging from wages and benefits, to hours of work and paid leave.

Fewer unions have sought to use the organising language than anticipated, but this is likely to change as the phase-in expands this year and the application of access language becomes more important. The Review Committee has also been able to resolve a number of other problems and keep good lines of communication open.

Educating unions on the organising benefits of the global agreement is a constant process. In 2010, UNI and the ETUI [European Trade Union Institute] initiated a joint program focused on Western Europe for this purpose. Also in 2010, an EU sponsored program was funded for Eastern European security unions which Solidarnosc and UNI are leading. UNI has expanded its organising campaigns with affiliated unions in Africa and South America and has proposed organising projects in Asia. Some of the markets in which G4S operates, most notably India, are so enormous that traditional approaches and timelines for organising campaigns are simply inadequate. Nevertheless, the ability to organise freely has fundamentally changed the ability for workers to gain a voice on the job and to improve their wages, hours and conditions of work.

End of UNI Article

From INTERNATIONAL union rights (the in-house organ of UNI) Page 6 Volume 18 Issue 2 2011

Q: What exactly does the G4S/UNI-GMB international framework agreement provide for?

Ans: Here's the full text, running about seven pages:

A Global Agreement UNI and G4S

Ethical Employment Partnership

1. Aim

G4S (plc) (the Company), the GMB and UNI respect fundamental human rights, both in the community and at the workplace, and agree to work together to raise employment standards throughout G4S and the wider market.

G4S recognizes the important role that unions play in representing employees' interests and recognizes UNI as its global partner as well as the unique position of the GMB as the largest union in the home market of G4S.

UNI recognises that by having a commercially successful business G4S can provide long-term employment opportunities and help drive up international employment standards.

The parties have therefore reached a global agreement which will allow G4S to achieve its business and financial objectives while helping to ensure that employee and union rights are respected throughout G4S.

2. Scope

This agreement will apply to companies over which G4S has direct control as owner or in which it has a controlling interest. Where the Company does not have a controlling interest or cannot exercise effective control for reasons of local legislation it will use its influence in order to seek to secure compliance with the standards set out in this agreement. The Company will also endeavor to work with business partners who conduct their business in a way that is compatible with the terms of this agreement.

UNI enters into this agreement on its own behalf and on behalf of all its worldwide affiliates.

3. Core Principles

UNI and GMB will publicly support companies that they consider to be frontrunners in employment standards and will work with G4S to continually raise standards of employment within G4S and the wider market, proactively using their influence to ensure the industry can support improvements in employment terms.

The parties recognize the critical role of G4S and its employees in providing a public service which safeguards local communities and supports the economic interests of the wider societies in which the Company operates. G4S, UNI and the GMB will therefore work together to ensure that their partnership supports this public service by providing a consistent service to G4S customers and minimizing any unexpected disruption to normal operations.

G4S is committed to being a socially responsible corporate citizen and will sustain its efforts to lead and inspire the industry by applying its Business Ethics Policy. The company will respect rights established through the core labour conventions of the ILO¹ and will apply them in accordance with this agreement wherever legally

¹ The ILO Core Conventions are:

- Freedom of Association and Protection of the Right to Organise Conventions, 1948 (Convention No. 87);
- Right to Organise and Collective Bargaining Conventions, 1949 (Convention No. 98);
- Forced Labour Convention, 1930 (Convention No. 29);

possible. This includes the rights of its employees to freedom of association and to be members of trade unions, and the right of unions to be recognized for the purpose of collective bargaining. The company further agrees that it will respect the OECD Guidelines for Multinational Enterprises.

G4S, UNI and the GMB will engage in regular, meaningful dialogue to support the development of a constructive working relationship and the achievement of their shared aim. To this end, formal Review Meetings will take place twice a year at which senior representatives of all the parties will meet to discuss progress of the agreement as outlined in Appendix 1. Extraordinary Review Meetings will be conducted as necessary to fulfill the commitments of this agreement.

4. Labour Relations

G4S will work constructively with recognized unions to develop a positive employee relations climate which supports the long-term needs of its employees and the business, while respecting worker rights arising under local laws, any applicable collective bargaining agreements and this agreement.

Likewise, UNI and its affiliates will engage in constructive social dialogue with G4S on a global and local basis, seeking to settle any disputes by peaceful means to help avoid disruption to customer service or damage to the reputation of G4S. To that end, UNI will take concrete steps to avoid risks of unofficial industrial action by its affiliates and will encourage affiliates to exhaust local dispute resolution procedures before engaging in industrial action.

Specific employee concerns will be handled and concluded in accordance with local grievance procedures. Escalation beyond the local procedure is not appropriate unless the matter relates to a right or standard established in the agreement, in which case the dispute resolution procedure outlined in Section 7 below will apply.

Terms and conditions of employment for each country in which G4S operates will be at least as favourable as the legal minimum standards set out in each country for working hours, pay, health & safety and holidays.

Over time, G4S and UNI wish to drive up terms and conditions for G4S employees to ensure the Company attracts and retains the best people and has a positive impact on the wider communities in which it operates.

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- Abolition of Forced Labour Convention, 1957 (Convention No. 105);
 - Minimum Age Convention, 1973 (Convention No. 138);
 - Worst Forms of Child Labour Convention, 1999 (Convention No. 182)
 - Equal Remuneration Convention, 1951 (Convention No. 100);
 - Discrimination (Employment and Occupation) Convention, 1958 (Convention No. 111).

Terms and condition of employment will be determined locally, in accordance with national legal, social and economic conditions. The G4S strategy is that every G4S business must be sustainable in its own right over the long term. UNI's position is that negotiated terms and conditions should provide at least a living wage while securing a work life balance for employees.

The parties recognize that G4S operates in a highly competitive environment in which many local competitors do not respect laws on working hours and pay. If any improvements to terms and conditions of employment appear likely to result in a loss of market share or margin to G4S, the local union and management team will develop a joint strategy and action plan to monitor and raise standards among all of the companies in the market and create an environment in which G4S will be able to raise standards without compromising its competitive position.

If a joint strategy cannot be agreed locally, the matter will be referred to an extraordinary Review Meeting for discussion and resolution. If the parties still cannot reach agreement, the union rights under this agreement which go beyond legal requirements may be suspended at the local level until such time as the issue is resolved.

Where implementation of agreed strategies may require investment from G4S or UNI, this matter will be discussed locally and if necessary referred to the Review Meeting.

UNI supports sustainable employment prospects through the continuing success of G4S. When the company takes on new employees through an acquisition and agrees that pay and all other conditions of employment for employees will remain the same or be improved, UNI will promote G4S as an employer which offers job security and stability and take reasonable steps to prevent disruption to the business during the period of the acquisition and integration.

6. [sic] Union Rights

G4S supports the rights of employees to join and be represented by a union of their choosing, and has agreed to work with UNI to support these rights as set out below.

a) Freedom of association

UNI and G4S share the view that employees should be able to make the choice about whether or not to join, free from threat or intimidation by either company or union. G4S managers will not oppose this process and upon request G4S will communicate to employees that they are entitled to a free choice over whether or not to join a union.

The parties commit to work with their national affiliates and managers in order to enable freedom of association to be exercised in a non-confrontational environment,

avoiding misunderstanding and minimising conflict. UNI and G4S are committed to working together in an ethical partnership and therefore any concerns with the reputation or ethical conduct of specific local parties may be raised for discussion at the Review Meeting to help pre-empt any local disputes.

UNI also accepts that employees' right to exercise freedom of association may result in G4S having ongoing relationships with unions which are not affiliated to UNI and will use its best efforts to resolve situations of competing unions to minimise intra-union conflict and competing demands on the time of G4S managers.

b) Union access

Subject to the terms of paragraph 8 (implementation), to enable employees to meaningfully exercise freedom of association, G4S will agree to specific access arrangements for local unions to explain the benefits of joining and supporting the union.

Upon request for access by a UNI affiliate, local G4S managers will agree to access arrangements appropriate to their specific operating environment, and such arrangements will accordingly vary in line with local legal and practical considerations.

In all cases the access arrangements should be designed to provide both reasonable time and opportunity for union representatives to freely explain the benefits of joining the union.

Both parties agree that meetings with workers will be held at a mutually agreed time and place and conducted in non-disruptive manner. Meetings shall be arranged either before and after working hours, or during breaks, and not during working hours. UNI agrees that access to the premises of a G4S customer for such a meeting is conditional upon the prior consent being obtained from the customer concerned, and agrees that the local union shall ask G4S to seek consent in such circumstances. If the customer does not give consent the parties will make alternative arrangements. G4S and the local union will agree on a mechanism for informing employees of agreed access meetings.

Meetings will normally take place without managers being present. G4S will agree to a mechanism for informing new employees about the possibility of union membership such as distributing union recruitment material at induction meetings or training events.

If agreement on access arrangements cannot be reached, the matter will be referred to the Review Meeting for consideration and agreement. This agreement is not intended to disrupt established mutually satisfactory access arrangements.

c) Union recognition

To ensure the views and interests of all workers are safeguarded, the means of establishing union recognition will be determined locally based on the principle that the company will recognize representative and legitimate unions. As part of this process the parties should agree to a fair and expeditious system for checking support for the union. If local agreement cannot be reached and it has been demonstrated that the union satisfies the minimum legal requirements under applicable law for recognition (which may go beyond the basic criteria to register a union), the dispute shall be referred to the Review Meeting for resolution.

Upon formal recognition of a union the local parties will agree on the detailed terms of collective bargaining and principles for on-going co-operation.

In general, UNI unions will not request recognition under this process where there is pre-existing recognition of a legitimate and representative non-UNI union. Exceptions, including where multiple unions is the normal practice, can be discussed at the Review Meeting.

7. Dispute Resolution

In the event of a dispute arising between a UNI affiliate and G4S management regarding the interpretation or application of this agreement, the following procedures will apply:

a) Complaints by UNI affiliates

- i. The complaint should first be raised with the local management
- ii. If the complaint is not resolved with local management, it may be referred to the Country Manager by the appropriate trade union where recognized or UNI if recognition has yet to be established
- iii. If still unresolved, the complaint will be referred to the agreed representatives of UNI who may raise the matter with the Company's Director of Employee Relations
- iv. Where infringements are confirmed, the Director of Employee Relations will raise these with the responsible member of management who will ensure corrective steps are taken
- v. Disputes that cannot be resolved in this way or which relate directly to the terms of this agreement should be referred to the Review Meeting for discussion and resolution

b) Complaint by G4S companies or managers

- i. The complaint should be first be raised with the local union
- ii. If the complaint is not resolved with the local union, it may be referred to the national union office by the company or manager(s) concerned

- iii. If still unresolved, the complaint will be referred to the Company's Director of Employee Relations who may raise the matter with the agreed representatives of UNI
- iv. Where infringements are confirmed, UNI will raise these with the responsible UNI affiliate who will ensure corrective steps are taken
- v. Disputes that cannot be resolved in this way or which relate directory to the terms of this agreement should be referred to the Review Meeting for discussion and resolution.

In the event that the parties are unable to resolve a dispute concerning the application of this agreement after discussion at the Review Meeting, by mutual agreement the matter may be referred to a neutral arbiter to find a mediated solution.

8. Implementation

G4S accepts responsibility for implementation of the agreement across the business and will ensure its managers support the rights set out in this agreement and communicate them to employees. Any serious cases where managers have contravened the terms of the agreement may be dealt with under the appropriate G4S disciplinary policies.

UNI likewise will take proactive steps to ensure that affiliated unions are supportive of local G4S operations and work at all times within the letter and spirit of this agreement and any local agreement. Any serious cases where affiliated unions have contravened the terms of the agreement – confirmed through the dispute resolution procedure – may result in the union being denied the benefits of this agreement until the matter is resolved.

Those terms of the agreement which go beyond local legislative requirements or existing agreements will be rolled out on a phased basis so that the parties can work together to ensure the success of the agreement. The exact phasing of the roll-out will be agreed at the Review Meetings, taking consideration of union and company preferences and priorities. UNI and G4S will ensure that local unions and businesses respect the timings agreed in this implementation plan.

UNI, the GMB and G4S jointly commit to publicise the agreement through the union membership and corporate structure respectively and stress that this agreement is to be supported in principle and in practice at all levels in both organizations. The parties recognize that the agreement is a very significant step forward in their relationship, and will seek to remove any residual negative effects from their historic differences by agreeing on and implementing a communications plan.

9. Status

This agreement shall become effective as from the date on which all the parties sign it, and shall remain effective for as long as UNI, the GMB and G4S deem it appropriate, subject to three months' written notice of termination or renegotiation.

G4S and UNI recognize that this agreement must be applied within the framework of laws and regulations that apply in each country and accept that not part of the agreement is legally enforceable, either by the parties or by any third party, or in any way changes or amends any individual G4S employee's terms and conditions.

Nothing in this agreement shall in any way undermine existing labour relations practices or agreements relating to union rights or facilities already freely established by any trade union operating within the G4S group.

For and on behalf of G4S plc Jenni Myles

For and on behalf of UNI Philip Jennings

For an on behalf of the GMB Paul Kenny

December 11 2008

End of this Assigned Reading