

Governance and management

Board of Directors' report on corporate governance and internal control



Risk management activities

Group Management sets the risk management policies for the entire Group. Accountability for managing risks is clearly assigned to all Group, divisional and local management.

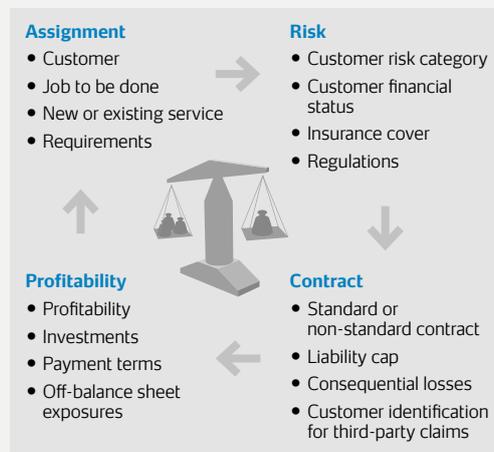
Group Management has overall responsibility for the management of risks, and for the implementation and maintenance of control systems in accordance with the Board's policies. Specifically, divisional management and established functional committees are responsible for ensuring that a process for creating risk awareness exists throughout the division. The divisional presidents are responsible for all aspects of the operations in their divisions, including operational risk management and risk minimization. Operating unit managers and country risk managers are responsible for ensuring that risk management is part of the local corporate culture at all levels within a country.

Accountability for managing risks is clearly assigned to Group, divisional and local management.

To be successful, all of Securitas' branch managers must understand the risks associated with providing services and be able to assess and control these risks. Securitas actively pursues different risk management activities to increase awareness and knowledge. One important tool is the business risk evaluation model "The Scale". For further information on this, refer to www.securitas.com/About-Securitas/Our-Management-Model/risk-management.

RISK RESPONSIBILITIES

Principal activities	Branch/ area	Country/ division	Group
Risk assessment	■	■	■
Contract management	■	■	■
Loss prevention	■	■	
Claims settlement		■	■
Insurance purchasing			■



> Examples of activities during 2013

Securitas' Values and Ethics Code was introduced in 2012 (replacing the old Code of Conduct) and several risk management initiatives and activities pertaining to the Code were carried out in 2013.

- Training continued for all employees in the form of two detailed e-learning courses, translated into local languages: one course for managers and office personnel, and another for security officers.
- Securitas Integrity Line
 - Continuation of implementation efforts to reach full implementation
 - Reporting of cases