



## SECURING THE BIG EVENT **G4S TAKES CENTRE STAGE**

On any day, throughout the year, teams of personnel employed by the world's largest security solutions group, G4S, will be totally focused on ensuring the safety of major events and of the spectators who have paid to enjoy them.

The growth of G4S Events' operations in many countries reflects two interesting developments. First is the public's insatiable appetite for entertainment on a large scale. Second is G4S's increasing reputation as the undisputed expert in security and crowd management at everything from pop concerts to international sporting events.

As well as this expertise, it has a sufficiently large reservoir of qualified security officers and stewards to be able to assemble

large teams for short periods of time, capable of satisfying the many demands of event organisers.

It's a reputation built on decades of experience, resulting in a deep understanding of the unique issues and challenges that such events pose. And it is being enhanced by the developing insight into crowd behaviour that has emerged in recent years.

That's why the G4S brand is so much in evidence at football matches, sporting events, music festivals and even royal occasions.

G4S's experienced management teams responsible for similar festivals in the United Kingdom and elsewhere in the world work closely with the event organisers, police and local authorities throughout the year to make sure that every eventuality has been discussed and prepared for.

### Securing Your World

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& Utilities

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Institutions

Major Corporates  
& Industrials

Retail

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**For each event, G4S develops a bespoke strategy based on the expected audience profile and the scope and scale of the event, to ensure the security and stewarding is appropriate. Factors such as the availability of alcohol and the types of acts being featured on stage can impact on the staffing numbers and the strategy adopted.**

Reinforcing that tried-and-tested approach to event security, G4S Secure Solutions (UK) has now enlisted Professor G. Keith Still, one of the world's top experts on crowd management as a senior consultant. The company has also added Crowd Management Consulting and Training to its services portfolio.

By using a range of highly sophisticated mathematical and behavioural models, to which G4S has exclusive rights, it is already helping stadium owners, event organisers and police forces (among others) to develop safe and secure plans for crowd management during mass gatherings such as festivals, sports matches and live music events.

This Case Study examines not only the science of Crowd Dynamics but also takes a look at just some of the high profile events around the globe which benefit from G4S's protection and security management, allowing those who attend to enjoy them to the full.

"To fully understand and care for the well-being of crowds, it's not enough to study the history books or second guess human nature," says Prof Still, whose distinguished career has covered the world's largest and most complex mass gatherings – from the Hajj in Mecca to the Olympics.

"You have to be able to model, simulate and predict crowd movement, with all the pressures, risks, delays, actions and reactions that large groups of people can generate."

Prof Still is a founder member of Crowd Dynamics, a company that has spent the last 15 years modelling crowds and crowd flow based on scientific principles he has developed. The culmination of that modelling is one of the most sophisticated crowd simulation tools in the business. He is also the G4S Professor of Crowd Management at the UK's International Centre for Crowd Management & Security Studies at Buckingham New University.

And in November 2010 he joined G4S Secure Solutions (UK) as its senior consultant in crowd management.

As well as providing high-end, bespoke modelling and consulting services, G4S will also be working with Prof Still to expand his delivery of accredited crowd management training to police forces and other organisations for whom an understanding of crowd dynamics is an essential and, in some cases, a legal requirement.

## FOOTBALL

Mark Hamilton, managing director of the G4S Events business in the UK and also head of the International Centre for Crowd Management & Security Studies, has been involved in event security for over 35 years, and he still recalls vividly the tremendous impact of two terrible stadium-related football disasters in the 1980s.

The first was at the Heysel Stadium in Brussels, Belgium, when 600 football fans were injured and 39 people died. Four years later, one of the worst stadium disasters occurred at Hillsborough, in Sheffield, UK, when poor crowd control led to a horrifying crush, resulting in 96 deaths and 766 other fans being injured.

Those and previous tragedies led to many changes in stadium design, such as introducing seating throughout, as well as improved crowd control procedures. They also demonstrated the value of augmenting the police presence at football matches with security personnel employed to carry out specific functions.

"Many people think it was the Hillsborough disaster that led to the introduction of a private security and crowd management presence at football matches in the UK," says Hamilton. "However, Rangers Football Club, in the Ibrox district of Glasgow, Scotland, had already been employing stewards at matches for two years by that time. So, on the 16 April, 1989, the day after the Hillsborough disaster, we were faced with managing the next biggest football match in the country.

"Fortunately, we already had a couple of years' experience in managing football matches with Rangers and had developed a level of co-operation with Strathclyde Police that created, in football terms, a unique working partnership."

Today, G4S continues to provide match day event stewarding and full-time manned security to both Ibrox Stadium and its training ground, Murray Park. On a match day, G4S deploys between 350 and 400 stewards, depending on the popularity of the match and the profile of the visitors.

The G4S team is responsible for the full spectrum of stewarding and security tasks, and each stand is provided with a dedicated response team to deal with any major incidents.

The safety and comfort of the 50,000 people who attend matches at Ibrox Stadium are G4S's primary objectives and the challenges vary, depending on the profile of the visitors attending the match. A Rangers v Celtic match – a local derby – creates a totally different atmosphere requiring a larger number. Great care is taken to ensure supporters of both sides are correctly seated.

G4S has very strong associations with football in **SCOTLAND**. Early in 2010 it signed a four-year deal with the Scottish Football Association as the new official sponsor of the Scotland Supporters Club.

It has also enjoyed a 10-year association with Aberdeen Football Club which was extended with a five-year renewal of its stewarding contract at Pittodrie Stadium in 2010. G4S has also been providing security solutions and stewarding at Hampden Park, the Scottish national stadium and home to Queen's Park Football Club, for over 20 years.

It is not only football that draws huge crowds to such stadiums. They are also perfect venues for huge pop concerts, such as Sir Paul McCartney's "Up and Coming Tour" which was staged at Hampden Park on 20 June, 2010, but they call for a very different approach to security and stewarding.

At football matches, the focus of G4S's attention is on the turnstiles and assisting people to their seats, as well as ensuring no alcohol is brought into the ground and that spectators are kept off the pitch. For live music concerts, on the other hand, the audience is allowed on the pitch, either standing or seated, and alcohol is readily available through licensed bars.

The G4S team's risk assessment of such events ensures that everything runs smoothly. In the case of the former Beatle's appearance at Hampden Park, G4S worked closely with the star's specialist security team which accompanied him throughout his world tour. That working relationship was enhanced by the fact that McCartney's team was under the leadership of G4S Events' Adrian McGill.

In **ENGLAND**, G4S's 10-year association with Galpharm Stadium in Huddersfield has led to it providing stewards at virtually every football match staged at the venue, as well as pop concerts, Rugby League test matches and Challenge Cup semi-finals. Up to 150 stewards and security officers can be required for the top matches. It also has a contract with Premier League club Sunderland to secure the physical integrity of its buildings in the north-east of England as well as administering the CCTV facility at its Stadium of Light and Academy of Light training complex.

G4S was the "Official Private Safety and Security Services Supplier" to England's bid to host the 2018 FIFA World Cup. In that capacity, it provided advice and consultancy to England's Football Association and assisted in the planning of the FIFA inspection visit to nominated sites in August 2010.

Three months earlier, G4S's UK-based Secure Solutions, Cash Solutions and International Logistics businesses worked closely together to ensure England's World Cup Bid Book – consisting of documents secured in 42 specially-designed flight cases – were transported safely, securely and on time to FIFA's Swiss headquarters.

England's coach Fabio Capello saw them off from Wembley Stadium in north London and legendary England player David Beckham took delivery in Zurich and handed the first of the bid books to FIFA president Sepp Blatter. In the end, FIFA chose Russia.

In **NORWAY**, where G4S provides a state of the art security solution at the new Telenor Arena, built on the site of the old Oslo airport, over 15,000 soccer fans regularly watch Premier League team Stabaek IF play at home. In addition to the integrated security solution, G4S Norway has also expanded its event security capabilities to provide a range of stewarding services for concerts, exhibitions, fairs and other sporting activities at the venue.

## SKIING

Four months before the start of the World Ski Championship 2011 at Holmenkollen, Oslo, Norway, G4S was already deeply involved in risk assessment and planning for the event. Working with the WSC staff, it participated in everything from security preparations and consultancy to the actual operations covering 21 events over 12 days, starting on 23 February. The organisers expect around 650 competitors and over 300,000 spectators, as well as several hundred million television viewers worldwide.

G4S is providing access control at the ski jump, cross country arena and ski-jump stadium, and security at the medals ceremony. G4S Norway's event manager acted as consultant for the planning phase and was included as part of the security force for WSC 2011.

## SAILING

Every five years, for the past four decades, a spectacular parade of tall ships and other vessels takes place in Amsterdam, **HOLLAND**, attracting spectators and sailing enthusiasts from all over the world. And G4S Netherlands has now provided event security for five of the eight epic events.

SAIL 2010 required G4S to provide 600 security officers to ensure the round-the-clock safety and security of the 1.5 million visitors who descended on the Dutch capital to enjoy the fun and inspect the ships at close quarters.

The magnificent maritime event took place in August, less than a month after the Love Parade tragedy in Germany, resulting in the organisers asking G4S to increase the number of security personnel at the event from the original 550 requested.

G4S has been a silver sponsor of Skandia Team GBR, the British Sailing Team, and its official security provider since 2006. It is also sponsoring two 49er class boats, one of which won bronze in the 2010 Sail for Gold Regatta on the Olympic waters in Weymouth.

## HANDBALL

The Handball European Championship 2010 was **AUSTRIA's** sports event of the year. The tournament was played out at three stadiums, in Linz, Innsbruck and Wiener Neustadt, each requiring the presence of 40 G4S security officers.

## ATHLETICS

During the 2010 Commonwealth Games in Delhi, **INDIA**, the English team of 580 athletes, coaches, medical and headquarters staff, and VIPs had the benefit of G4S India's dedicated support. It provided a range of logistical and security solutions for Commonwealth Games England, including providing security on the shuttle between the Athletes' Village, Games' venues and the Team Lodge.

G4S India operated a 24-hour crisis centre, ready to deal with any emergencies that might arise and complementing the arrangements made by the Games' organisers. The provision of a



fully staffed Athletes' lodge during the Games and transportation for VIPs were among the many services provided.

Among the major races who enlist the professional input of G4S are the organisers of the Vienna City Marathon, **AUSTRIA**, which has been staged for more than 25 years. It now attracts 30,000 runners and 400,000 spectators, so 140 security officers from G4S Austria were assigned to the finish area on the Heldenplatz and the VIP area, for the 2010 event in April.

## GOLF

G4S Events won the prestigious contract to provide a range of security services for the 38th Ryder Cup, which took place at Celtic Manor Resort, Newport, **WALES**, in early October, 2010. The US versus Europe golf tournament required the provision of stewarding and security services involving 650 G4S employees, of whom two-thirds were drawn from the local area.

G4S Events has established a regional headquarters in Cardiff to respond to the burgeoning of major music and sports events hosted in the region.

It should come as no surprise that G4S Events proved to have the appropriate experience to win the Ryder Cup contract. It has, after all, been providing secure solutions to the Royal & Ancient, organisers of The Open Championship, one of golf's four major competitions, for almost 40 years.

The Open is held at one of nine British golf courses, on a rotating basis, at it was at Muirfield that the partnership between G4S and the R&A began in 1972. In 2010, the world's top golfers headed for the Old Course at St Andrews, Fife, **SCOTLAND**, where the G4S Events team was well prepared to ensure the safety and security of everyone involved, including champion Louis Oosthuizen.

## MOTOR RACING

Since April 2010, a G4S Events' team has been providing a range of security solutions at Silverstone, the famous racing circuit in Northamptonshire, **ENGLAND**, which is affectionately known as "the Home of British Motor Racing".

Under a two-year contract, which requires G4S to deploy up to 1,300 employees at major events, such as the Formula One World Championship which attracts around 300,000 spectators. The world-famous circuit also hosts a variety of speed events, including the British Superbike Championship and the AirAsia British Grand Prix (MotoGP).

G4S provides perimeter security and internal asset protection, access control, event security, grandstand stewarding, ticket and programme cash sales, paddock and hospitality on event days, car parking and traffic control.

G4S has also been involved in providing security at the **MACAU** and **SINGAPORE** Grand Prix, and when first Formula One Abu Dhabi Grand Prix took place in the **UNITED ARAB EMIRATES** in November 2009, G4S in the UK sent a team over to assist their G4S UAE colleagues in mounting a security operation customised to the event. North Africa also saw the return of international racing in 2009, more than 50 years after the last Formula One Grand Prix was held in Casablanca. A team of 90 G4S **MOROCCO** officers took care of security at the FIA World Touring Car Championship which was run on the streets of Marrakech's hotel district.

The most famous motor cycle racing undoubtedly takes place on the **ISLE OF MAN**, the self-governing British Crown Dependency in the Irish Sea. For more than 100 years it has attracted riders and spectators to the annual TT (Tourist Trophy) Races, which take place on a 37-mile mountain course. G4S has an important

role to play in both the TT and the Manx Grand Prix for amateur riders, having a contract for all the non-race TT and Manx Grand Prix activities on behalf of the government. That involves security, allocation of paddock and camping space for the race teams, cleaning and the issue of security passes to every competitor. G4S management also hold safety-security briefings and meet-and-greet for the big teams, as well as taking care of hospitality events.

## HORSE RACING

The Epsom Derby is undoubtedly the biggest and most prestigious flat race run all season in the **UNITED KINGDOM**, taking place a day after the Oaks at the same course on the North Downs of Surrey. G4S has had the security contract at Epsom Downs Racecourse (EDR) for over two decades, so it knows the unique challenges that this venue presents.

During the Derby Festival, around 130,000 people descend on the racecourse, many to take advantage of The Hill, an area in the centre of the track which provides unrestricted access to the public. It's usually a fun occasion for everyone, but the security team has to be prepared if trouble occurs.

Due to a change in the policing strategy, with the racecourse working in partnership with the police and employing G4S to "police" the event, the safety of everybody attending the Derby Festival is now the responsibility of the racecourse and the joint agency team that manages the event.

With the pressure to reduce police presence on the site, G4S has worked with EDR and the authorities to create a security and stewarding plan that covers the diverse challenges and objectives of the event.

In 2008, having provided stewarding on The Hill for many years, G4S was charged with the responsibility of keeping the area safe. It was asked to increase the level of security and crowd management, including the provision of a high profile response team, trained to detain individuals, if deemed necessary.

## CRICKET

Lancashire County Cricket Club (LCCC) has been employing the services of G4S Events for over five years at Old Trafford, one of **ENGLAND's** and Wales's leading cricket grounds. G4S now provides all the stewarding and security services at the ground, including year-round security, car parking and the provision of up to 370 match day staff when required. The team also looks after the personal security of professional cricketers playing at the grounds.

Their presence is required not only at Test Matches and One-Day Internationals but also at hospitality and entertainment events, including live music concerts. The contract also extends to the provision of security officers and stewards when matches are played at LCCC's other grounds, including Liverpool and Blackpool.

## RUGBY

Exactly the same security and stewarding measures are required to be put in place at rugby venues as they are at football

### COMMUNITY PROJECTS



stadiums. Only the on-field game is different. G4S teams have overseen rugby matches at Thomond Park, the re-developed home of Munster Rugby in Limerick, **IRELAND**, since 2008. In **ENGLAND**, as well as the Rugby League test matches played at Galpharm Stadium, Huddersfield, G4S provides a range of integrated secure solutions at the Headingley Carnegie Stadium, Leeds, on match days for two local teams, the Rhinos and Carnegie.

And at Murrayfield, **SCOTLAND's** national rugby stadium, G4S provides security and stewarding services including the provision of services to Edinburgh and Glasgow Rugby fixtures.

For its part, G4S has shown its commitment to the sport by becoming the main sponsor of Scottish Rugby's community programme, Street Rugby. Its aims include a reduction in anti-social behaviour and crime in targeted areas by providing, initially, 4,500 disadvantaged and disengaged teens and young adults with free rugby coaching and playing activities. That number is expected to reach 12,000 in 2011.

## TENNIS

G4S has been providing security solutions all year round at Wimbledon for over 20 years but it is The Championships that make special demands on the team. More than 450,000 tennis fans arrive at the venue during a two-week period to see the world's top players compete for the famous All England Club's trophies.



Additional personnel are brought in during June, swelling the number of G4S security officers involved to 750, to help control and assist spectators as they move from court to court, following different matches and trying to secure the best vantage points. Health and safety are prime concerns in such an environment.

One of the many duties of the G4S team is to protect the Royal Box after sniffer dogs have checked it. It is used by members of the royal family and other dignitaries, but this year it had a very special visit – The Queen. She was paying her first visit to the Wimbledon Championship for 33 years.

It's an impressive list of sports-related contacts, and it only begins to scratch the surface of other major events in which G4S is involved. Music festivals, for example, are a universal phenomenon and among those at which G4S has a strong presence in the UK are V Festival, which is held at two English parks simultaneously, and T in the Park, Scotland. G4S was even an unsung contributor to the success of the Eurovision Song Contest in February 2010. NRK, the Norwegian public broadcaster, awarded a contract the G4S Norway to work alongside the police, fire authorities and others in providing additional security at Telenor Arena, where it already provides round-the-clock protection.

G4S expertise is also called upon for political events, such as the Labour and Conservative Party Conferences in the UK, as well as G20 summits. High profile visits, such as the Pope's UK visit in 2010, are a story in themselves, requiring 1,200 frontline G4S Events employees at different venues across England and Scotland.

## CELEBRATIONS

There are, it seems, no events where G4S's involvement would not be welcomed. It certainly was in **SWEDEN** in June 2010 when HRH Crown Princess Victoria married Daniel Westling. It was a fairytale romance that was celebrated with a two-week festival, Love Stockholm 2010, for which G4S Sweden was chosen as the official security partner.

G4S provided checks and executive protection at various venues in the city and also posted close protection officers on duty on the Danish and Norwegian royal families' ships, HMS Dannebroggen and HMS Norge, as soon as they arrived in Stockholm.

And when the world's youngest monarch, Jigme Khesar Narngyel Wangchuck, was crowned the fifth King of **BHUTAN** in 2008, it was G4S which carried out an intensive risk analysis, in consultation with the Ministry of Home Affairs and local police, in the Himalayan country. G4S Bhutan then deployed a team of 50 officers who worked closely with local police and authorities to ensure all the dignitaries, visitors, guests and citizens could enjoy their date with history in a safe and secure environment.

So G4S clearly has much to celebrate. But for its dedicated teams, like those in Scotland who watch over the annual Hogmanay New Year festivities, the celebrations have to wait until everyone else has departed safely.

## EVENTS SECURITY

When it comes to organising major events, a safe, secure environment is a prerequisite for success. In a world increasingly full of risk, we focus even more on our security challenges and, when we do, most of us focus on the downside. At G4S, we believe that in every security challenge there is an opportunity to unlock hidden benefits that help special events to thrive and prosper.

The key to releasing benefits for our clients is to look always at the bigger picture and consider integrated solutions that transform performance. Event organisers recognise the value of using our world-class project management skills together with our expertise in logistics, technology and managing the world's biggest force of security personnel. By doing this, we offer venues and events a secure solution that delivers much more than the sum of its parts.

Whether in sport or in business, seeing the challenge of securing customers more holistically not only protects critical assets but can generate and protect revenues, reduce costs and deliver a better experience for all the customers we serve.

The most secure and beneficial solutions come from understanding the challenges of entertaining the public in a safe and secure environment and the interdependence of parts. Let us help you to see the opportunities that exist in the challenge of securing your world.

**Transforming security challenges  
into opportunities.**

