

42. Q. As we are on this thread of how management felt, let's deal with the issue of the question of autonomy and the need to perform and how that felt. No table-thumping, no bullying, but just describe for me how you felt you had to perform, what you needed to deliver. What were G4S looking for? We have heard about the trading review process –
43. A. Yes, 100 slides.
44. Q. Yes, exactly, where we understand there were 100 slides.
45. A. Yes.
46. Q. Just tell us about how that felt, how productive it really was with 100 slides, and how anybody gave any sense of prioritisation, what that prioritisation was?
47. Mr Marsden: What really matters.
48. Ms Lampard: Yes, what really matters. It is a long question, but it is all the same thing. You have this absolute raging bull of a process. What do you feel you really had to show out of it?
49. A. This is interesting because it cuts into some of my values, to be honest, and some of my thoughts in the last couple of years in working for G4S about how much I was enjoying it, about whether there was any conflict for me around what the priorities were, and I have not really vocalised those openly before, but, certainly, they were feelings that I had.
50. The focus was very much on contractual delivery. Have you spoken to people about the corporate renewal process after electronic monitoring and the Creating Conscious Leaders programme?
51. Q. No.
52. A. I might need you to remind me, but I will come back to what you just asked me. After the electronic monitoring issue –
53. Q. This is the tagging?
54. A. The tagging, yes. G4S appeared to be on the naughty step, so needed to get off it. They obviously took a number of measures to do that, one of which was investing in a programme for senior managers called Creating Conscious Leaders for the next terminal company that would come in. I think it was invested in in mixed ways within the structure of the organisation, we at Gatwick, and certainly Jerry was an advocate. There was some cynicism around the quality of it because it was a bit coaching, reflecting, and I am a natural reflector, partly because of my make-up, but partly because of my social work training is that you reflect, don't you, on the practice and think about how you can improve. Part of that is through 360-degree feedback. It plotted it on a model, and it was designed to help you understand what kind of leader you were and how you could be conscious about your leadership. That served me to reflect on what kind of leader I had become and it was quite hard-hitting in some ways, because I found that the feedback I received in my reflections of what we talked about, I had become a very target-focused, contractually-compliant-focused manager and leader, and, actually, that is not the person I am. I am very people-focused, and I found that refreshing and I reflected on that and incorporated some of that change into our discussions and conversations, and how I would behave in my work.

55. However, that wasn't universally the thread through the organisation. I am not talking in Custody and Detention Services because I think Jerry was very invested in it too, and he did use some of the theories and the facilitators to post team away days for directors, which was really good. However, more senior to that there didn't seem to be much investment, more senior to Jerry there didn't seem to be much investment in the Creating Conscious Leaders' principles, and I struggled with that, because I think the focus seemed to be on targets and profit. People will talk about people and we need the best people, the values, and how we manage that, and how we look after people, but, in reality, all of our targets were financed-focused.
56. **Mr Marsden:** What is Peter's focus?
57. **A.** I don't know. I don't know Peter hugely well. I know him to talk to and we have had several conversations. I have met him a few times, and we have been in different meetings together around bidding and new contracts, or retaining the contracts, and that kind of stuff. However, I don't know Peter. Peter is a survivor, though. Historically, through G4S there have been a number of changes in that Senior Executive Team, and Peter is the lone survivor of others that have come and gone.
58. **Ms Lampard:** Therefore, your evidence is quite clearly that the focus seemed to be on targets and profit. People talked about people, but in reality the focus was on profit?
59. **A.** Yes. I wouldn't say that necessarily of Jerry, but it felt like that above, and, certainly, there was pressure around delivery, absolutely.
60. **Q.** However, when we talked, in a sense, going back to the question about those meetings, at those meetings who else would be there at your trading reviews?
61. **A.** It would be Jerry's team, really. It would be the Commercial Director, Martyn Kenyon
62. **Q.** This is all Jerry's team in Custodial and Detention Services?
63. **A.** Yes. I think Martyn had a role for the region.
64. **Q.** Martyn?
65. **A.** Kenyon. Martyn is a really good guy. Jerry's business was such a proportion of the Care and Justice, and he knew the business inside-out –
66. **Q.** However, in a sense, so it wasn't the team above Jerry who were there, it was Jerry's team?
67. **A.** Yes.
68. **Q.** However, you felt through them, did you, this sort of pressure for delivery?
69. **A.** No, not just that. There was pressure for delivery from Jerry. It's right - you should deliver.
70. **Q.** However, this focus on profit as opposed to, perhaps, some of the wider stuff, the softer stuff, how did that come through?
71. **A.** That came through from more senior –
72. **Q.** How did that come through?