Enterprise resilience and the role of Standards

November 2013

PwC
Why do we have Standards?

Globalisation  
Consistency  
Quality  
Supply chain and outsourcing  
Marketing value
Ultimately, a failure to plan hurts the bottom line

Companies with a positive approach to crisis management and recovery

Other companies

Management skills and response
Stakeholder communication
Insurance alone is inadequate
Plans need to be implemented
The majority of Standards in resilience are focussed on processes and functions

Who can provide resilience assurance?

- **Business continuity**
- **Crisis and incident management**
- **Risk management**
- **Physical security**
- **Information security**

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<th>ISO 31000</th>
<th>ISO 31010</th>
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<td>Risk management, Principles and guidelines</td>
<td>Risk assessment techniques</td>
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<th>ISO 22313</th>
<th>ISO 22301</th>
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<td>Business continuity guidance</td>
<td>Business continuity requirements</td>
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<th>ISO 24762</th>
<th>ISO 27035</th>
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<td>Guidelines for information and communications technology DR services</td>
<td>Information security incident management</td>
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Resilience indicators include:

- Shared values
- Situational awareness
- Social capital
- Research and development
- Staff (commitment, engagement, behaviours, capabilities and capacity)
- Innovation and creativity
- Networks and dependencies
- Exercised/stress-tested strategies (including financial, commercial, technological)
Case Study: BCM journey (ISO 22301/BS 25999)

- Responding to industry needs
- Close collaboration between industry, regulators and Government
- Timing of SPF & CCA development coincided with BS 25999 writing
- Allowed cross-fertilisation between regulatory and Standards development processes
- Allowed further areas for development to be taken back into the Standards process

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Slide 6
Impact of Standards in resilience

Agreed Standards allow consistency in approaches to resilience

Involving a wide group of interested parties helps to maintain the relevance of Standards

Flexibility and evolution of thinking – room to grow
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