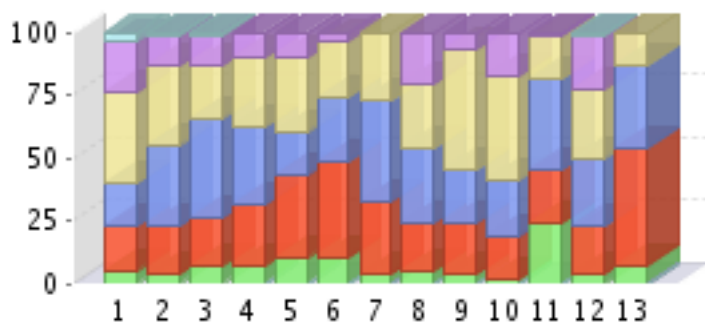


Multisponsor quarterly risk briefing business resilience

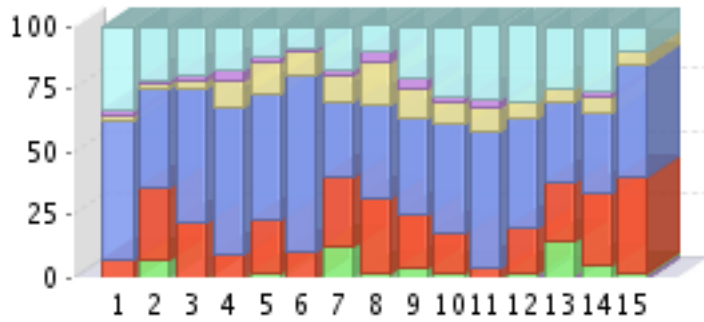
1. How significant a threat do the following risks pose to your company's global business operation today?
Rate on a scale of 1 to 5, where 1=Very high risk and 5=Very low risk.



	1	2	3	4	5	Don't know/Not applicable	Mean
1 Financing risk (difficulty raising finance)	5.17% (3)	17.24% (10)	17.24% (10)	36.21% (21)	20.69% (12)	3.45% (2)	3.6
2 Credit risk (risk of bad debt)	3.45% (2)	18.97% (11)	32.76% (19)	31.03% (18)	12.07% (7)	1.72% (1)	3.34
3 Market risk (risk that the market value of assets will fall)	6.9% (4)	18.97% (11)	39.66% (23)	20.69% (12)	12.07% (7)	1.72% (1)	3.17
4 Foreign exchange risk (risk that exchange rates may worsen)	6.9% (4)	24.14% (14)	31.03% (18)	27.59% (16)	10.34% (6)	0% (0)	3.1
5 Country risk (problems of operating in a particular location)	10.34% (6)	32.76% (19)	17.24% (10)	29.31% (17)	10.34% (6)	0% (0)	2.97
6 Regulatory risk (problems caused by new or existing regulations)	10.34% (6)	37.93% (22)	25.86% (15)	22.41% (13)	3.45% (2)	0% (0)	2.71
7 IT risk (eg, loss of data, outage of data centre)	3.45% (2)	29.31% (17)	39.66% (23)	27.59% (16)	0% (0)	0% (0)	2.91
8 Political risk (danger of a change of government)	5.17% (3)	18.97% (11)	29.31% (17)	25.86% (15)	20.69% (12)	0% (0)	3.38
9 Crime and physical security	3.45% (2)	20.69% (12)	20.69% (12)	48.28% (28)	6.9% (4)	0% (0)	3.34
10 Terrorism	1.72% (1)	17.24% (10)	22.41% (13)	41.38% (24)	17.24% (10)	0% (0)	3.55
11 Reputational risk (eg, events that undermine public trust in your products or brand)	24.14% (14)	20.69% (12)	36.21% (21)	17.24% (10)	1.72% (1)	0% (0)	2.52
12 Natural hazard risk (eg, hurricanes, earthquakes)	3.45% (2)	18.97% (11)	27.59% (16)	27.59% (16)	20.69% (12)	1.72% (1)	3.48
13 Human capital risks (eg, skills shortages, succession issues, loss of key personnel)	6.9% (4)	46.55% (27)	32.76% (19)	13.79% (8)	0% (0)	0% (0)	2.53

Response: 58

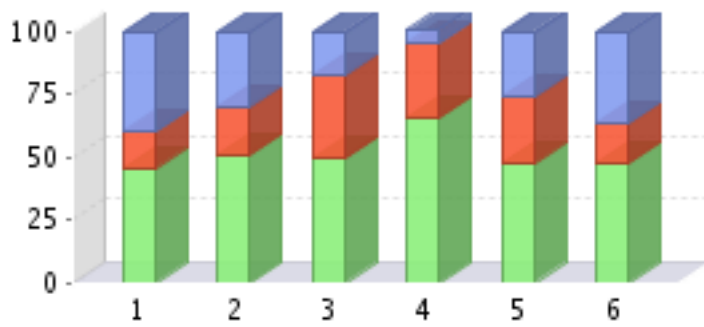
2. How has your organisation's assessment of risk in each of the following countries and regions changed over the last three months?



	Significant increase in risk	Slight increase in risk	No change	Slight decrease in risk	Significant decrease in risk	Don't know/Not applicable	Mean
1 Canada	0% (0)	7.14% (4)	55.36% (31)	1.79% (1)	1.79% (1)	33.93% (19)	4
2 US	7.14% (4)	28.57% (16)	39.29% (22)	1.79% (1)	1.79% (1)	21.43% (12)	3.27
3 France	0% (0)	21.43% (12)	53.57% (30)	3.57% (2)	1.79% (1)	19.64% (11)	3.45
4 Germany	0% (0)	8.93% (5)	58.93% (33)	10.71% (6)	3.57% (2)	17.86% (10)	3.62
5 UK	1.79% (1)	21.43% (12)	50% (28)	12.5% (7)	1.79% (1)	12.5% (7)	3.29
6 Other Western Europe	0% (0)	10.53% (6)	70.18% (40)	8.77% (5)	1.75% (1)	8.77% (5)	3.28
7 Russia	12.28% (7)	28.07% (16)	29.82% (17)	10.53% (6)	1.75% (1)	17.54% (10)	3.14
8 Other Eastern Europe	1.75% (1)	29.82% (17)	36.84% (21)	17.54% (10)	3.51% (2)	10.53% (6)	3.23
9 China	3.51% (2)	21.05% (12)	38.6% (22)	12.28% (7)	3.51% (2)	21.05% (12)	3.54
10 India	1.79% (1)	16.07% (9)	42.86% (24)	8.93% (5)	1.79% (1)	28.57% (16)	3.79
11 Japan	0% (0)	3.64% (2)	54.55% (30)	9.09% (5)	3.64% (2)	29.09% (16)	4
12 Rest of Asia-Pacific	1.75% (1)	17.54% (10)	43.86% (25)	7.02% (4)	0% (0)	29.82% (17)	3.75
13 Middle East	14.29% (8)	23.21% (13)	32.14% (18)	5.36% (3)	0% (0)	25% (14)	3.29
14 Latin America	5.26% (3)	28.07% (16)	31.58% (18)	7.02% (4)	1.75% (1)	26.32% (15)	3.51
15 Overall global risk	1.75% (1)	38.6% (22)	43.86% (25)	5.26% (3)	0% (0)	10.53% (6)	2.95

Response: 58

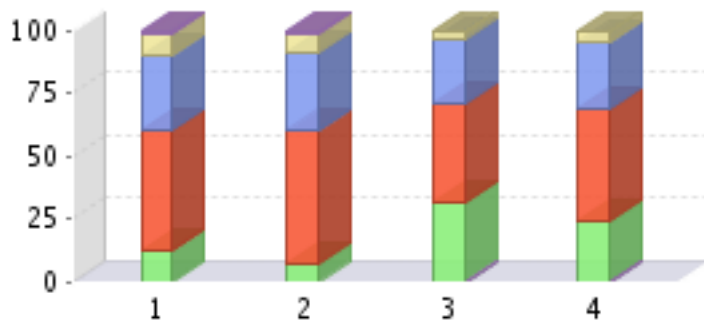
3. In each of the following regions, are the majority of risks to your business considered to be general (eg, likely to affect many other companies operating in the same location or industry) or specific (eg, relating to your company's internal systems, processes or people)?



	General	Specific	Not applicable/Don't know	Mean
1 Africa/Middle East	45.61% (26)	14.04% (8)	40.35% (23)	1.95
2 Asia Pacific	50.88% (29)	19.3% (11)	29.82% (17)	1.79
3 Eastern Europe	49.12% (28)	33.33% (19)	17.54% (10)	1.68
4 Western Europe	65.52% (38)	29.31% (17)	5.17% (3)	1.4
5 North America	47.37% (27)	26.32% (15)	26.32% (15)	1.79
6 Latin America	47.37% (27)	15.79% (9)	36.84% (21)	1.89

Response: 58

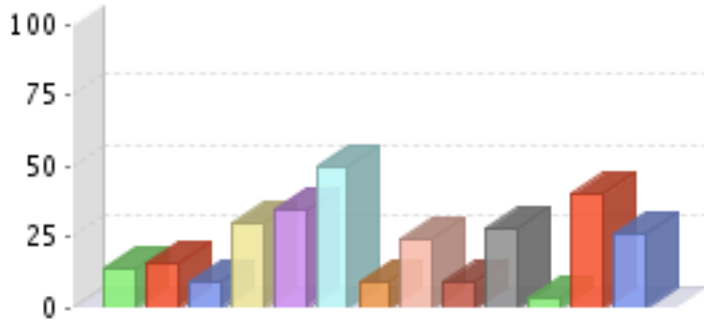
4. In the past three years, what change has there been to the number and severity of threats that the organisation faces, and what change has there been to the attention and resources devoted to operational risk and business continuity management?



	Increased substantially	Increased slightly	Stayed the same	Decreased slightly	Decreased substantially	Mean
1 Severity of threats the organisation faces	12.07% (7)	48.28% (28)	29.31% (17)	8.62% (5)	1.72% (1)	2.4
2 Volume of threats the organisation faces	7.02% (4)	52.63% (30)	31.58% (18)	7.02% (4)	1.75% (1)	2.44
3 Attention and resources devoted to operational risk management	31.03% (18)	39.66% (23)	25.86% (15)	3.45% (2)	0% (0)	2.02
4 Attention and resources devoted to business continuity management	24.14% (14)	44.83% (26)	25.86% (15)	5.17% (3)	0% (0)	2.12

Response: 58

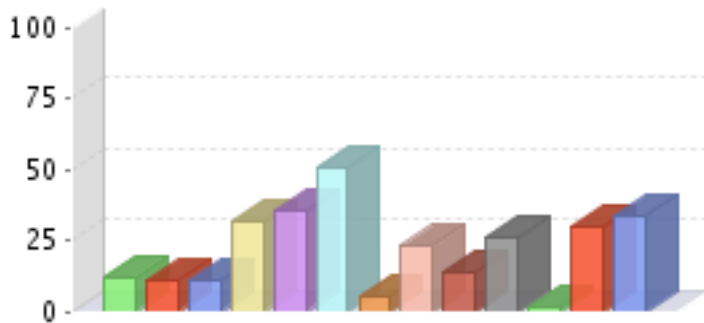
5. Which of the following types of threats are seen to be most important in your organisation's consideration of operational risk management planning?



1 - Natural disasters, such as fires or floods	13.79% (8)	2 - Terrorism	15.52% (9)
3 - Power outage	8.62% (5)	4 - Supply chain disruption	29.31% (17)
5 - Virus, worm or other malicious attack on IT systems	34.48% (20)	6 - Loss of data	50% (29)
7 - Pandemic	8.62% (5)	8 - Unplanned downtime of online systems	24.14% (14)
9 - Application failure	8.62% (5)	10 - Employee malfeasance (eg, theft or fraud)	27.59% (16)
11 - Industrial action	3.45% (2)	12 - Human error	39.66% (23)
13 - Systems failure	25.86% (15)		

Response: 58

6. Which of the following types of threats receive most attention in your organisation's consideration of operational risk?



1 - Natural disasters, such as fires or floods	12.28% (7)	2 - Terrorism	10.53% (6)
3 - Power outage	10.53% (6)	4 - Supply chain disruption	31.58% (18)
5 - Virus, worm or other malicious attack on IT systems	35.09% (20)	6 - Loss of data	50.88% (29)
7 - Pandemic	5.26% (3)	8 - Unplanned downtime of online systems	22.81% (13)
9 - Application failure	14.04% (8)	10 - Employee malfeasance (eg, theft or fraud)	26.32% (15)
11 - Industrial action	1.75% (1)	12 - Human error	29.82% (17)
13 - Systems failure	33.33% (19)		

Response: 57

7. Who is primarily responsible for operational risk in your organisation?



1 - Chief executive officer	29.31% (17)	2 - Chief information officer	3.45% (2)
3 - Chief financial officer	6.9% (4)	4 - Risk committee	13.79% (8)
5 - Chief risk officer	22.41% (13)	6 - Chief operating officer	8.62% (5)
7 - Line manager or administrator	5.17% (3)	8 - Compliance officer	1.72% (1)
9 - An external provider	0% (0)	10 - Head of business continuity	0% (0)
11 - No one has overall responsibility	3.45% (2)	12 - Don't know	0% (0)
13 - Other, please specify	5.17% (3)		

Mean: 4.31

Response: 58

8. Who is primarily responsible for business continuity planning in your organisation?



1 - Chief executive officer	21.43% (12)	2 - Chief information officer	12.5% (7)
3 - Chief financial officer	0% (0)	4 - Risk committee	8.93% (5)
5 - Chief risk officer	12.5% (7)	6 - Chief operating officer	14.29% (8)
7 - Line manager or administrator	3.57% (2)	8 - Compliance officer	3.57% (2)
9 - An external provider	1.79% (1)	10 - Head of business continuity	3.57% (2)
11 - No one has overall responsibility	10.71% (6)	12 - Don't know	1.79% (1)
13 - Other, please specify	5.36% (3)		

Mean: 5.45

Response: 56

9. Which of the following statements best describes your organisation's approach to operational risk planning?

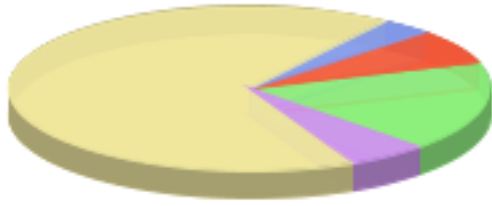


1 - We see operational risk primarily as an IT issue	10.34% (6)	2 - We see operational risk primarily as an HR issue	5.17% (3)
3 - We see operational risk primarily as an issue for the IT and HR departments	5.17% (3)	4 - We see operational risk as an issue that should involve all business units, not just IT and HR	75.86% (44)
5 - We do not have any operational risk plans	3.45% (2)		

Mean: 3.57

Response: 58

10. Which of the following statements best describes your organisation's approach to business continuity planning?

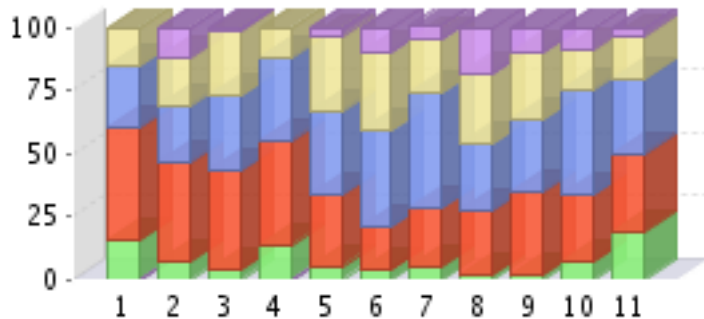


■ 1 - We see business continuity planning primarily as an IT issue	17.54% (10)	■ 2 - We see business continuity planning primarily as an HR issue	7.02% (4)
■ 3 - We see business continuity planning primarily as an issue for the IT and HR departments	3.51% (2)	■ 4 - We see business continuity planning as an issue that should involve all business units, not just IT and HR	66.67% (38)
■ 5 - We do not have any business continuity plans	5.26% (3)		

Mean: 3.35

Response: 57

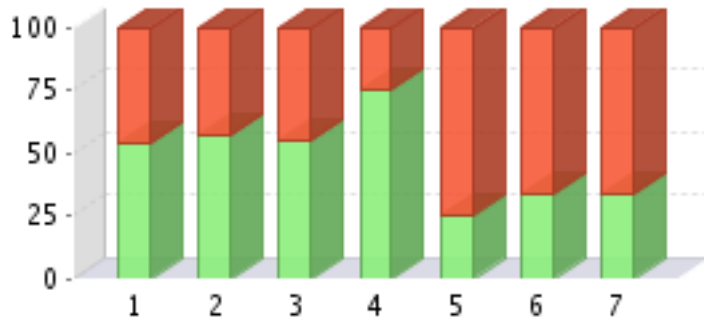
11. How successfully do you think your organisation manages the following aspects of operational risk?



	■ 1	■ 2	■ 3	■ 4	■ 5	Mean
1 Risk assessment	15.52% (9)	44.83% (26)	24.14% (14)	15.52% (9)	0% (0)	2.4
2 Risk quantification	6.9% (4)	39.66% (23)	22.41% (13)	18.97% (11)	12.07% (7)	2.9
3 Business impact analysis	3.45% (2)	39.66% (23)	29.31% (17)	25.86% (15)	1.72% (1)	2.83
4 Reporting on key risks to board	13.79% (8)	41.38% (24)	32.76% (19)	12.07% (7)	0% (0)	2.43
5 Communicating plans with employees	5.26% (3)	28.07% (16)	33.33% (19)	29.82% (17)	3.51% (2)	2.98
6 Communicating plans with extended enterprise	3.45% (2)	17.24% (10)	37.93% (22)	31.03% (18)	10.34% (6)	3.28
7 Juggling the requirements and priorities of different business units	5.26% (3)	22.81% (13)	45.61% (26)	21.05% (12)	5.26% (3)	2.98
8 Actively testing business continuity plans	1.72% (1)	25.86% (15)	25.86% (15)	27.59% (16)	18.97% (11)	3.36
9 Regularly updating business continuity plans	1.75% (1)	33.33% (19)	28.07% (16)	26.32% (15)	10.53% (6)	3.11
10 Assigning roles and responsibilities for business continuity	7.02% (4)	26.32% (15)	42.11% (24)	15.79% (9)	8.77% (5)	2.93
11 Obtaining management support (including budgetary)	18.97% (11)	31.03% (18)	29.31% (17)	17.24% (10)	3.45% (2)	2.55

Response: 58

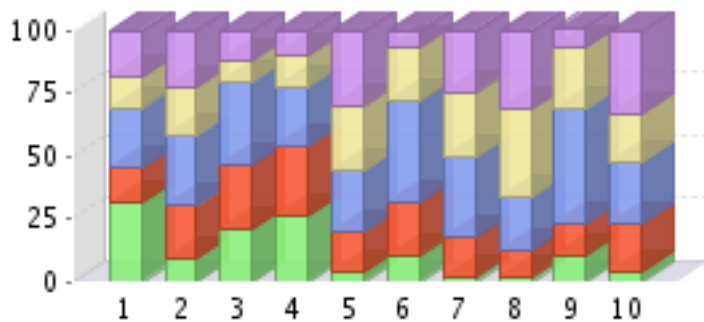
12. How often do you update and actively test your business continuity and disaster recovery plans?



	Update	Test
1 More than once a year	53.33% (16)	46.67% (14)
2 Once a year	56.52% (26)	43.48% (20)
3 Once every two years	54.55% (6)	45.45% (5)
4 Once every three to five years	75% (6)	25% (2)
5 Less than every five years	25% (1)	75% (3)
6 We see business continuity planning and disaster recovery as a one-off exercise	33.33% (4)	66.67% (8)
7 We do not have any business continuity or disaster recovery plans	33.33% (5)	66.67% (10)

Response: 58

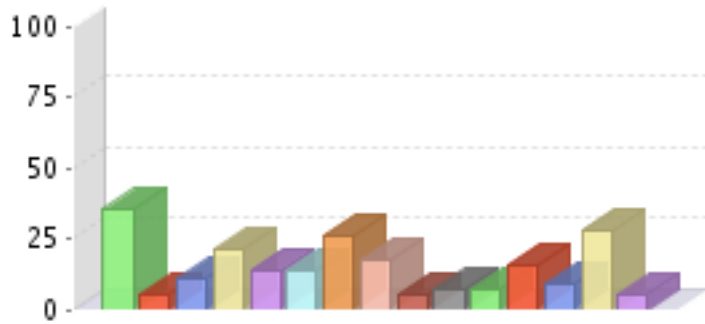
13. How significant is the influence that the following external organisations have over your decisions about business continuity planning?



	1	2	3	4	5	Mean
1 Regulators	31.03% (18)	13.79% (8)	24.14% (14)	12.07% (7)	18.97% (11)	2.74
2 Governments	8.77% (5)	21.05% (12)	28.07% (16)	19.3% (11)	22.81% (13)	3.26
3 Shareholders	20.69% (12)	25.86% (15)	32.76% (19)	8.62% (5)	12.07% (7)	2.66
4 Customers	25.86% (15)	27.59% (16)	24.14% (14)	12.07% (7)	10.34% (6)	2.53
5 The media	3.51% (2)	15.79% (9)	24.56% (14)	26.32% (15)	29.82% (17)	3.63
6 Auditors	10.53% (6)	21.05% (12)	40.35% (23)	21.05% (12)	7.02% (4)	2.93
7 Emergency services	1.75% (1)	15.79% (9)	31.58% (18)	26.32% (15)	24.56% (14)	3.56
8 Business continuity or security vendors	1.75% (1)	10.53% (6)	21.05% (12)	35.09% (20)	31.58% (18)	3.84
9 Insurance companies	10.53% (6)	12.28% (7)	45.61% (26)	24.56% (14)	7.02% (4)	3.05
10 Risk consultants	3.51% (2)	19.3% (11)	24.56% (14)	19.3% (11)	33.33% (19)	3.6

Response: 58

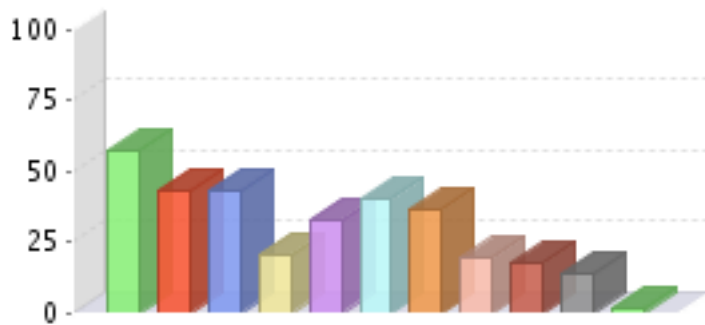
14. In the past year, which of the following incidents has caused you to put into action your business continuity plans?



1 - Attack from virus or worm	35.09% (20)	2 - Attack from hacker	5.26% (3)
3 - Data loss	10.53% (6)	4 - Application failure	21.05% (12)
5 - Problem/failure caused by external vendor	14.04% (8)	6 - Supply chain disruption	14.04% (8)
7 - Power outage	26.32% (15)	8 - Unplanned downtime of online systems	17.54% (10)
9 - Industrial action	5.26% (3)	10 - Theft or fraud	7.02% (4)
11 - Act of terrorism	7.02% (4)	12 - Flood or fire	15.79% (9)
13 - Transport failure	8.77% (5)	14 - None of the above	28.07% (16)
15 - Other, please specify	5.26% (3)		

Response: 57

15. Which of the following methods does your organisation use to develop and test its business continuity plans?



1 - Scenario planning	56.9% (33)	2 - Simulations or active testing of plans	43.1% (25)
3 - Specialist training of employees (e.g. crisis management)	43.1% (25)	4 - Use of third party to evaluate business continuity plan	20.69% (12)
5 - Regular communication of plans and procedures with employees	32.76% (19)	6 - Compliance with standards	39.66% (23)
7 - Contract with managed service provider to supply data back-up and alternative premises	36.21% (21)	8 - Contract with third party to audit business continuity plans	18.97% (11)
9 - Purchase of business interruption insurance	17.24% (10)	10 - None of the above	13.79% (8)
11 - Other, please specify	1.72% (1)		

Response: 58

16. How long could your organisation last before downtime of IT systems becomes an issue that could jeopardise the entire company?



1 - Less than four hours	12.07% (7)	2 - Between four hours and 12 hours	12.07% (7)
3 - Between 12 hours and 24 hours	18.97% (11)	4 - Between one day and one week	31.03% (18)
5 - Between one week and one month	12.07% (7)	6 - More than one month	8.62% (5)
7 - Don't know	5.17% (3)		

Mean: 3.66

Response: 58

17. What do you see as being the biggest threat arising from poor business continuity planning?

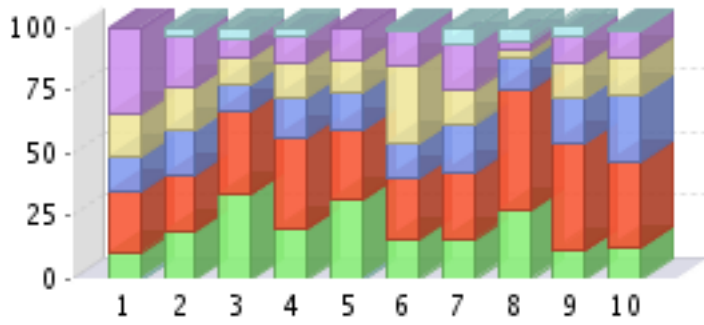


1 - Loss of revenue	19.3% (11)	2 - Reputational damage	45.61% (26)
3 - Loss of data	14.04% (8)	4 - Defection of customers	14.04% (8)
5 - Defection of suppliers	1.75% (1)	6 - Higher insurance costs	0% (0)
7 - Decline in shareholder value	5.26% (3)	8 - Failure to protect employees	0% (0)

Mean: 2.54

Response: 57

18. Please indicate whether you agree or disagree with the following statements:



	Strongly agree	Slightly agree	Neither agree nor disagree	Slightly disagree	Strongly disagree	Don't know	Mean
1 Operational risk, disaster recovery and business continuity planning are seen as separate disciplines in our organisation	10.34% (6)	24.14% (14)	13.79% (8)	17.24% (10)	34.48% (20)	0% (0)	3.41
2 We prefer not to outsource critical business continuity practices such as data back-up	18.97% (11)	22.41% (13)	17.24% (10)	17.24% (10)	20.69% (12)	3.45% (2)	3.09
3 Active testing of business continuity plans using mock scenarios is essential to ensure confidence in our planning	33.33% (19)	33.33% (19)	10.53% (6)	10.53% (6)	7.02% (4)	5.26% (3)	2.4
4 Our consideration of business continuity has provided useful insight into broader operational and strategic issues	19.3% (11)	36.84% (21)	15.79% (9)	14.04% (8)	10.53% (6)	3.51% (2)	2.7
5 Business continuity planning is taken seriously and given significant attention by the board	31.03% (18)	27.59% (16)	15.52% (9)	12.07% (7)	13.79% (8)	0% (0)	2.5
6 There is never enough budget or resources to ensure really effective business continuity planning	15.52% (9)	24.14% (14)	13.79% (8)	31.03% (18)	13.79% (8)	1.72% (1)	3.09
7 The CRO tends to delegate IT risk to the CIO	15.79% (9)	26.32% (15)	19.3% (11)	14.04% (8)	17.54% (10)	7.02% (4)	3.12
8 The CRO should be involved in decisions regarding IT Service delivery	26.79% (15)	48.21% (27)	12.5% (7)	3.57% (2)	3.57% (2)	5.36% (3)	2.25
9 Our company conducts a systematic assessment as to how operational risk components relate to IT	10.71% (6)	42.86% (24)	17.86% (10)	14.29% (8)	10.71% (6)	3.57% (2)	2.82
10 Outsourcing IT to suppliers with greater levels of experience and skills in resilient systems can help reduce our operational risk	12.07% (7)	34.48% (20)	25.86% (15)	15.52% (9)	10.34% (6)	1.72% (1)	2.83

Response: 58

In which region are you personally based?



1 - Asia-Pacific	0% (0)	2 - Latin America	0% (0)
3 - North America	0% (0)	4 - Eastern Europe	17.24% (10)
5 - Western Europe	82.76% (48)	6 - Middle East & Africa	0% (0)

Mean: 4.83

Response: 58

What is your primary industry?



1 - Aerospace/Defence	3.45% (2)	2 - Agriculture and agribusiness	3.45% (2)
3 - Automotive	0% (0)	4 - Chemicals	1.72% (1)
5 - Construction and real estate	1.72% (1)	6 - Consumer goods	3.45% (2)
7 - Education	0% (0)	8 - Energy and natural resources	1.72% (1)
9 - Entertainment, media and publishing	8.62% (5)	10 - Financial services	39.66% (23)
11 - Government/Public sector	3.45% (2)	12 - Healthcare, pharmaceuticals and biotechnology	1.72% (1)
13 - IT and technology	3.45% (2)	14 - Logistics and distribution	1.72% (1)
15 - Manufacturing	6.9% (4)	16 - Professional services	13.79% (8)
17 - Retailing	1.72% (1)	18 - Telecommunications	0% (0)
19 - Transportation, travel and tourism	3.45% (2)		

Mean: 10.81

Response: 58

What are your organisation's global annual revenues in US dollars?



1 - \$500m or less	36.84% (21)	2 - \$500m to \$1bn	14.04% (8)
3 - \$1bn to \$5bn	21.05% (12)	4 - \$5bn to \$10bn	5.26% (3)
5 - \$10bn or more	22.81% (13)		

Mean: 2.63

Response: 57

Which of the following best describes your title?

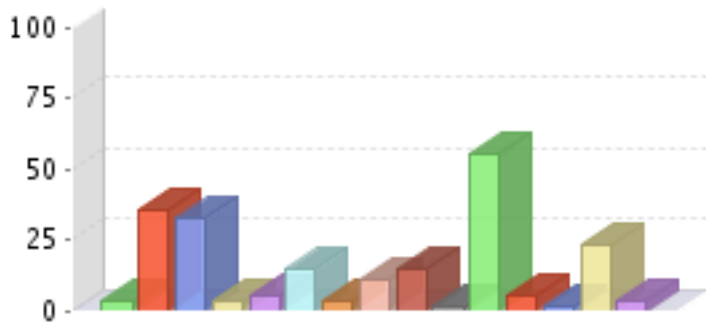


1 - Board member	8.62% (5)	2 - CEO/President/Managing director	20.69% (12)
3 - CFO/Treasurer/Comptroller	13.79% (8)	4 - CIO/Technology director	3.45% (2)
5 - Other C-level executive	27.59% (16)	6 - SVP/VP/Director	10.34% (6)
7 - Head of Business Unit	3.45% (2)	8 - Head of Department	12.07% (7)
9 - Manager	0% (0)	10 - Other	0% (0)

Mean: 4.26

Response: 58

What are your main functional roles? Please choose no more than three functions.



1 - Customer service	3.57% (2)	2 - Finance	35.71% (20)
3 - General management	32.14% (18)	4 - Human resources	3.57% (2)
5 - Information and research	5.36% (3)	6 - IT	14.29% (8)
7 - Legal	3.57% (2)	8 - Marketing and sales	10.71% (6)
9 - Operations and production	14.29% (8)	10 - Procurement	1.79% (1)
11 - Risk	55.36% (31)	12 - R&D	5.36% (3)
13 - Supply-chain management	1.79% (1)	14 - Strategy and business development	23.21% (13)
15 - Other	3.57% (2)		

Response: 56

Do you have responsibility for, or influence over, strategic decisions on risk management in your company?

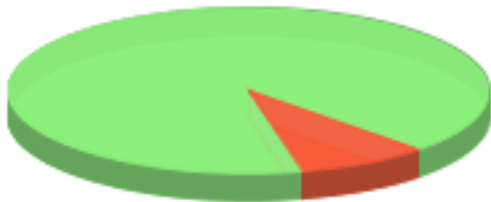


1 - Yes	100% (58)	2 - No	0% (0)
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Mean: 1

Response: 58

Do you wish to receive a free electronic copy of the survey analysis, when it is published?



1 - Yes	91.23% (52)	2 - No	8.77% (5)
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Mean: 1.09

Response: 57

Do you wish to receive a gift book? (Click on each title for a brief overview.)

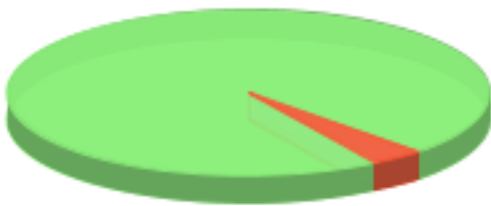


1 - Yes, I would like to receive Guide to economic indicators from The Economist Books	64.91% (37)	2 - Yes, I would like to receive Meaning, Inc. from Profile Books	14.04% (8)
3 - Yes, I would like to receive The shock of the old from Profile Books	17.54% (10)	4 - No, I do not wish to receive a gift book	3.51% (2)

Mean: 1.6

Response: 57

Do you wish to be informed of future Economist Intelligence Unit surveys?



1 - Yes	96.43% (54)	2 - No	3.57% (2)
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Mean: 1.04

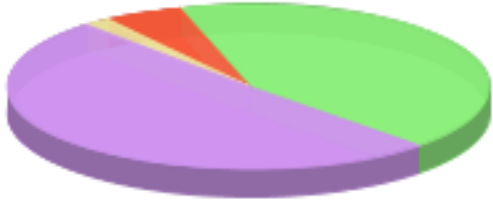
Response: 56








1 - United Kingdom	36.36% (20)	2 - Switzerland	9.09% (5)
3 - Italy	7.27% (4)	4 - Finland	5.45% (3)
5 - Spain	5.45% (3)	6 - Belgium	3.64% (2)
7 - Netherlands	3.64% (2)	8 - Russia	3.64% (2)
9 - Austria	1.82% (1)	10 - Other	23.64% (13)

Response: 55

Source



 1 - SurveyPro	42.11% (24)	 2 - GCD	5.26% (3)
 3 - external_lists	0% (0)	 4 - EIU_newsletters	1.75% (1)
 5 - risk_center	50.88% (29)		

Mean: 3.14

Response: 57

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