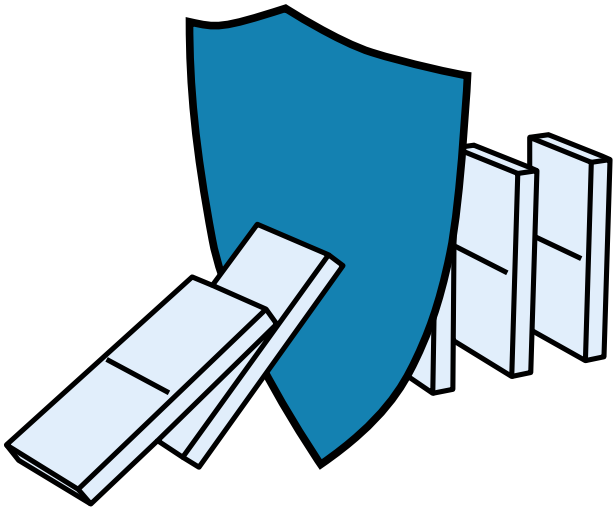
Business Continuity Management Systems

Protecting for tomorrow by building resilience today



ARUP

Vital statistics

31%

of UK businesses have been affected by bad weather related transport problems, power cuts, broadband and phone line failures within the last two years.

40%

of the affected businesses had no continuity plan

$4m

estimated cost of lost productivity due to disruption

$5.8m

estimated cost of disruption on brand and reputation

90%

of businesses that lose data because of a disaster are forced to shut within two years

1 in 5

businesses face a major disruption to their services every year. 1 in 10 of these will cease trading

40%

of organisations suffering major business disruption go out of business within two years

Companies that aren't able to resume operations within

10 days

of being hit by a serious disruptive event are unlikely to survive

Why protect your business?

In an increasingly precarious world it is important for organisations to prepare for, mitigate, respond to and cope with a variety of disruptive events.

Estimated economic cost of major events

$100m

London bombings 2007

$19bn

New York Hurricane Sandy 2012

$tbc

Paris terrorist attacks 2015

$1.2bn

Indian Ocean earthquake and tsunami 2004

$210bn

Tohoku earthquake, tsunami and nuclear accident 2011

$96-125bn

Hurricane Katrina 2005
estimated $40-$66bn in insured losses

Why Arup?

Arup has wide-ranging experience in providing organisations with risk analysis, counter terrorism, cyber and general criminal security mitigation.

The Lloyds City Risk Index 2015-2025 confirms that more and more natural and man-made disasters will occur in at least 301 cities globally. The effects of such events can be economically, financially and humanly critical, and can all too often end businesses that do not have an effective Business Continuity Management System (BCMS).

Our protective intelligence products and incident management solutions enable us to effectively address today's threats and the disruption that might impact on business activities, reputation and stakeholder value.

We understand the growing need for organisations to have tailored business continuity management systems.

As a partner of institutions such as The Business Continuity Institute (BCI), we assist organisations to become more resilient to disruptive events. Our tailored and effective BCMS follows the BCI's business continuity life cycle and Good Practice Guidelines and utilises the approach suggested in BS ISO 22301:2012 - Societal Security – Business Continuity Management Systems.

Our approach and services

Inter-connections and inter-dependency in today's businesses and supply chains has never been more critical.

Our approach

Financial and economic environments are becoming increasingly complex due to government regulation, politics and cultural divergence. Customers have higher expectations than ever before. In today's fast paced global environment organisations have an obligation to be proactive. They need to be able to react quickly to disruptive events, which can be both varied and difficult to forecast.

Arup uses a multidisciplinary and collaborative approach to ensure a sustainable outcome. Our expertise in operational, military, industry, police, regulatory and risk contingency, as well as international events, ensures Arup's Resilience, Security and Risk Team develops efficient and tailored business continuity solutions. We produce accurate risk assessments, which take into account the constant evolution of business, financial, economic, governmental and cultural factors.

At Arup, we help organisations with:

- Identifying the threats, risks and impact
- Establishing organisation-wide agreement on risk appetite, proportionate to risk environment and business objectives
- Training, testing and validating the BCMS to measure its effectiveness
- Deciding whether to mitigate threats, reduce impact, tolerate, treat, transfer or perhaps terminate identified risks for business-as-usual or time critical activities
- Producing a policy and management programme, assisting with analysis, designing and implementing an effective BCMS in accordance with the business continuity life cycle
- Capacity building.

Our services

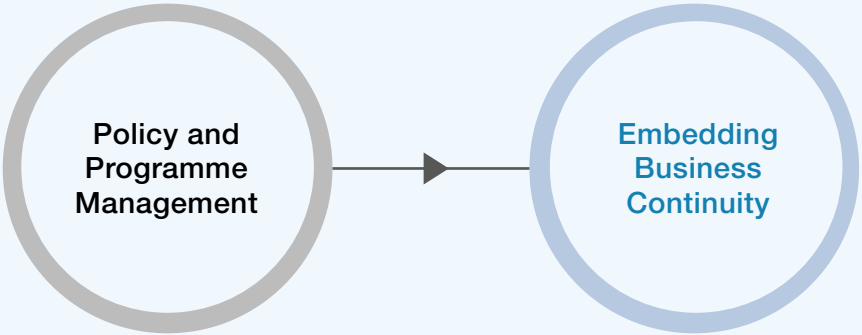
At Arup, our Resilience, Security and Risk Team assists organisations with:

- Blast engineering
- Business continuity planning
- Security and resilience capability building
- Chemical, biological and radiological (CBR) risk mitigation
- Counter-terrorism protective security
- Crime Prevention through Environmental Design (CPTED) and sustainability
- Secure by Designed consultancy
- Cyber security
- Protective intelligence
- Locational and technical risk assessment
- Operational incident and emergency planning.

Together, we work with organisations to enable the business continuity life cycle process and create a business continuity management system that achieves agreed levels of resilience to any disruptive event.

Continuity Management life cycle

Arup helps organisations embed Business Continuity.

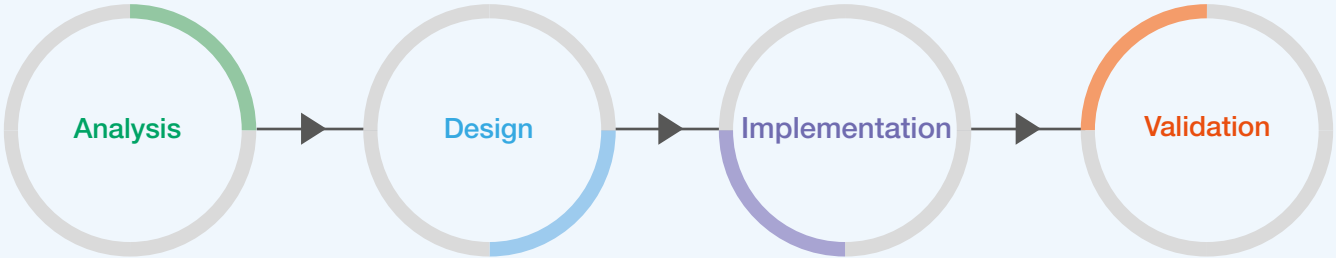


Corporate Governance

Development and implementation of business continuity management systems, policies, frameworks and reporting tools.

Business Continuity Needs Assessment

Where a framework exists, identify opportunities for enhancement through Business Continuity Plans review and conduct exercises.



Business Impact Analysis
Mapping an organisation's critical resources and key dependencies, establishing maximum tolerable periods of disruptions for key products or services, identifying potential sources of disruptions and assessing the associated likelihood of occurrence and extent of business impact.

Business Continuity Planning
Determining recovery time objectives and recovery point objectives for key products or services and developing plans and contingency arrangements to ensure that losses resulting from disruptive events are kept within tolerable limits.

Cost Benefit Analysis
Conduct Cost Benefit Analysis to demonstrate the value of Business Continuity investment.

Business Continuity Assurance
Developing business continuity testing programs and scenario design, establishing training and awareness programs.

Mitigation Strategies
Enhancing resilience by developing engineering solutions, proposing organisational changes or through supply chain management to minimize the business impact of potentially disruptive events.

Risk Transfer
Helping to quantify the financial impact of business interruption to inform insurance purchasing decisions through probable maximum loss studies.

Incident Management Planning
Establishing management structures, communication policies and procedures to help organisations successfully navigate their way through a crisis.

Reporting
Hot and cold debriefs, metrics analysis, implementation of corrective/preventive actions, business continuity plans update according to the results.

Certification
To align with or be certified to ISO 22301, ISO 22317 and ISO 28002.

Our projects

Enterprise business continuity management program for a global online retailer

Since September 2012, Arup has been working with a major online retailer and technology company to assist them in the development of an enterprise business continuity management program. We have embedded consultants within the client organisation to manage the implementation of the program.

The project involved developing policies, standards, and governance systems, as well as implementing the underlying technology infrastructure and guidance materials to enable business teams globally to assess and manage risks to their critical processes, and plan for their disruption.

Arup also assisted the client to develop a Global Corporate Crisis management framework.

Business continuity consultancy for an international business with offices in the UK

Arup has developed enterprise business continuity policies, standards, and governance systems, as well as implementing the underlying technology infrastructure and guidance materials to enable business teams globally to assess and manage risks to their critical processes, and plan for any disruption.

The impact on business continuity of rationalizing an investment bank's London estate

Arup worked with an investment bank in London to identify the risks associated with, and the implication on business continuity plans of the relocation of their corporate headquarters. The study considered the impact of consolidating the bank's property portfolio into a smaller number of real estate assets and determined the optimum distribution of business units across office locations. As a result of Arup's work, the company has effectively relocated its corporate headquarters and has accordingly reviewed the business continuity plans to properly cover all aspects of this relocation.

Queen Elizabeth Olympic Park, London

In addition to team-based business continuity planning, Arup also assisted the client in the development of a Corporate Crisis Management framework.

Arup reviewed the business continuity arrangements for the London Legacy Development Corporation (LLDC), an office based headquarters operation, and integrated these with new operational issues that were associated with the opening and running of the new Queen Elizabeth Olympic Park, the legacy venue of the London 2012 Olympic Games.

We reviewed the existing corporate BC Plan, and implemented a number of amendments to the current processes and procedures. Arup developed a framework for their BCMS and an exercise scenario for LLDC to develop further, to test various elements of the existing BCP and new BCMS protocols for both the Park and Headquarters' operations.

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About Arup

We shape a better world

Arup is the creative force at the heart of many of the world's most prominent projects in the urban environment. We offer a broad range of professional services that combine to make a real difference to our clients and the communities in which we work.

We are truly global. From offices in 85 cities our 12,000 planners, designers, engineers and consultants deliver innovative projects across the world with creativity and passion.

Founded in 1946 with an enduring set of values, our unique trust ownership fosters a distinctive culture and an intellectual independence that encourages collaborative working. This is reflected in everything we do, allowing us to develop meaningful ideas, help shape agendas and deliver results that frequently surpass the expectations of our clients.

The people at Arup are driven to find a better way and to deliver better solutions for our clients.

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