



The Global Risk Network

Real Solutions to Key Challenges through a Trusted Network of Leading Companies

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Contents

Executive Summary.....	2
What is the Global Risk Network?	2
What are objectives of the Network?	2
What is the business value of the Global Risk Network?.....	2
Who are some of the leaders informing this initiative?	2
What are the primary outputs and activities of the Global Risk Network?	3
How is the Network different? What factors distinguish it?	3
What is the cost and what are the next steps if a corporation is interested?.....	3
Executive Advisory Committee	4
The Global Risk Network Mission	5
The Need: Collaboration on Shared Risks in an Interdependent Globalized Economy.....	5
Guiding Principles	6
Core Activities of the Global Risk Network.....	7
Targeted Topics for Monthly Discussions & Ongoing Research	8
Sampling of Potential Special Projects Proposed to Date	9
Targeted Risks & Geography Identified to Date	10
Near Term Special Initiatives	11
Host: The International Center for Enterprise Preparedness (InterCEP) at NYU.....	11
Confidentiality.....	11
Governance.....	11
Targeted Membership by Invitation	12
Membership Funding.....	12
Global Information Sharing, Communications & Collaboration Platform	13
Organizations Engaged in the Spectrum of InterCEP Initiatives to Date (Partial Listing)	14
The Value Proposition for Global Risk Network Members	15

International Center for Enterprise Preparedness - New York University - E: intercep@nyu.edu T: +1-212-998-2000

Executive Summary

What is the Global Risk Network?

It is a trusted network of leading international corporations and their senior professionals that collaborate to develop concrete solutions and share information to address operational risks that threaten their global activities.

The network acknowledges the interdependencies of a globalized economy and therefore also engages other relevant stakeholders from the public and private sector on shared risks. The Network connects:

- **leading corporations with international operations**
- **cross-national organizations** (United Nations, Interpol, etc.)
- **targeted agencies of national governments** (nat'l security, law enforcement, public safety, etc.)
- **public-private partnerships, other NGOs and key research expertise**



What are objectives of the Network?

The two core objectives of the Network are:

1. **to develop concrete solutions and responses** to shared risk-related challenges of members, and
2. **to enable and integrate more effective communications and collaboration on risks** among participating global corporations as well as with other relevant stakeholders (e.g., governments, trans-national entities, NGOs & key resource organizations).

What is the business value of the Global Risk Network?

Since participating corporations drive the focus of this project-oriented network, the members themselves can target the network activity on the most needed and highest business value outcomes. In addition to ongoing communications and collaboration activity, three common core projects will be determined each calendar year based upon corporate consensus and available resources from membership fees. Additional projects can be undertaken with support from interested companies. All can be focused on a diversity of outcomes including:

- **substantially mitigating the operational impact and resultant costs of any business disruption by improving operational risk management**
- **achieving wider corporate objectives by proactively addressing uncertainty & risks** based on
 - distilled best practices & lessons learned from leading global firms
 - enhanced intelligence on current/evolving risks as well as situational awareness during crisis
 - direct contact with key public sector, NGOs and subject matter experts when needed
- **lowering operating costs** through development of low-cost strategies & sharing of successful approaches
- **freeing up staff and other resources** resulting from both special project deliverables as well as transfer of some activities to centralized network support staff

All projects will benefit from the consortium approach which minimizes costs while incorporating the experience and best practices of a spectrum of leading firms. The International Center for Enterprise Preparedness (InterCEP) at New York University provides the staff for project management and support to assure on-time deliverables.

Who are some of the leaders informing this initiative?

Senior leadership from **Target, Microsoft, Prudential, Raytheon, Goldman Sachs, Daimler, Citigroup, Dow, Cisco Systems, Pfizer, U.S. Chamber of Commerce, London First, Royal Canadian Bank, Deutsche Bank, Vodafone, Thompson Reuters, Guardian Life, OSAC, the National Council of ISACs and the United Nations.**

What are the primary outputs and activities of the Global Risk Network?

Concrete Solutions to Member-Identified Issues: The Global Risk Network will leverage the diverse experience and insights of participating corporations, access to key subject matter research and expertise, the ability to convene critical stakeholders in a neutral confidential and academic environment and the proven project management capability of the Center's staff to develop strategies and solutions. *Example outputs include but are not limited to:*

- Cost saving approaches for existing activities based on wide corporate input
- Generic plans and operational frameworks for adaptation to member firms
- Actionable strategies, policies, procedures on key risk-related issues
- Country or risk-specific engagement of key stakeholders in the public sector and other arenas to address urgent risks
- Practical research on current/emerging risks
- Benchmarking
- Focused surveys before/during/after crises
- Public policy recommendations on key issues
- Centralized risk-related support to free up internal resources/bandwidth
- Hosted and supported task groups on member-identified issues
- Other results-oriented projects as directed by members

Communication & Collaboration on Key Threats & Best Practices: Senior professionals will communicate and collaborate regularly both virtually and on a face-to-face basis. A best-in-class global communications / collaboration platform is being developed by Network supporters Microsoft and Cisco Systems including:

- A comprehensive global database of critical contacts at public sector and critical infrastructure entities in targeted nations, key international organizational contacts and subject matter experts
- Regular interactive web-forums on key risks and challenges with input from global experts
- Trusted-network confidential discussions on current front-of-mind challenges to share insights
- Urgent briefings on rapidly evolving threats
- Situational awareness forums on crises status while they are underway
- After-action forums to capture lessons learned
- Face-to-face meetings in the Americas, Europe and Asia throughout the year
- Expert network to access insights from members on selected issues
- International knowledge base focused on easy-access actionable best practices

How is the Network different? What factors distinguish it?

- Clear deliverables through an output-oriented project-based approach
- Trusted network environment for senior-level confidential sharing of challenges and insights
- Central staff support & project management to assure concrete results
- Truly international in focus committed to engaging across Asia, Africa, the Americas, Australia, Europe
- Cross-industry / public-private engagement
- Addresses the full spectrum of operational risk including security, supply chain management, continuity, crisis management, cyber security, etc.
- Encompasses a diversity of job titles / positions
- Adds academic rigor and quality focus
- Leverages the neutral ground of an international academic institution to convene diverse parties
- Utilizes the consortium approach to lower costs
- Seeks to integrate and collaborate with existing initiatives – not to duplicate
- Conceived of and designed by corporations to achieve business value

What is the cost and what are the next steps if a corporation is interested?

Annual membership cost is based on corporation size and ranges from 7,500 to 15,000 USD including all above activities and three project deliverables per year to address commonly identified needs. Corporations should contact InterCEP with any questions and to assure an opportunity to participate.

Executive Advisory Committee

- *Bob Connors*, Director of Preparedness – **Raytheon**
- *Rich Cooper*, Partner – **Catalyst Partners**
- *Ken Damstrom*, Managing Director – **Goldman Sachs**
- *Ihab Dana*, Head of Business Continuity Management – **Royal Canadian Bank**
- *Joseph DeSalvo*, Chief Security Officer – **Iron Mountain**
- *John Imhoff*, Director, Office of Firm Security – **Ernst & Young**
- *Michael Liebowitz*, Past President - **Risk Insurance Management Society – RIMS** & current Director of Insurance & Risk Management – **New York University**
- *Howard Mannella*, Principal Resiliency Strategist – **Expedia**
- *Al Martinez-Fonts*, Vice President – **U.S. Chamber of Commerce**; Executive Vice President – U.S. Forum for Policy Innovation; (Past Assistant Secretary, **U.S. Department of Homeland Security**)
- *Gerard McAtamney*, Director, Security and Policing Programme – **London First**
- *Andrew McCrudden*, Director of Business Continuity – **Ziff Brothers Investments**
- *Jaime McLain*, Global Incident Management – **Cisco Systems**
- *Victor Meyer*, Global Head of Corporate Security & Business Continuity – **Deutsche Bank**
- *Alan Orlob*, Vice President, Safety & Security International – **Marriott**
- *Steve Parrish*, Past Senior Vice President, **Altria** – holding company for **Philip Morris and Kraft Foods** & current Founder - Steve Parrish Consulting Group
- *Bob Piggott*, Head of Group Contingency Risk – **HSBC**
- *Brian Powrie*, International Advisor - **UNICRI**
- *Ted Price*, Former Deputy Director for Operations – **Central Intelligence Agency**; current Senior Advisor & Consultant – **T&M Protection Resources**
- *Mike Rackley*, Sr. Group Manager of Global Security Services – **Target Corporation**
- *Don Randall*, Head of Security – **Bank of England**
- *Hagai Segal*, Lecturer – **New York University in London**
- *John Smith*, Head of Group Security – **Prudential**
- *Sir David Veness*, Past Under Secretary-General for Safety & Security - **United Nations**
- *Emily Walker*, Past Staff – **9-11 Commission**; current CEO - **Landis**
- *Kenji Watanabe*, Japanese Government Advisor; Associate Professor Management & Information Systems Engineering – **Nagaoka University of Technology**



Note: Significant input was provided from public sector personnel who cannot be listed at this point in time.



The Global Risk Network Mission

To communicate and collaborate in a trusted network of leading companies to develop and implement solutions to shared challenges and risks. The Network will leverage the efficiencies and higher quality of a consortium approach and engage directly with other key stakeholders including cross-national organizations, national agencies, existing public-private partnerships, other NGOs and targeted research and expertise providers.

The Need: Collaboration on Shared Risks in an Interdependent Globalized Economy

- Globalization has created a diversity of interdependencies between industry sectors as well as between the public & private sectors.
- Corporations must increasingly do business across the globe in a diversity of regions and nations. Each nation has a differing risk profile and culture as well as distinct governmental organization and economic structure. This is especially the case with security/legal/regulatory environments.
- Governments increasingly rely on multi-national corporations to play important roles in their local economies as well as often for critical goods and services including in some cases critical infrastructure activities.
- A wide range of risks can impact and disrupt both private and public sector operations.
- Collaboration between corporations as well as between the public and private sectors increases the likelihood of successfully managing shared risks as multiple organizations bring a diversity of important resources including expertise, equipment and operational capabilities.
- Yet cultures and legal environments vary among nations, especially with respect to how the public and private sectors have interacted in the past. In many cases there is very limited public-private collaboration in addressing common risks.
- Much of the current public- private partnership activity has been concentrated in a few geographic areas and governments. However, even in those countries where there has been significant public-private collaboration, many of these efforts have moved forward haltingly as they learn lessons through trial and error as to appropriate strategies and approaches.
- There is a need for solutions to forward more effective private-private and public-private collaboration including:
 - A knowledge-base of best practices and strategies for effective collaboration
 - An ongoing and truly international forum for private sector organizations to interact with key public sector organizations
 - The development of targeted solutions to identified issues
 - A network of senior leaders willing to assist each other in addressing risks



Guiding Principles

- **Create a trusted network** enabling confidential communications and reliable collaboration
- **Develop both organizational and personal dimensions of collaboration:**
 - Create an Organizational Network of Networks in connecting, promoting collaboration and integrating public and private organizations to concretely address risks.
 - Create a productive Peer-to-Peer Community among Global Risk Network Members which enables and supports the sharing of insights, experience and successful practices across a diversity of senior positions with responsibilities for risk.
- **Establish a truly global perspective for action** which spans all continents and includes first, second and third world countries.
- **Share information and perspectives on common risks** including insights on vulnerabilities and potential impacts, understanding the need for actionable information.
- **Integrate with other organizations and initiatives – do not duplicate or compete** instead coordinate to achieve synergies and common success.
- **Maintain a problem-solving approach** with an emphasis on better understanding targeted risks and developing actionable strategies to address them.
- **Employ project management discipline to focus on clear deliverables with set timelines** utilizing Center support staff where appropriate on any joint projects.
- **Promote cross-pollination of insights across industry sectors to enhance risk strategies.**
- **Support the professional development of individual Member representatives.**
- **Leverage the neutral academic ground provided by one of the world’s largest private universities** to convene diverse stakeholders to constructively address common challenges and **utilize NYU’s research capacity and global network** in developing well-founded solutions.
- **Advance the private sector as common partners with the public sector** in addressing risk.
- **Focus on risk management as a core strategy to achieve an organization’s objectives** understanding that effective risk management activities allow an organization to identify potential factors which can impact the achievement of its objectives.



Core Activities of the Global Risk Network

- ❖ **Create and sustain the first International Public-Private Network of Networks to address shared risks** with active engagement by Center staff to connect individuals and organizations to meet identified needs.
- ❖ **Communications & Virtual Forums** accessible via web-meeting/video conferencing platform and/or conference bridge to promote real-time member interaction and sharing of concerns, challenges, insights, and lessons-learned.
 - **Regular Web Meetings / Conference Calls on Key Topics followed by “Current Issues & Challenges Member Discussions”** tapping subject matter experts and Member insights.
 - **Urgent Briefings on Rapidly Evolving Risks** as suggested by Members with input from key subject matter experts as appropriate.
 - **Situational Awareness & Collaboration Forums on Impending/Current Incidents** to share preparedness, response and recovery activity among Members with operations impacted by an event and to collaborate on actions as needed.
 - **Flash Surveys – to answer the question: “What are other companies doing?”**
 - **After-Action / Hot Wash Forums on Lessons-Learned in Aftermath of Crisis Events** with the opportunity for members to share insights, lessons-learned and recommendations for improved practices in the immediate wake of events to enhance future planning.
 - **Topic-Focused Threaded Discussions / Question & Answer Postings Online**
- ❖ **Face-to-Face Meetings** facilitated and action-oriented peer-to-peer forums including *The International Public-Private Preparedness Summit* at reduced Member cost. Meetings planned in near term for:
 - **The Americas** (June 2011)
 - **Europe** (October 2011)
 - **Asia** (First quarter 2012)
- ❖ **Expert Network to Access Member Insights/Experience on Selected Issues** with staff-facilitated access to other Members’ insights & expertise with Members voluntarily indicating those areas of knowledge and experience for which they are willing to serve as a resource.
- ❖ **International Knowledge Base** with access to online resource of best practices and lessons-learned derived from Member interaction/input and research by Center staff. With access to case studies and white papers reflecting the Center’s focus on concrete solution strategies for identified challenges.
- ❖ **Targeted Solutions / Deliverables-Oriented Special Projects** with Members choosing three joint projects annually as part of their membership with the opportunity to identify additional needed special projects and to collaborate with the Center and other Members to structure them.





Targeted Topics for Monthly Discussions & Ongoing Research

Subject to changes to reflect rapidly evolving threats, the first six months of 2012 will focus on **the Project on Future Shocks** of the Organisation for Economic Co-operation and Development (OECD). The OECD Futures Project on Risk Management Policies is a pilot project gathering OECD Member Countries willing to share their experiences in addressing major risks. It identifies the most pressing challenges in risk management that OECD countries are expected to face in the twenty-first century.

Six background papers and case studies produced by the OECD project will serve as briefings for the monthly discussions and their report authors will be invited to summarize and discuss their findings with Network participants. The topics for the first six months are preliminarily set as follows.

2012

<i>January</i>	Social Unrest
<i>February</i>	Cyber Risks
<i>March</i>	Systematic Financial Risk
<i>April</i>	Geomagnetic Storms
<i>May</i>	Pandemics
<i>June</i>	Anticipating Extreme Events



Sampling of Potential Special Projects Proposed to Date

- Jointly developed public-private information sharing protocol / standard for sharing of national security sensitive and private confidential information
- Integration & aggregation of various alerting systems
- Strategies to address information overload challenge to avoid de-sensitizing
- Identifying lowest common denominator communications channels to get message out effectively
- Evacuation crisis management information sharing and collaboration
- Developing distinct discussions on key risks yet integrating them into enterprise risk framework
- Building a mechanism for sharing situational awareness during crisis (private-to-private and public-to-private) to develop a common picture
- Sharing of lessons learned and best practices on an international basis
- Terms of references to define levels of information sharing
- Effective communication of targeted risk problems/challenges to targeted audiences
- Trusted information sharing environment for honest exchange of ideas, issues and concerns
- Intelligence collection, analysis and sharing strategies
- Travel tracking strategies to capture data on location of employees for alerts during a crisis
- Benchmarking of risk assessment & wider enterprise risk practices across disciplines
- Targeted risk management survey to document and analyze corporate security practices in different countries & sectors
- Benchmarking and testing of processes and applications
- Benchmarking Intelligence collection and analysis, particularly during emergency incidents
- Operational risk scorecard, maturity model and corporate benchmarking
- Public-private scenario response exercises
- Targeted industry-government dialogues
- Public-private partnership and command / control / communications initiative to teach key concepts and set standards
- Public affairs style approach to support businesses in building sustainable relationships with local agencies
- Case studies on successful public-private relationships and projects
- Production of simple resilience guidance for second tier businesses and small / medium sized enterprises translated into key languages – Mandarin, Spanish, Cantonese, etc.
- Business Case for Operational Risk Management
- Supply chain vendor management methodology and standards for critical vendor assessment
- Understanding the enterprise's eco-system and borders including the perimeter of protection
- Collaborating platform to hire local security personnel and managers in countries requiring nuanced on-the-ground understanding
- Pre-hire vetting and CV checking in various countries
- Best practices on physical protection
- Outreach and collaboration with the World Economic Forum
- Government and corporate policy development
- Promotion of greater uniformity and common understanding on operational risk across industry sectors, public / private sectors & countries
- Cost sharing strategies to lower participating member corporation costs
- Supply chain risk management strategies
- Critical infrastructure collaboration strategies
- Climate change initiatives
- Strategies for diverse regulatory frameworks
- Int'l standards development/implementation
- Addressing cyber risks on an international basis
- Targeted government policy development
- Strategies for mobilizing private resources
- Directory of expertise & resources for selected countries
- Development of member-requested executive education & training

***What are your key challenges?
What projects would you propose?***

Targeted Risks & Geography Identified to Date

Risks/Concerns

- Cascading disasters (increasing in magnitude and frequency)
- Cyber threats / IT Security including attacks on financial and other infrastructure, cyber crime
- Complacency / denial of need to prepare
- Competition/relevance
- Contact center technology outage
- Continuity of operations/relocation
- Counterfeits
- Communication disruption incl. to staff in crisis
- Denial of access to key facility
- Earthquakes/tremors/other natural hazards
- Economic risks/ global downturn
- Emerging Risks
- Environmental Events
- Failed nations
- Fire
- Government gridlock
- Ground truth in crisis
- Infrastructure aging and reliability
- Intellectual property and other theft
- IEDs
- Integration of new acquisitions
- Large scale internal fraud with reputational damage/employee criminal activities
- London 2012
- Lone wolf terrorist
- Loss of data / data spill / leak (credit cards, customer data)/ vendor data breaches
- Mass casualty events
- Nuclear resilience
- National defaults / economic unrest
- Operational risk of Greece leaving the Eurozone
- Over-regulation
- Pandemic
- People risk/resilience/safety/security
- Point of sale downtime
- Political change/unrest/civil disturbance
- Power failure/energy supply disruption
- Product/process failure
- Rapid geopolitical change
- Severe weather (storms / hurricanes)
- Single issue extremism (animal rights, etc.)
- Supply chain / vendor risk management
- Solar Storms / geomagnetic disturbances

- Technology, IT risk / failure
- Terrorism & downstream impacts
- Transnational criminal organizations
- Transportation
- Traveler security/Impacts to travel
- Workplace Violence/Active Shooter

Geography Targeted

Africa:

- North Africa - generally and Egypt (Cairo), Libya and Somalia
- South Africa

Americas:

- Canada (Mississauga, Montreal, Toronto)
- Brazil
- Cuba
- Dominican Republic
- Mexico
- United States (key cities)

Asia:

- Middle East (Afghanistan, Israel, Pakistan, Saudi Arabia, United Arab Emirates, Yemen)
- China / Hong Kong
- India (Mumbai)
- Japan
- Philippines (Manila)
- Malaysia (Kuala Lumpur)
- Russia & Former Soviet Union
- Singapore
- Taiwan

Australia (Melbourne, Sydney)

Europe

- Eastern Europe - generally and the Czech Republic (Prague) and Hungary (Budapest)
- Western Europe - generally and England (London), Ireland (Dublin), Switzerland (Geneva, Zurich), France (Paris)

Generally:

- Regions of poverty with rich resources
- Regions with rapid environmental change
- Regions with rapid growth but that struggle with infrastructure and security

What risks and geographies would you target?

Near Term Special Initiatives

- ❖ **Joint Initiative with the United Nations to Establish the First Global Research Platform for Public-Private Partnerships:** InterCEP is currently working with UNICRI, the United Nations Institute leading the activities on public-private partnerships for the protection of vulnerable targets, to develop a resource and set of principles and guidelines for the development of government policies for public-private collaboration on security risks. Planned joint endeavors include the following:
 - **Global Compendium of Existing Public-Private Initiatives**
 - **Global Best Practices & Lessons Learned Knowledge Base for Public-Private Partnerships**
 - **Handbook for Government Policies to Support Public-Private Partnerships**
 - **Public-Private Training Forums to Promote Partnership**

- ❖ **Supply Chain Integrity and Anti-Counterfeiting Initiative:** An International Public-Private Cross-Sector Forum convened stakeholders in June 2011. It discussed drivers and current cross-sector responses and defined potential next steps for interested parties to collaborate in developing global solutions.

Host: The International Center for Enterprise Preparedness (InterCEP) at NYU



The Global Risk Network is a program of and serves as the advisory body for the International Center for Enterprise Preparedness (InterCEP) of New York University. The Center is global in its focus reflecting NYU's global network university strategy. InterCEP is the world's first academic research and development center dedicated to private sector resilience and risk management. It focuses on solutions to challenges in private sector management of risk and the interface of the public and private sectors in addressing shared risks.

Acknowledging that “risk and reward” are at the core of all undertakings, the Center focuses on the development of enterprise-wide strategies to address uncertainty so as to enable the achievement of an organization's core objectives – in essence addressing “risks” to achieve “rewards.”

Confidentiality

All members of the Global Risk Network are requested to observe Chatham House Rules in maintaining the confidentiality of conversations and communications in the Network. Execution of a Non-Disclosure Agreement based on that of the Overseas Security Advisory Council (OSAC) is being evaluated.

Governance

A Steering Committee will provide strategic direction and operational review of Network activities. The committee will include rotating members from the general membership as well as supporting members. The Network will be a program of the International Center for Enterprise Preparedness of New York University and therefore subject to the university's full regime of auditing and reporting. New York University is a not-for-profit non-governmental educational institution and is one of the world's largest private universities.



Targeted Membership by Invitation

The Global Risk Network is an invited body of leaders from leading corporations dedicated to collaborating in addressing shared risks. Members come from a diversity of risk-related areas, including enterprise risk management, supply chain management, operational risk management, security, crisis management, emergency management, business continuity, disaster recovery, and corporate resilience.

Targeted representatives from selected cross-national organizations, national agencies and relevant NGOs are invited to participate on a liaison basis. National agencies include military, civil defense, intelligence and law enforcement.

Membership and liaison status is by invitation only.

Membership Funding

Membership funding is critical to enabling the Global Risk Network to support its Members' objectives. There are several levels of annual corporate membership funding.

Members of the Steering Committee take a leadership role and advise on the strategic direction for the Global Risk Network. These members assist with a \$25,000 annual level of funding.

Regular Members provide funding based upon their size as reflected by their market capitalization (or private capitalization when appropriate). Regular Member funding levels range from \$7,500 to \$15,000 annually. Additional special projects involve project-based funding from interested entities.

Invited public sector and NGO liaisons participate without membership dues. Face-to-face events may involve individual participation fees to defray direct costs of the event.



Level	Annual Membership
Global Risk Network Steering Committee Membership	\$25,000
Regular Corporate Membership:	
Market Capital: \$25 Billion +	\$15,000
Market Capital: \$5 - \$24.9 Billion	\$12,500
Market Capital: \$2 – \$4.9 Billion	\$10,000
Market Capital: Under \$2 Billion	\$7,500

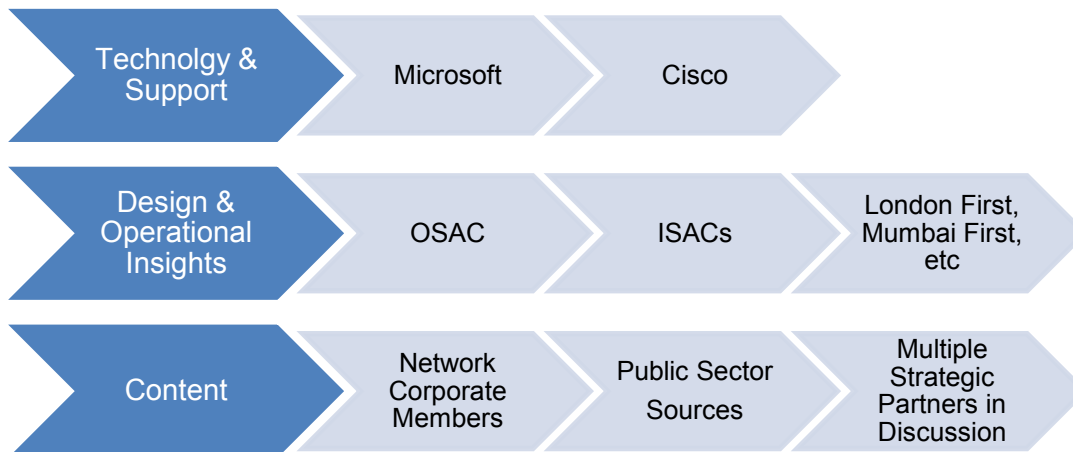


Global Information Sharing, Communications & Collaboration Platform

The Network is building a best-in-class information sharing, communications and collaboration platform. This unique global integration platform is being made possible through the active engagement of participating technology leaders Microsoft Corporation and Cisco Systems who are providing both technology and expertise in development and operations.

Functional insights on most effective strategies for information sharing and collaboration are being provided from the experiences of the Overseas Security Advisory Council (OSAC) and the U.S. Information Sharing and Analysis Centers (ISACs). Ongoing liaisons have been established with both OSAC and the National Council of ISACs. Integration and collaboration with these important initiatives is a shared goal of all parties.

Establishing a World Class Communications & Collaboration Platform





Organizations Engaged in the Spectrum of InterCEP Initiatives to Date (Partial Listing)

Alfred P. Sloan Foundation	European Commission/ECHO	New York Yankees
Altria	European Network and Information Security Agency (ENISA)	NORAD & USNORTHCOM
American Express	Expedia	Park Strategies
American National Standards Institute (ANSI)	Federal Reserve Bank of New York	Pfizer
American Red Cross in GNY	Financial Services Authority	Port Authority of NY and NJ
Anschutz Entertainment Group (AEG Europe)	FM Global	PricewaterhouseCoopers LLP
Arup Security and Risk Consulting	George Mason University	Prudential
ASA Institute for Risk & Innovation	Goldman Sachs	Raytheon Company
Assoc. of Contingency Planners (ACP)	Herrick Feinstein	Resilient Corporation
BAA LTD	HSBC	Risk Insurance & Management Society (RIMS)
Bank of America	Hyder Consulting (UK) Ltd	Rutgers Inst. for Ethical Leadership
Bank of England	IBM	SAS Rezidor
Barclays	Indy Racing League	Scottish Executive Justice Dept.
Bay Area Response Coalition	Intel	Starbucks
BNP Paribas	International Association of Emergency Managers (IAEM)	Supreme Allied Commander Europe (SACEUR) & Commander, U.S. European Command (EUCOM)
Business Continuity Institute (BCI)	International Security Management Association (ISMA)	T&M Protection Resources
Boeing Company	Internet Security Alliance (ISA)	Target Corporation
Bridges to Sustainability	INTERPOL	Telehouse Europe Ltd
British Red Cross	ISAC.EU - Information Sharing & Analysis Centre	Tokio Marine & Nichido Risk Consulting Co. Ltd
British Telecom	JetBlue Airways	U.K. Health Protection Agency
Business Executives for Nat'l Security	John Jay College of Criminal Justice	U.S. Chamber of Commerce
Capital Health	John Lewis Partnership	U.S. Dept. of Homeland Security
Carrefour	KPMG	U.S. Federal Bureau of Investigation (FBI)
Caterpillar	Lockheed Martin	U.S. Federal Emergency Management Admin.(FEMA)
Cisco Systems, Inc.	London Assembly	U.S. General Services Admin. (GSA)
Citigroup	London First	U.S. Navy
CNA Corporation	London Metropolitan Police	U.S. Office of the Assistant Secretary of Defense (DoD)
Coca-Cola Company	Louisiana State University	United Nations Dept. of Safety & Security (DSS)
Contingency Planning Exchange (CPE)	Marriott	United Nations - Interregional Crime & Justice Research Inst. (UNICRI)
Control Risks	Merrill Lynch	WalMart
Daimler AG	Microsoft	Waste Management, Inc.
Delta Risk LLC	MITRE	World Food Programme (WFP)
Deutsche Bank AG	Morgan Stanley	World Health Organization (WHO)
DHL	Motorola GmbH	Worldwide Technology Inc.
Disney ABC Television Group	Nagaoka University of Technology	Wyeth Pharmaceuticals
DRS Technologies	National Center for Crisis and Continuity Coordination (NC4)	
DuPont de Nemours Intl SA	National Coordinator for Counterterrorism - Netherlands	
EADS Defence & Security	National Fire Protection Association	
Educational Testing Service (ETS)	New York City Office of Emergency Management (NYC OEM)	
Environment Agency in Abu Dhabi		
Ernst & Young LLP		
European Commission, Directorate-General for Justice, Freedom & Security		

The Value Proposition for Global Risk Network Members

1. **Direct and personal connections to the organizations and individuals critical to identifying, preparing for, responding to and recovering from key threats.** The primary focus of the Global Risk Network is to enable interface, networking and relationship building among leading public and private organizations addressing similar issues on a global basis. Members come from some of the world's largest and most innovative companies as well as key public sector agencies. They all share a common commitment to public-private collaboration in addressing shared risks. These relationships are of substantial value to all participating organizations.
2. **Insights from a diversity of industries providing a variety of perspectives and approaches.** Retail, financial services, aerospace, pharmaceutical, consumer electronics, defense, software, entertainment are just some of the industries which are addressing the challenge of collaboration to address shared risks. Each has a perspective and understanding that can contribute to both a more complete understanding of the challenge as well as more robust solutions than can likely be developed by any one company or industry acting on its own.
3. **Truly global focus extending beyond major market countries to the full extent of worldwide operations including major supply chains.** Threats and vulnerabilities exist across the expanse of the global operations, including supply chain elements in locations with distinct legal and logistical environments. Nation-centric efforts can only address elements of the challenge. The Global Risk Network will engage key stakeholders across the world with a consistent focus on truly global solutions.
4. **Targeted input to policy recommendations to government, international agencies and NGOs.** In evolving new policies, businesses generally have two options: (1) actively participate in the development of approaches with key stakeholders or (2) await the development of new policies and be subject to their application without any input. In targeted areas, Global Risk Network Members can recommend convening key stakeholders on selected issues so as to communicate directly with policy makers and where appropriate contribute to formal recommendations.
5. **Exclusive access to the Member knowledge base of best practices and lessons learned from participating organizations' experiences and wider research.** Successes and lessons will be identified both from Global Risk Network organizations as well as from independent research of the full spectrum of available information. A resource of actionable strategies and insights will be built and made available to Global Risk Network Members.
6. **Input to international standards development and related activity.** The Global Risk Network strategically incorporates key organizations that are playing central roles in these efforts. These organizations seek ongoing input to the standards development process and will channel Global Risk Network input to continuing efforts.
7. **Guaranteed invitations to international stakeholder forums (the Americas, Europe, Asia).** Global Risk Network Members are assured an invitation to participate in key forums gathering critical stakeholders on a global basis across the public and private sectors to identify challenges and potential solution strategies to address risks in common.



8. **Corporate recognition and enhanced company credibility through playing a central role in developing global solutions to address shared public and private risks.** Global Risk Network Members will be addressing a world-wide challenge in collaboration with a select group of some of the world's leading firms, key national and international agencies as well as related NGO's and other stakeholders. Participation in the Global Risk Network demonstrates the firm's commitment to addressing both corporate and societal risks in a concrete and collaborative manner.
 9. **Connection to related initiatives and organizations.** A key activity of the staff will be to identify other initiatives with relevance to our objectives. These efforts will be researched and outreach will be made as appropriate to assure that Global Risk Network efforts build on existing efforts and collaborate where appropriate. Individual Global Risk Network companies will be free to engage with these efforts both through the Global Risk Network and independently.
 10. **Quality research from one of the world's largest private universities with a true global presence.** New York University is acknowledged as one of the world's leading educational and research institutions. Its campuses span the globe including London, Shanghai, Prague, Florence, Paris, Argentina and Abu Dhabi. As one of the largest private universities, NYU's activities extend well beyond its physical campuses well into most regions of the globe.
 11. **Ongoing input into the direction of the Global Risk Network.** Through monthly virtual forums and quarterly briefings as well as direct contact with InterCEP staff, Members can provide clear input into the strategic and day-to-day activity of the Global Risk Network.
 12. **Core activities and special projects have clear deliverables and timelines with a focus on developing actionable solutions.** All activities of the Global Risk Network reflect a problem-solving orientation supported by a project management discipline to assure concrete results.
 13. **Low cost to accomplish common goals from consortium approach to sharing of costs and not-for-profit operation.** As a not-for-profit institution, NYU undertakes all of its core activities at cost. Further, the consortium approach to funding Global Risk Network activity allows that cost of Global Risk Network activities to be divided and shared among multiple members.
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