

# Managing International Security Risk

## *an Australian corporate programme*

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5 February 2010

## What are we building?

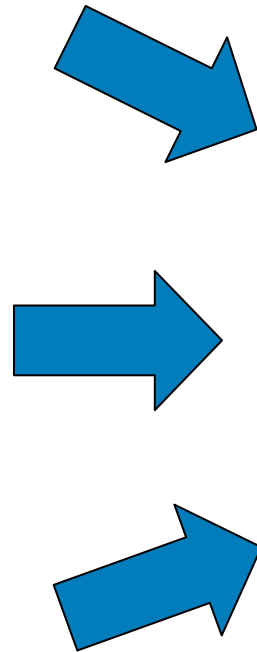
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- **ANZ is more than 170 years old, with a history that dates back to 1835 when we opened our office as the Bank of Australasia in Sydney**
- **Headquartered in Melbourne, we are one of the largest companies in Australia and New Zealand**
- **ANZ is one of the world's fifty largest banks, and is one of only 11 AA rated banks globally**
- **ANZ has more than eight million clients globally and more than 390,000 shareholders**
- **We have more than 40,000 staff in 32 countries - across Australia, New Zealand, Asia, the Pacific, India, UK/Europe, United Arab Emirates and the United States**
- **ANZ's strategy is to be a leading super regional bank by 2012 by building on its strengths in Australia, New Zealand and in Asia Pacific:**
  - **global quality, regional focus**
- **ANZ has been named the leading bank globally on the Dow Jones Sustainability Index for the third consecutive year**
  - **ANZ values: doing the right things well**
  - **A high performance, values driven culture**

# Security imperatives: a dynamic, integrated world

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- Nature
- Geopolitical influences
- Trans-national crime
- Info theft
- Fraud
- Cyber crime
- Risk appetite
- Legislation
- Regulation
- Markets
- Technology advancements



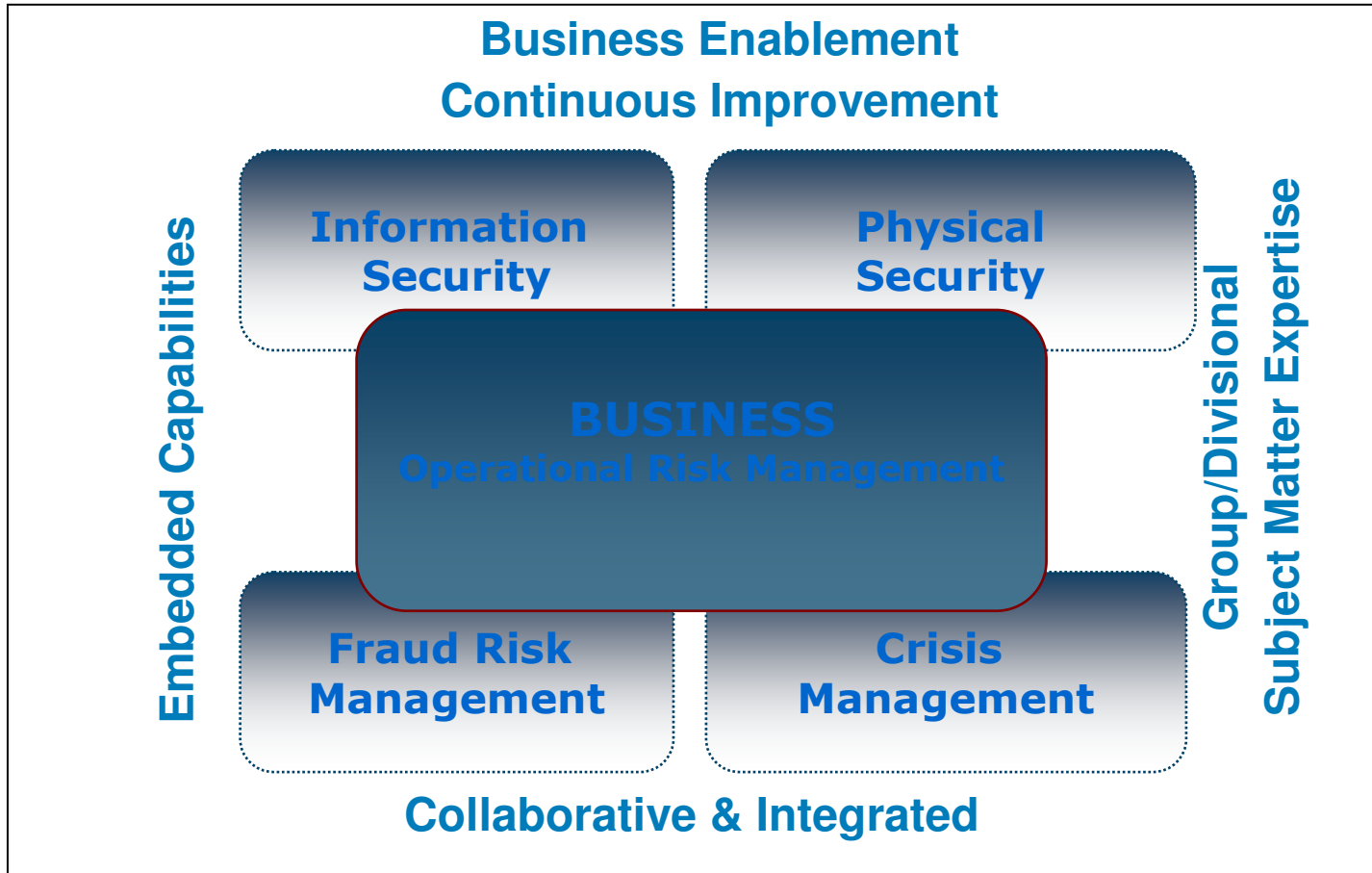
# Security imperatives, internally

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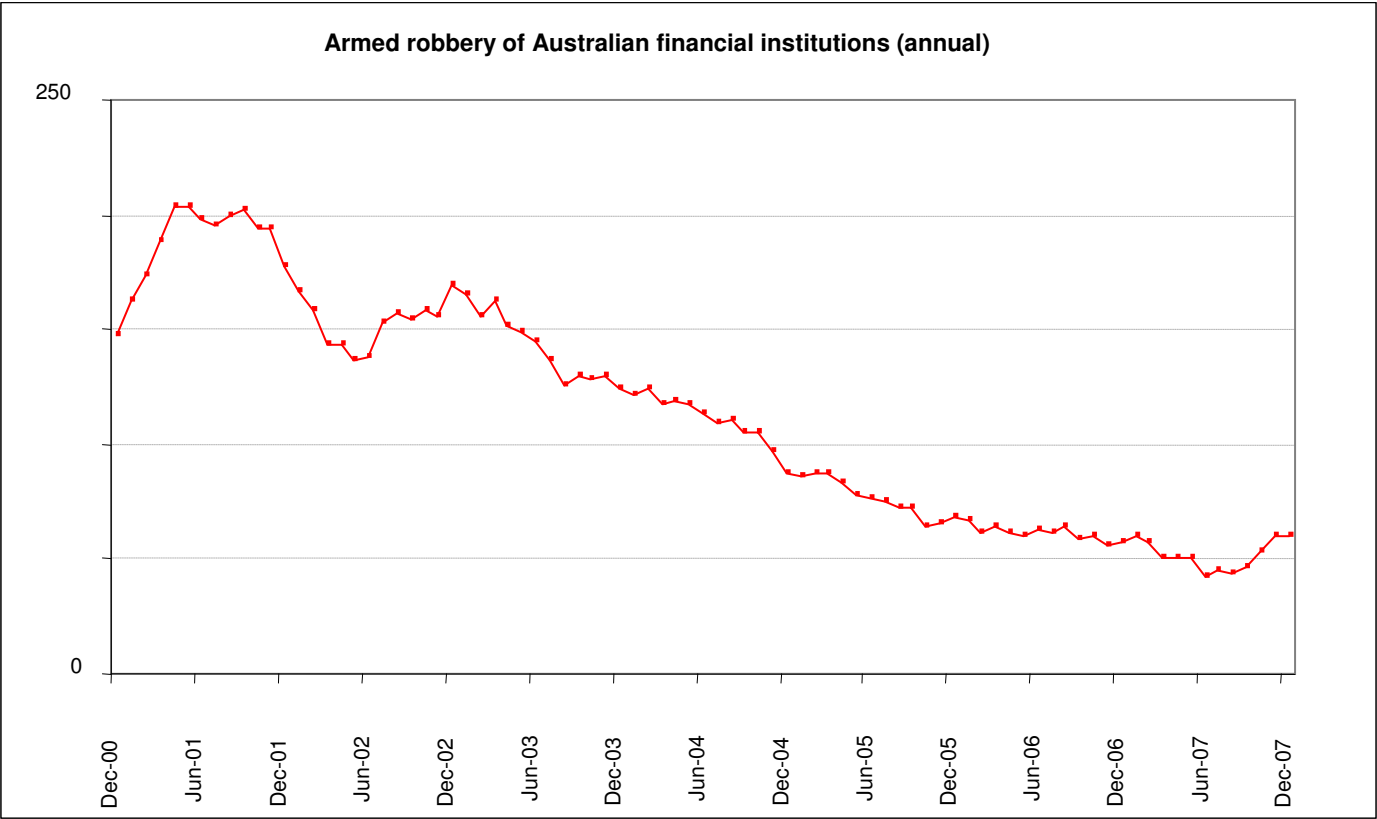


## A collaborative approach to security

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# Starting from the Australian experience



## Considerations and issues in developing a programme

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- **Requirements arise with circumstances, which can be surprising**
- **It's policy as well as a programme**
- **It's business, and Business Units own the matter**
- **Governance rules**
- **Coroners are pessimistic, critical ... and insightful**
- **Standards are essential**
- **Expertise is required**
- **It takes time, and tenacity**

## Security Risk Assessments

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- **Guide, audit and bind security risk management**
- **External advice**
- **Be strategic: it gives everything a purpose**
- **Our preoccupations: terrorism, crime and civil disorder**
- **Look forward: demographics and other perspectives**
- **Details: careful, thorough measurement and discussion**
- **Standards**
- **Special duty of care for IAs, but not exclusive: we live where we are**
- **Providers**

## Progress in a programme

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- **Managing locally**
  - **Group creates the policies and standards, but Divisions have operational practicality**
- **Standards and practices internationally**
  - **taking the best and using it, as we can**
  - **being proficient across jurisdictions and geographies**
- **Integrating growth**
  - **evolving risk capabilities and profiles**
- **Keeping up with business**
  - **Their commercial drivers require flexibility and initiative**
- **Benchmarking**
  - **Proactively engaging regulators, counterparts and experts**

# What keeps us awake at night?

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