

CSO Roundtable Survey

Security Department Organizational Structure

August 20, 2012

ASIS INTERNATIONAL

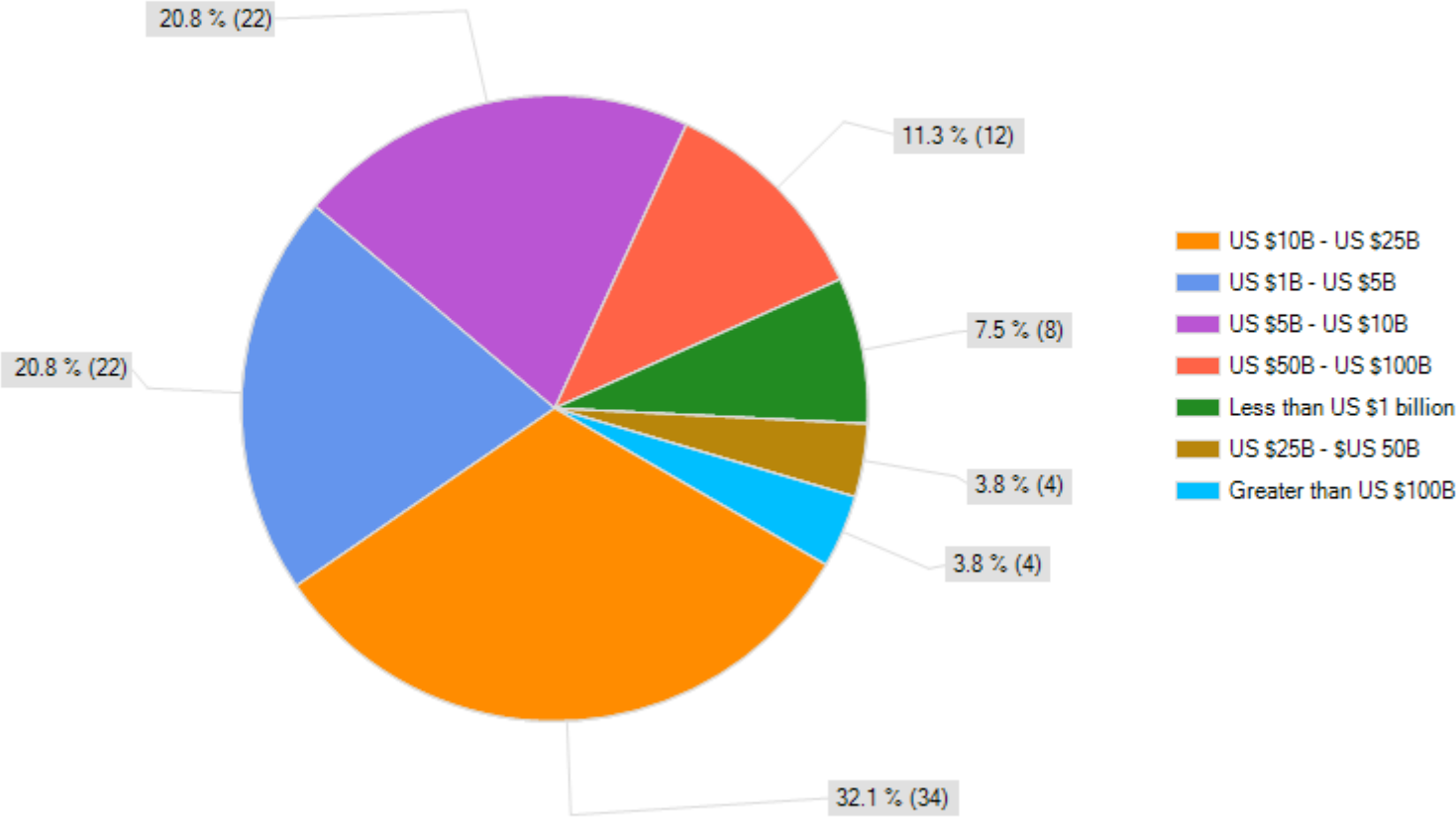
CSO
ROUNDTABLE™

This survey on organizational structure addresses size, scope, and structure of security departments. It was developed by a CSO Roundtable member in conjunction with CSO Roundtable staff.

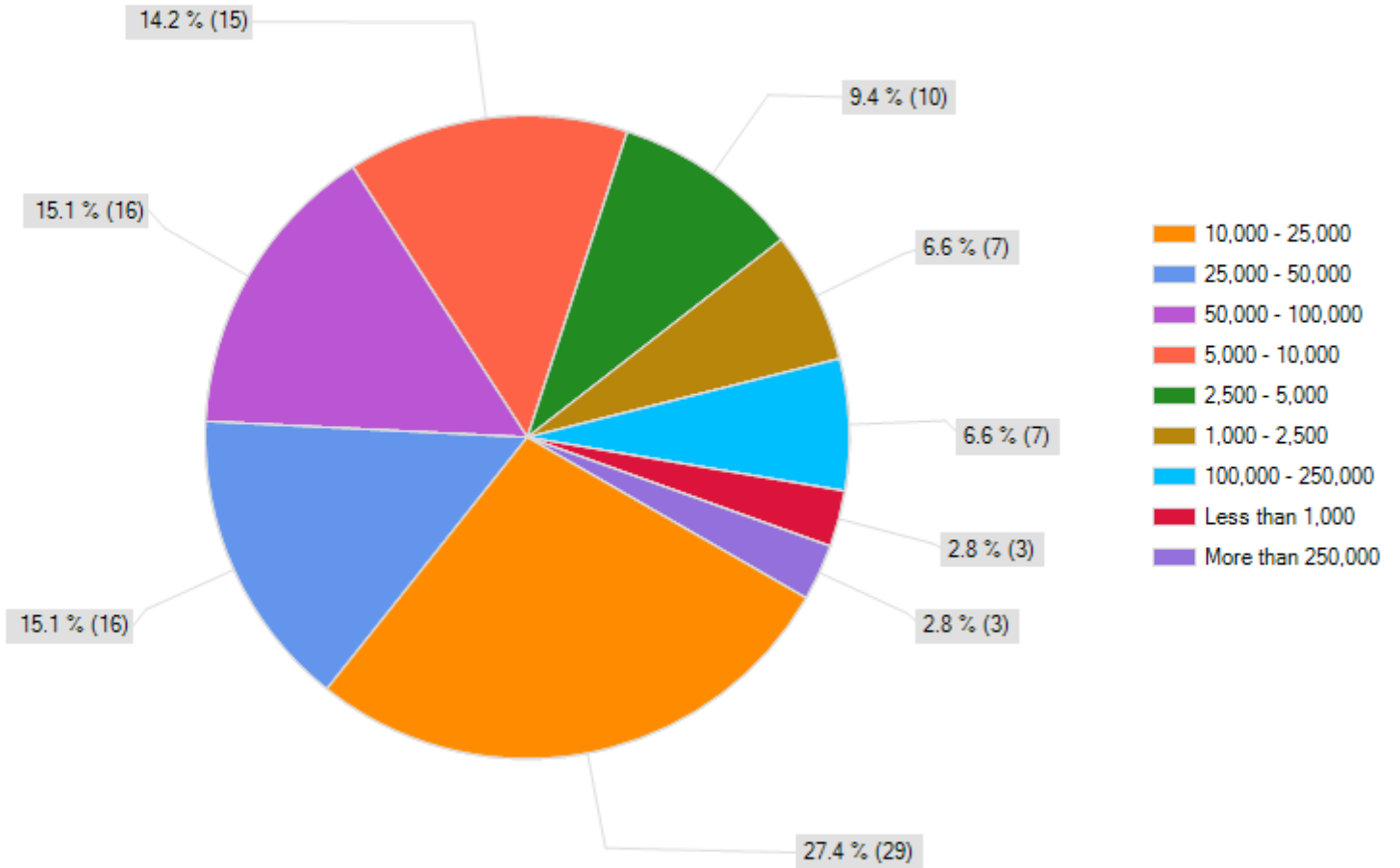
The survey was sent to more than 300 CSO Roundtable members on August 10, 2012. One hundred and eight responses were received via Survey Monkey by the time the survey was closed on August 15, 2012, for a 33 percent response rate.

This report contains charts summarizing responses for each question. Actual comments from survey respondents are detailed where appropriate, providing more in-depth professional insight.

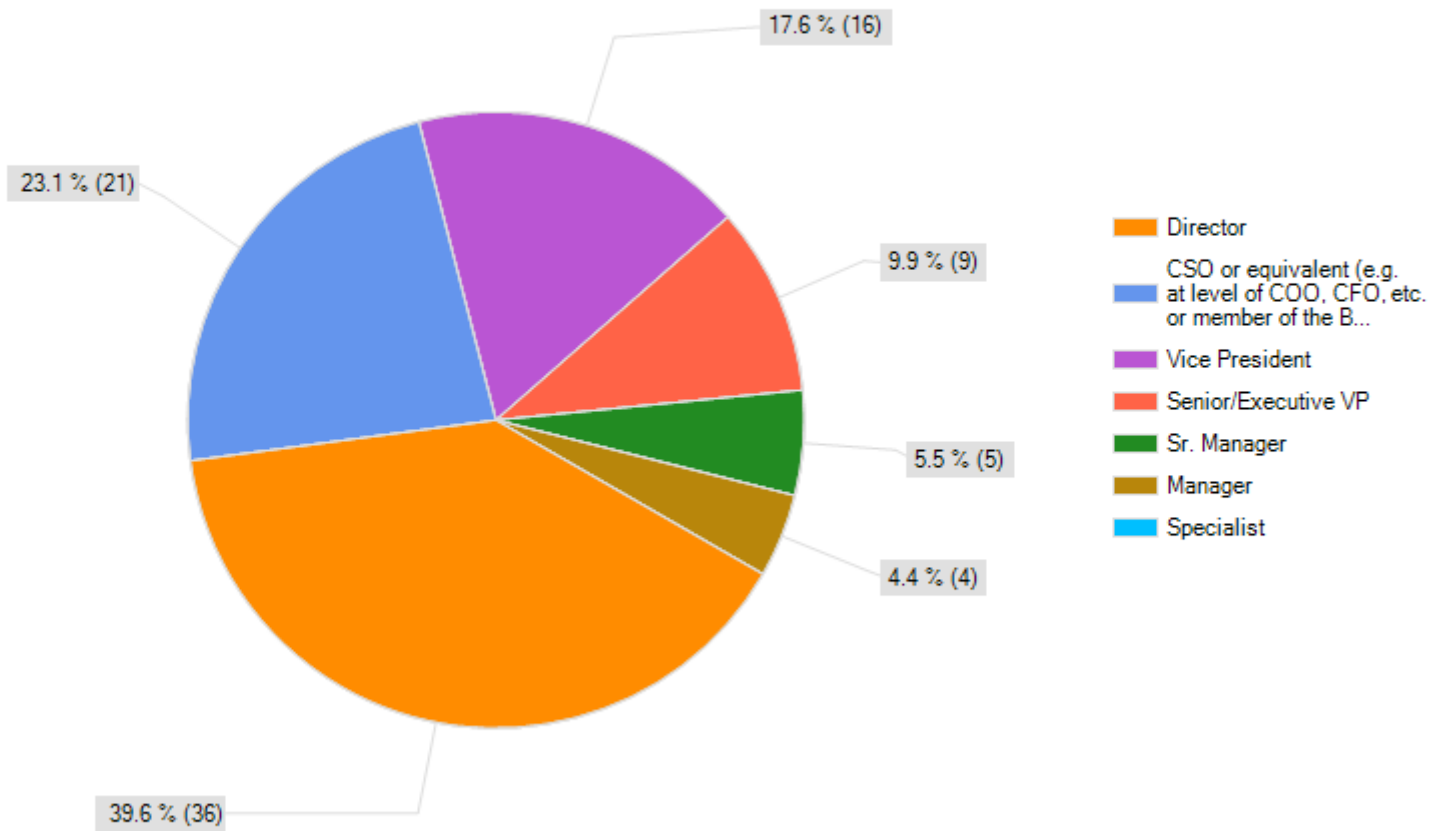
What is your organization's annual revenue?



How many employees does your organization have?



What is the title/level of the most senior security person?

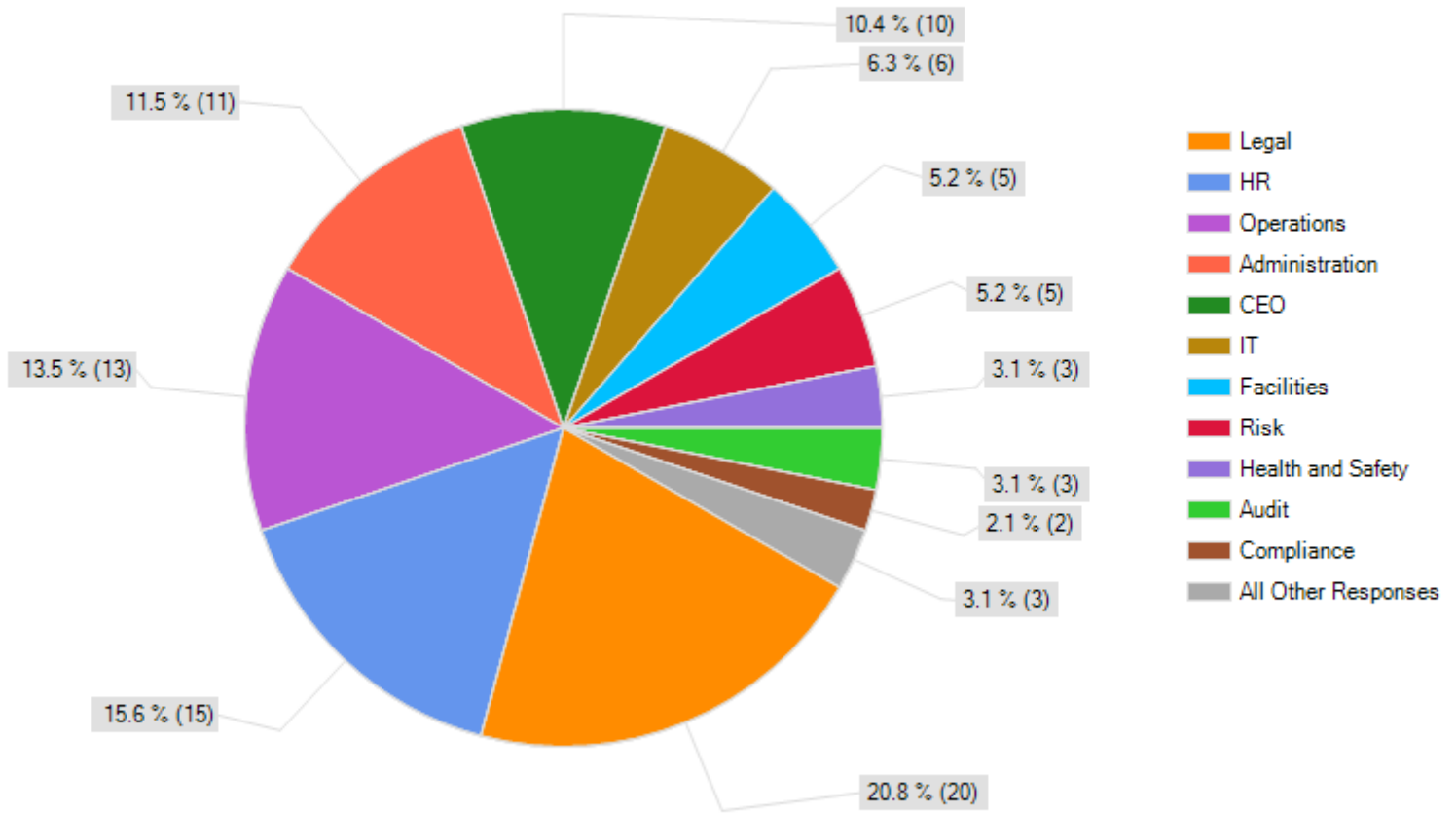


Other/Comments

- Head of Security
- Administrator
- Senior Director (6)
- Director General
- Have CSO title, functionally at Director level

- Global Head of Security
- Executive Director
- Managing Director (2)
- Head of Security
- I am the CISO of the organization but have an equivalent physical security person who is also a VP. We do not report to the same organization.
- Group CSO
- CISO - Chief Information Security Officer
- Vice President & Chief Security Officer
- Chief Privacy & Security Officer
- Title is SVP and CSO; they are not mutually exclusive.
- CISO
- Executive Director, Global Security

To which function does the top security person in the organization report?

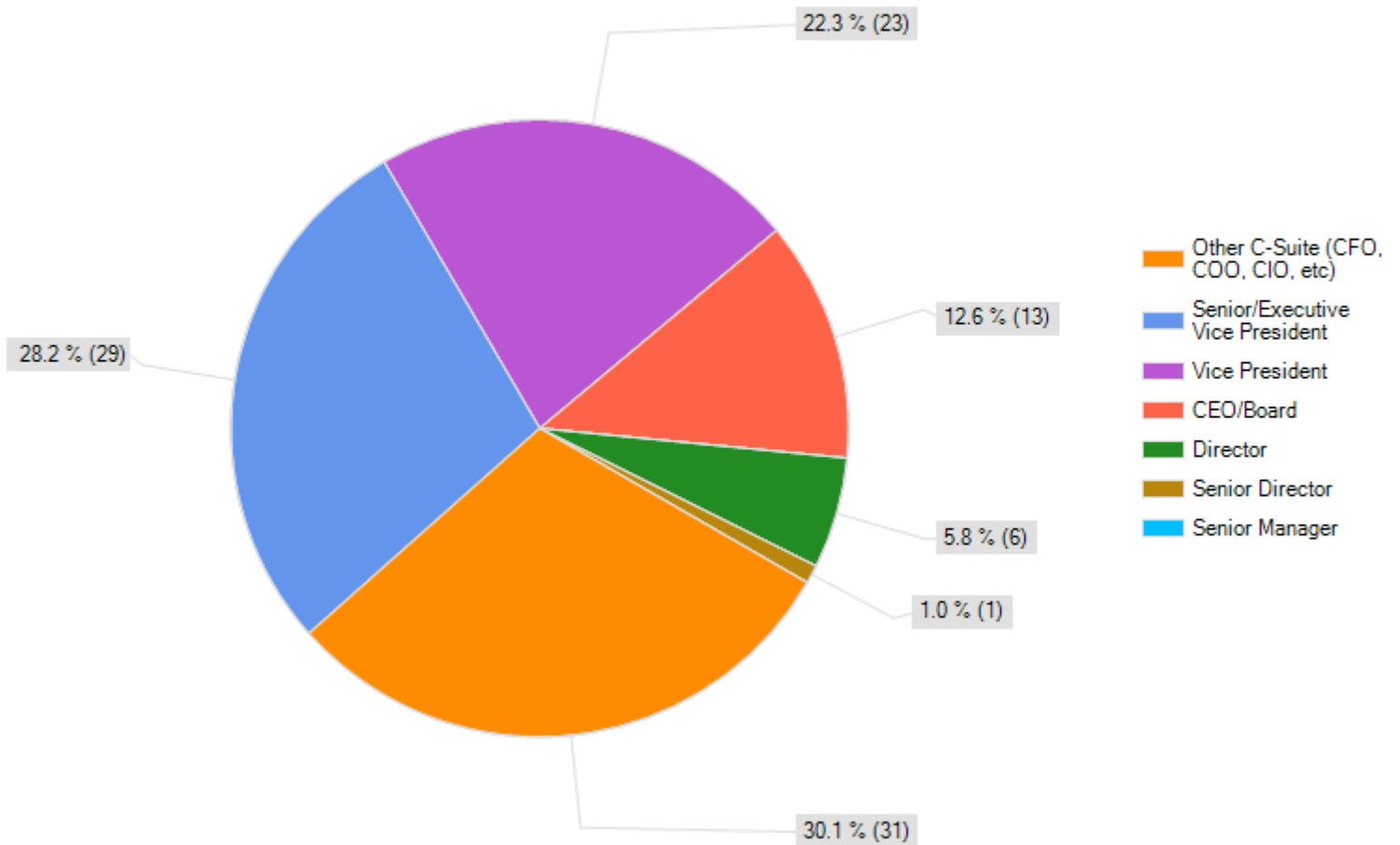


Comments

- Chief Corporate Officer (COO)
- CIO
- Corporate Real Estate
- EHS&S with dotted line reporting to the EVP & Chief Counsel
- Engineering

- Finance (5)
- General Counsel
- Global business services
- He dual reports to the Assistant Director General of Management and Administration and the Director General
- IT and Finance
- Marketing and Corporate Affairs
- Owner
- Policy & Oversight
- Strategic Services & Administration (Shared Service Function)
- Sustainability
- Workplace Solutions, includes Facilities, Real Estate, Business Continuity, Security and Safety

At what level does the most senior security person report?

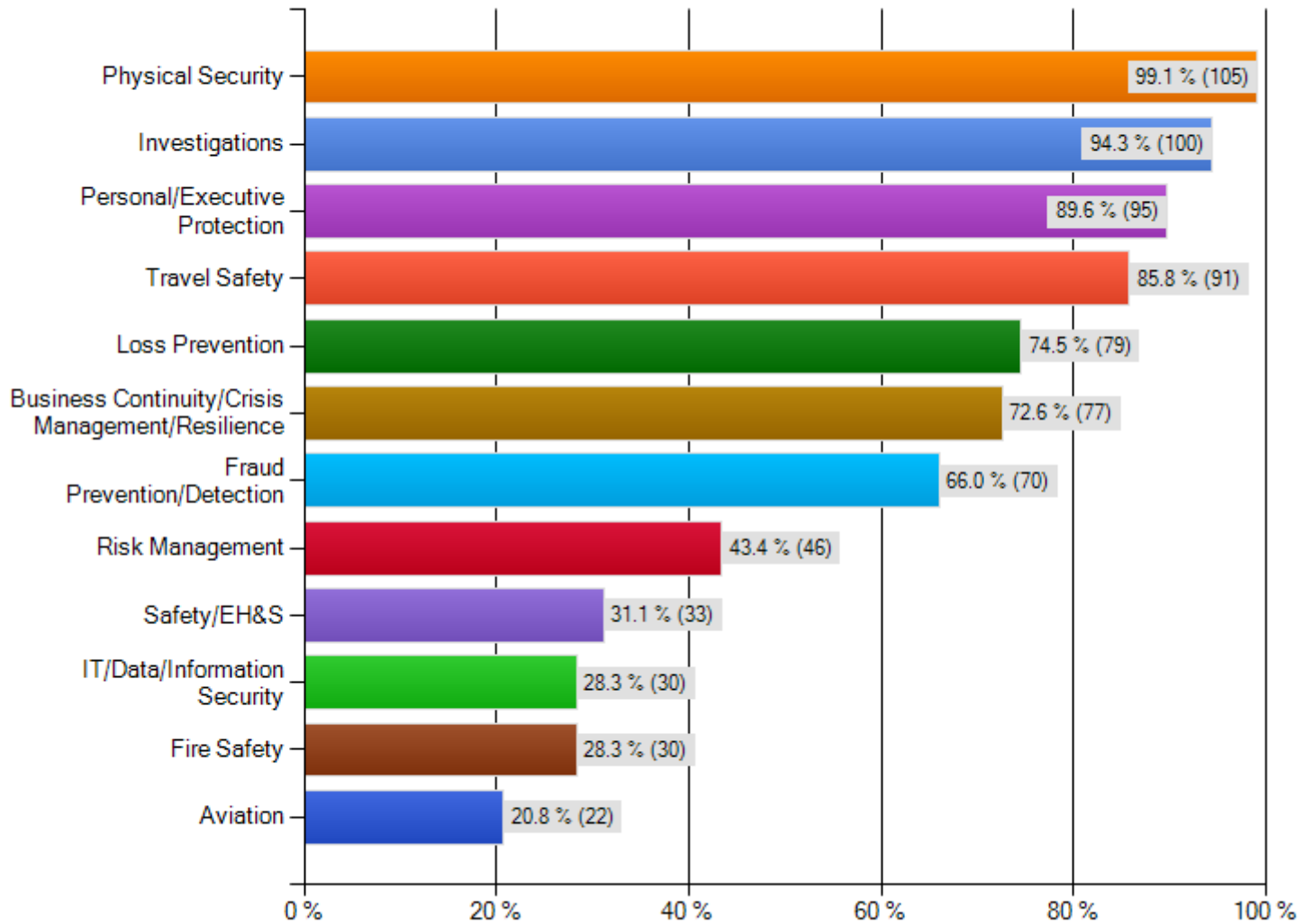


Comments

- VP, with dotted line reporting to the EVP & Chief Counsel
- Dotted line to Chairman/CEO
- He dual reports to the Assistant Director General of Management and Administration and the Director General
- Executive VP / Corporate General Counsel

- General Counsel (2)
- Exec VP HR
- SVP, Deputy General Counsel
- Owner
- CSO is on EVP level and reports to Group leadership team member
- CFO and Matrix to COO and CEO, with reporting to the Audit/Risk Committee of Board

Please indicate all functions that fall under the purview of security.



Comments:

- Security design, Security advice, Insurance
- Intelligence Gathering and dissemination, Security Vulnerability Assessments
- Some aspects of BCP & Crisis Management and Aviation Security
- Disaster recovery

- Training - centering on Workplace Violence/Conflict Resolution and expanding to general security awareness Rideshare/Commuter Services is also under CorpSec.
- Shared responsibility for travel security and aviation security with the corporate travel department.
- This can vary depending on the region of the world.
- B/C, IT, safety, fire and risk have shared responsibilities in our organization
- Risk Management is a shared responsibility with persons in Finance dependent on issue.
- Supply Chain Security, Personnel Security
- Also manage global site security without direct management of site security officer network
- Pre employment screening, Emergency Preparedness, Regulatory Compliance
- Items not checked that are supported by Security include; Fraud Prevention/detection, Aviation, Risk Management
- The checked boxes pertain to IT assets. So I do not have overall responsibility for physical security but do for IT data centers.
- Access control, badging, 24/7 Command Center Operations
- Network Monitoring, Computer Forensics, Litigation Support
- Access Control, Personnel Security (all background investigations for new employees and contractors, and national security clearances - we are a federal utility), guard force management, security control center, regulatory compliance, security project management.
- Workplace Violence; Audits and compliance
- Industrial Security. Crisis Management, but not business continuity.
- Forensic computer investigations

- While other departments have primary responsibility for Business Continuity, Crisis Management, Resilience, Risk Management and Travel Safety, Security is a major contributing partner.
- Background Investigations, Access control, event security
- Infrastructure protection from oversight/approval of changes and physical protection

Please describe the structure of your security department, including how are functions specified in question 7 are aligned under Security (e.g. Fraud and Investigations in one group, personnel protection and travel safety in a second group, physical security in a third group). Organizational industry is listed *in italics* after each comment.

Comments:

- The security department has four sections (surveillance, protocol, disaster management and personnel protection). (*Free trade zone*)
- All in one group, under one person, acting as development manager. (*Energy technology*)
- The organization is a matrix with an eastern and western hemisphere VP. Under each of them are "super region" directors, ie MEAP (Middle East Asia Pacific), EARC (Europe, Africa, Russia/Caspian), Latin American, and North America. At the next level, the team is a combination employee and third party contractor and vendor employees. At the corporate level there are three COE's who have responsibility for Fraud/investigations, Physical security, intellectual property protection and threat analysis. (*Oil/gas*)
- Security, Health and Safety, Insurance (Head = Director level). Teams split between managers and assistant manager positions. (*Development/Tourism*)
- VP and 4 reports at Head office level, 4 regional security managers with direct report to regional VP and dotted line to VP, Global Security. Site security managers direct line to site General Manager with dotted line to regional security manager. Depending on case, most investigations are done at regional and site levels. Travel security and overall security strategy are Head Office functions. (*Mining*)
- Security Operations (Physical Security), Investigations (Personal/Executive Protection, Fraud Prevention, Personal/Executive Protection, Loss Prevention), Product Protection (Travel Safety). (*Healthcare*)
- Security Assessments and Investigations/Fraud detection, Intelligence Analysis and Travel Security, BCP and Crisis Management, Executive Protection, Site Security. (*Agricultural/Biotech*)
- All for one and one for all. (*Diversified – Contract*)
- The Global Security Department consists of the Global Security Manager/CSO, a Physical Security Manager (Contract) and an Administrative Analyst. (Contract). With a global

workforce of over 5000 we subcontract out all work that cannot be performed internally, based upon logistical and resource needs. (*Manufacturing*)

- Security professionals embedded dotted line to the business unit segments and hard lined back to a Global Security. (*Aerospace and Defense*)
- All one combined group with specialist but all having cross functional responsibilities. (*Financial/Insurance*)
- 3 major areas: Investigations/Training; Critical Infrastructure (badging, security design and management, etc.)/Employee & Asset Protection (offsite company events security and Uniformed Officers); and Special Projects (assessment of new security software and any other security-specific projects that do not fall under the other 2 areas). (*Telecom*)
- Corporate Security - Travel, Physical Security, Health and Safety Executive Security (A separate Area supported by the other area). (*Financial Services*)
- Only one professional in the Corporate Security Department (Director - one admin). Strategy and Subject Matter Expertise are provided through this department (center of excellence) model, and implementation of the strategy is through each of the business unit's EH&S functions. (*Oil and Natural Gas*)
- Directors with sub-groups. (*Energy*)
- Policy; Operations; Training and Awareness; Investigations; Physical Security Ops. (*Media/Entertainment*)
- We have staff members under contract doing functional security roles within the Service and we also outsource our Uniformed Guard Service (Monitoring, access control, surveillance). (*UN Security Management Systems*)
- Functional Unit Responsibilities: Guard Force Management Investigations / Loss Prevention, Emergency Preparedness, Technical & International Operations, Executive Services / Special Events (*Manufacturing*)
- Investigations - Code of Business Conduct, due diligence, Fraud, background checks. Physical Security - Regional Sr Managers covering global projects and facilities. Industrial Security - Facility Security officer, SCIF, Clearances, Classified projects, Security Awareness and Training programs. (*Engineering, Oil & Gas*)

- We are a small staff: CSO and (2) Senior Directors. We share all the functions indicated in # 7 (i.e. Investigations, Physical Security, Fraud Prevention/Detection, Loss Prevention, Risk Management, Travel Safety, Personal/Executive Protection), depending on the situation, some are outsourced. *(Fire and Security System Manufacturing, Sales, Service & Monitoring)*
- Administration, Operations, Special Services *(Film/Entertainment)*
- International Loss Prevention Group, Domestic Loss Prevention Group, Corporate Security and Crisis Management Group, and Safety/EH&S Group report to the VP of Global Loss Prevention. *(Retail)*
- We are distributed in 3 clusters (Americas, Europe & Africa, Asia & Middle East). Each cluster is assigned to provide all security & health and safety services within their cluster. *(Telecommunications)*
- Each region of the world is somewhat independent from the head of security in Germany. Each regional head of security reports into their regional management structure with a weak dotted line back to the head of security in Germany. The regional directors are responsible for the budgets, policies and procedures. In North America, all site security reports up into the regional director, who reports to the SVP of EH&S of North America. In other regions, that is not the case. Three regions are responsible for ensuring the crisis management organization is trained and ready to respond. That's not the case for all regions. *(Chemical Manufacturing, Research and Development)*
- Central team - Small group of experts. 3 pillars - Safety/Security/Event and VIP security grouped, Investigations and BCP/Crisis Management separate. *(Retail)*
- Two directors (operations and security systems) and two senior managers (Investigations & Executive Protection and Retail & Special Events) report to Sr VP. All else flows down from there. *(Healthcare)*
- Personnel Security division is responsible for investigations, executive protection, intelligence, travel safety, safety (OSHA compliance) and the Global Security Operations Center. Site Security division is responsible for access control, parking administration, physical security design, physical security risk assessments and security officer operations. Personnel Security, Site Security, and BC all have Asst. Directors overseeing those functions reporting to the Director of Global Security and Business Continuity. *(Financial Services)*
- All in one group today and largely under Centers of Excellence for a Security Manager who is responsible for each area. *(Food Manufacturing)*

- We have a corporate security department with security functions falling into an integrated services center. *(US Intelligence, Defense, Aerospace)*
- All areas organized by Corporate or field locations. BC and Crisis Management under emergency management supervisor and all others under operations supervisor. *(Insurance/Financial and Banking Services)*
- All in the same group. *(Apparel Manufacturing)*
- Information security, EHS, risk and resilience, special projects and business excellence. *(Telecommunications)*
- For every operating region (5), a Global Security Advisor for security consultancy towards the Operating Companies in that given region. Besides this each Global Security Advisor covers a specific security function (e.g. Investigations, Travel & Personal Security, Event Security, and Asset Protection). *(Beverages)*
- Under the security manager there are 2 corporate advisors and 5 regional advisors. Besides these security professionals, each business group has a person responsible to ensure security is well addressed in their line management. *(Life and Material Sciences)*
- Lean and mean one man team - outsource investigations requirements, and threat and risk assessments. *(Property Development, Leisure & Retail)*
- Transport Security, Investigations, Physical Security *(Paper Industry)*
- Physical Security, Investigations, Security & Loss Prevention, International Security *(Industrial Products Distributor)*
- Physical Security & Investigations, Travel Risk Management, Special Event Risk Management *(Pharmaceutical)*
- Department of one. *(Energy)*
- Business Continuity is one group. Investigations, fraud prevention, travel security, personnel protection, security officers, and other security services are in a second group. Security alarm monitoring and technology is in a third group. Safety is in a fourth group. Employee health clinic is in a fifth group. *(Financial)*
- Everything except safety and aviation. *(Healthcare)*

- Matrix organization - regional security managers and security area leads. *(Telecommunications)*
- Physical Security in one group, business continuity in one group, information security in one group. *(Financial)*
- Director Global Security (no other staff); all other functions are outsourced. *(Agriculture and Food)*
- Group 1: Physical, Investigations, EP and Security Operations. Group 2: Information Asset Protection. Group 3: Enterprise/Crisis Management. Group 4: International, which covers Travel and Intelligence. All of the above report to the executive director. *(Manufacturing)*
- Hybrid of security responsibility across three regional groups with specific security responsibility dedicated to InfoSec and site security spread across two other groups. *(Pharmaceuticals)*
- All within a combined team of 6 persons. *(Security Services)*
- It's easiest to characterize our design into two large entities; tactical support and strategic support. In tactical support, a director with four regional managers and a risk analyst work closely with operations on traditional security matters e.g. investigations, physical security and security technology issues, guard force management and regulatory compliance programs that are fully implemented and in a maintenance mode. The strategic support consists of three directors and staff responsible for enterprise BC/CM, Risk and Security Compliance, and Security Infrastructure Technology (all security systems, 24/7 console ops, etc). Executive Protection/Travel Security programs report directly to the Managing Director. *(Energy/Utilities)*
- Operational Security, Domestic Security, Information Security, Facilitation and Fraud Prevention. *(Airline)*
- Executive Director; Director of Investigations, event security, travel security, Background investigations and executive protection; Director of supply chain security; Director of global security systems, design and integration; Director of domestic security operations; Director of EMEAA. *(Pharmaceuticals)*
- One group of six personnel, globally. *(Pharmaceuticals)*

- Director with two direct report Security Operations Managers, One dept Administrator and specific security department liaisons in; IT, Audit, Risk and Facilities. *(Food and Agriculture)*
- All functions reside under a site-specific manager. *(Research)*
- Policy and Architecture, Risk Management, Security engineer and capabilities, IT security operations, Awareness and training, Privacy, Records management. *(Healthcare)*
- All under CSO. Security staff for various contracts work for operations with a dotted line to CSO. *(Defense Government)*
- Director for global security; 3 Senior Security Managers - one for each region; one security system specialist; one security analyst; two Security Managers in Mexico, each with a team of three; all other security functions are additional duties with dotted line into security department; all functions in question 7 (i.e. Investigations, Physical Security, Business Continuity/Crisis Management/Resilience, Fraud Prevention/Detection, Loss Prevention, Travel Safety, Personal/Executive Protection) are in the department, there is no specific subdivision. *(Manufacturing – CPG)*
- We have a regionally based team with SME areas to include, BCP, Investigations, etc. *(Manufacturing)*
- Corporate security, Oil and Gas Field Security, Executive Security, Facility Security. *(Energy – Oil & Gas)*
- Information security, Aviation are individual services. Crisis Management, Risk Management, Executive Protection, Travel Security, Intelligence Collection analyst are one group. Regional Security Directors deliver the operational security services. Global process owners (staff to the global security director) drive standards across the regions the regions which include Investigation, fraud prevention, WPV, *(Manufacturing)*
- We follow an "Articles of Confederation" model where we do not always have direct, solid line relationships but have a great deal of influence over various areas if they relate to security risk. We work closely with Corporate Travel on Travel safety and Corporate Security budget supports outside Travel Safety providers. We lead investigations but may also enlist outside investigative resources depending on the situation. Personnel protection is almost always using outside resources managed by Corporate Security. Most of this rolls up under Professional Outside Services in the Corporate Security Budget. *(Food Manufacturing)*

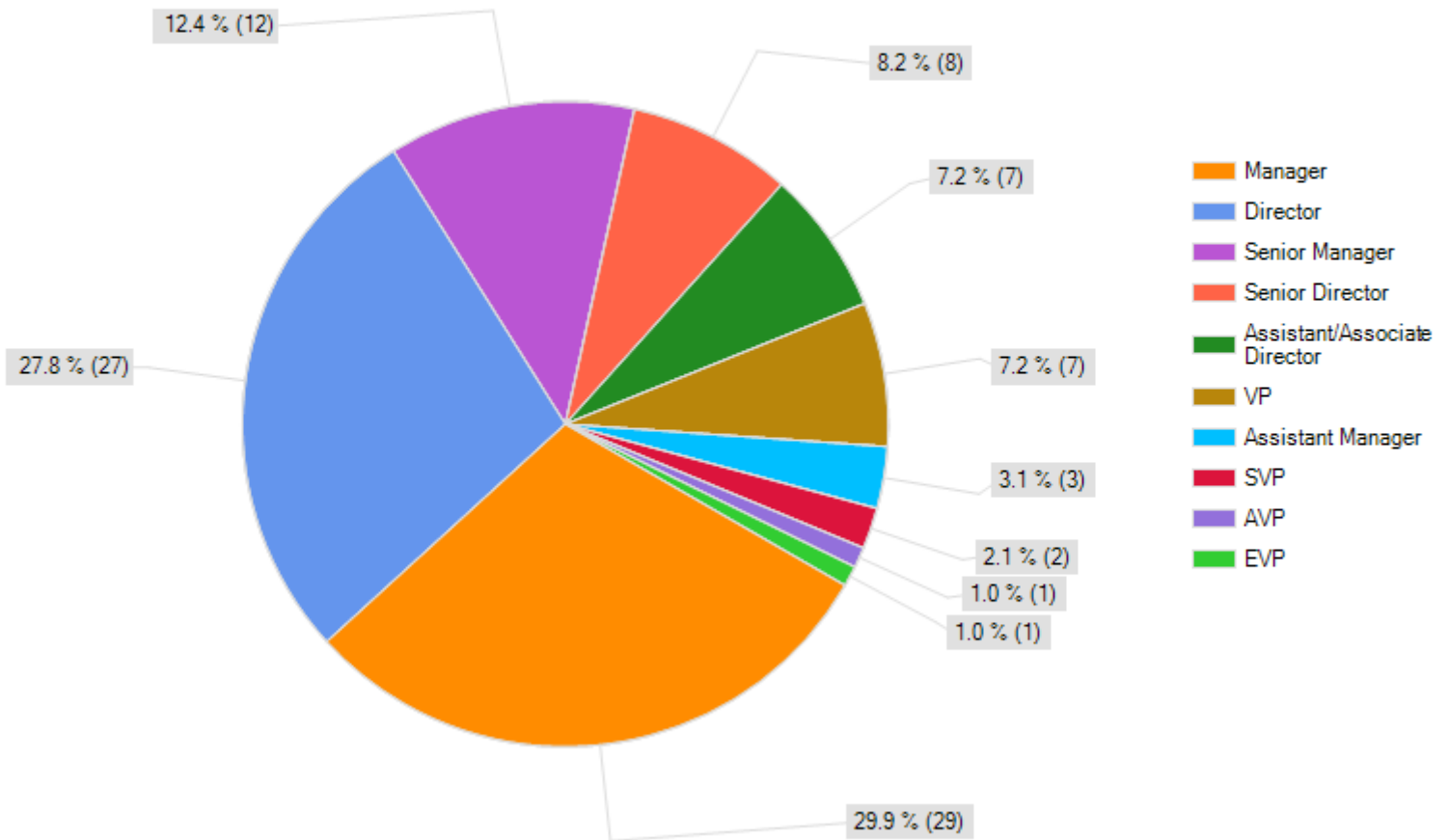
- Technical Security Systems, Investigations, Operations, Access Control departments all report to Senior director of Protective Services (*Healthcare*)
- Five Groups under the CSO: Corporate Ethics and Investigations; Corporate Security; Technical Security (cameras, access control, alarm monitoring, etc.); Training, Reporting and Communications; and General Security Administration (QA, budgets, vendor management, etc.) (*Financial Services*)
- Threat management with travel security. Security and safety includes executive and event security. Economic crime prevention and detection includes investigation and emergency management. (*Insurance*)
- Investigations/Fraud Prevention/Network Monitoring/Litigation Support/Computer Forensics are under a separate group. Security Systems is separate as well. All other functions are the responsibility of Regional or Country Managers/Directors. (*High Technology*)
- All Security duties fall under the Director, Corporate Security, with supervisors responsible for more than one function. (*Manufacturing and Hospitality*)
- All function fall to one of the directors. (*Healthcare*)
- Critical Infrastructure Protection (Physical Security, Regulatory Protection, Security Project Management); Security Services (Guard Management, Inspections, Security Awareness & Education); Security Operations (Access Control & Alarm Management, Security Operations Centers, Research & Analysis); Investigations & Training; Personnel Security. (*Utility*)
- Physical security, business continuity planning, fraud management, executive protection, investigations, project management. (*Telecommunications*)
- We are regionally situated with global functions for Safety and Investigations. (*High Technology Software & Services*)
- Security is separated into three individual units/groups. Physical Security/Executive Protection, Fraud Investigations, and Information Security/Risk. The CISO overseeing Information Security and Risk Management is the senior most position. (*Healthcare*)
- Operational Risk Management, Crisis Management/Business Resiliency, Corporate Information Security (Policy/Risk/Awareness), Physical Security/Investigations/Life Safety. (*Financial Services*)

- Three person team with cross discipline skills. *(Manufacturing)*
- VP/CSO has 3 Regional Managers based in London, Singapore and Brazil. *(Engineering Design, Government Services)*
- Aligned according to company operations platforms (Consumer, Commercial, International). *(Food and Agriculture)*
- 1:Loss, protection, investigation, resiliency 2: fire, emergencies & hazmat. *(Marine Port)*
- The SVP has the following direct reports: Physical Security, Investigations, Executive Protection. *(Telecommunications)*
- 2 groups - corporate security and business continuity. *(Electric Utility)*
- Corporate Security has all the functions above except IT/Data/Information Security & that function is the responsibility of Corporate Information Security. *(Relationship Management)*
- Industrial Security, Physical & Operations Security, and Information Systems Security. *(Defense)*
- Each specialty reports into the Dir. Global Security.*(Vehicle Manufacturing)*
- Functions report to the senior security executive (with primary functions having a leader), and the delivery structure into/through the regions are led by leader. *(Entertainment)*
- Operational Security-SVA's, physical security, 24/7 operation center, journey management and travel security. Business Investigation-with the exception of HR related investigations. Regulatory and Compliance- all related regulatory matters and voluntary programs such as CTPAT and associated industry-driven initiatives. *(Industrial Gas and Chemicals)*
- Our CISO has responsibility for IT/Data/Information Security and Information-related Investigations, and our Director of Physical Security has responsibility for all other Investigations, Physical Security, Loss Prevention and Personal/Executive Protection. Fraud Prevention/Detection and Risk Management are shared responsibilities. *(Human Resources/Professional Consulting)*

- Director position is new to organization. Future state is to have 3 branches, Operations/Investigations; Physical Security; CM/BCP/Training, as well as regional security officers internationally. *(Industrial Manufacturing)*
- Global presence. Lines of business are regionalized around the world. We have 5 main groups: Operations, Technology/Showcasing/Investigations, Risk Mitigation, Executive Protection/Intelligence, and Communications. *(IT)*
- All functions are reviewed by the top Security executive at the Corporate level. There is only one position at the corporate level and then each hotel/resort individually or as a campus has a Director of Security who is responsible for all the same functions, locally. There is a dotted line of reporting authority back to the Corporate Director of Security. *(Hospitality)*
- Security is separate from Executive Protection/Travel Safety. EH&S is also separate. *(IT)*
- Background team, Badging and access control, BCP/Crisis Mgt, Travel Security, Investigations/EP, High Risk (Afghanistan, Yemen etc.), Classified Gov't Programs are all direct reports. *(Financial Services)*
- Primarily organized by domain: physical (investigations/protection), information (IT/data), and personnel (vetting/discipline/terminations). BC/DR is overarching. Director of Security coordinates/synchronizes all aspects and provides external face. *(Transportation/logistics)*
- We are organized by operational regions and business unit, with all director's responsible for performing all functions listed in question 7 (i.e. Investigations, Physical Security, BC/CM/Resilience, Safety/EH&S, Fraud Prevention/Detection, Fire Safety, Aviation, Loss Prevention, Risk Management, Travel Safety, Personal/Executive Protection. *(Pharmaceuticals/Healthcare)*
- CISO has responsibility for information security, disaster recovery, IT investigations etc. Director of corporate security has the guard force and internal employee investigations. *(Energy)*
- All under CSO with the EVP of security having physical security and all other functions from CSO. *(Telecom and IT)*
- Geographic organization for physical security operations, global functions for (1) major event security, travel security and exec protection, and (2) risk/ intelligence. *(Financial Services)*

- Special Investigations, Business Continuity Management, Information and Data Security, Corporate Security, Workplace Safety, Emergency Response. (*Insurance*)

Referring to question 8, at what level are the personnel who oversee each of the functions specified in question 7?



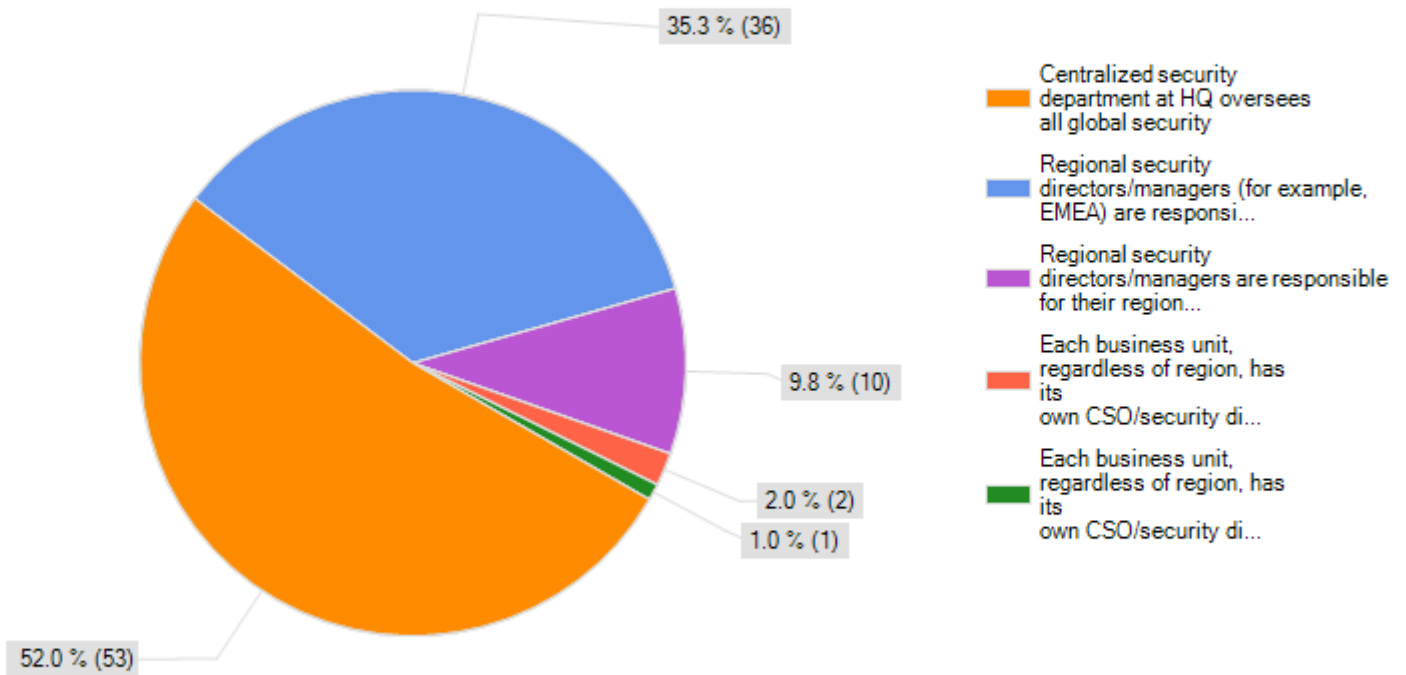
Comments

- Nonexisting
- Head of Team is Director level. Teams split between managers and assistant manager positions.
- One director as well (indicated VP).
- No direct reports - implementation of security is through EH&S functions embedded in each of the business units.

- Chief of Safety & Security
- Sr. Mgr for Industrial Security and Investigations. Global Director of Security for physical security.
- Among the three respective managers, two of the three are senior managers (in wage/job classification only, not in title).
- We have regional managers that are responsible for all the functions indicated in question #7 (i.e Investigations, Physical Security, Loss Prevention, Travel Safety, Personal/Executive Protection).
- 2 are directors and the other 2 are managers.
- Manager and Director levels.
- Director and Sr Directors.
- CSO handles it all with a few subordinates.
- We have a very diverse team.
- Plus one Director (indicated Manager)
- Ranges from Director to VP.
- Security Supervisors, who report to the Director.
- Manager or Sr. Manager (it would not let me select both).
- A mix of Senior Managers (for the functional roles in Investigations and Safety, as well as Director for the general services delivery where the Regional Manager delivers into the regions.
- AVP at company is high level officer.
- Regional Security Managers
- Future state is to have these resources report to the Assistant Director, or operations Director.

- Both Associate Director and Manager

Please indicate the example that most closely matches your global security model.



Comments

- Fragmentary reporting line, security manager reports to sustainability director and information security manager to IM manager. No security department or CSO exists.
- The difference is the solid line is to security and the dotted lines to the region/business.
- Regional security managers also report directly to a centralized security department at HQ (indicated Option #1, above).
- For cost recovery purposes, regional directors report into local business units for administration. But oversight and direction provided centrally.

- Best practice policies and practices are system- wide and operationalizing them and establishing procedures to support are regional or business line decisions.
- We are close to placing regional security managers in Latin America and Greater China/SE Asia based on our growth and through identification of top operational risks through performing gap analysis.
- It's a combination of security managers within the region and within the business units, each with a (dotted) line to corporate security.
- Combination of option 2 and 3.
- Centralized with Regional Managers
- Decentralized. Global Security sets policy and strategy, but security is managed locally.
- We are not global, but are in several states. We have one enterprise security department over all the states.
- Regional security being a terminal operator (indicated option #3, above).
- Regional Security Managers report to Sr. Director of Operations (Security) who is also overseas. The Sr. Director of Operations reports to CSO at HQ.

How are geographic regions broken down in your organization? (For example, the Americas, EMEA, China, rest of Asia; or United States, LATAM, Europe, APAC)

- Nonexisting for security function.
- Russia, Africa, Latin America, North America
- MEAP (Middle East Asia Pacific), EARC (Europe, Africa, Russia/Caspian), Latin America and North America.
- China, India, Asia Pacific, Brazil, Latin America North, Latin America South, North America, Europe, Middle East & Africa.
- Continental United States, Outside Continental United States.
- United States, LATAM, Europe, APAC.
- WND.
- North America split in half. One person assigned to international operations with support of VP.
- U.S. and Latin America. Latin America security is region-specific, which means each country is responsible for their own security program, but a project is underway, led by U.S. Corporate Security, to standardize the security program to that ensure each region, although they will continue to manage their own program, will follow U.S. policies/procedures/security standards.
- U.S., International.
- Americas, Europe/Africa, MENA and Former Soviet Union, Asia Pacific.
- Single organization globally.
- A/P, EMEA, Latin America.
- HQ (in Europe), Asia, North & South America.
- USA Domestic Operations, International Operations.

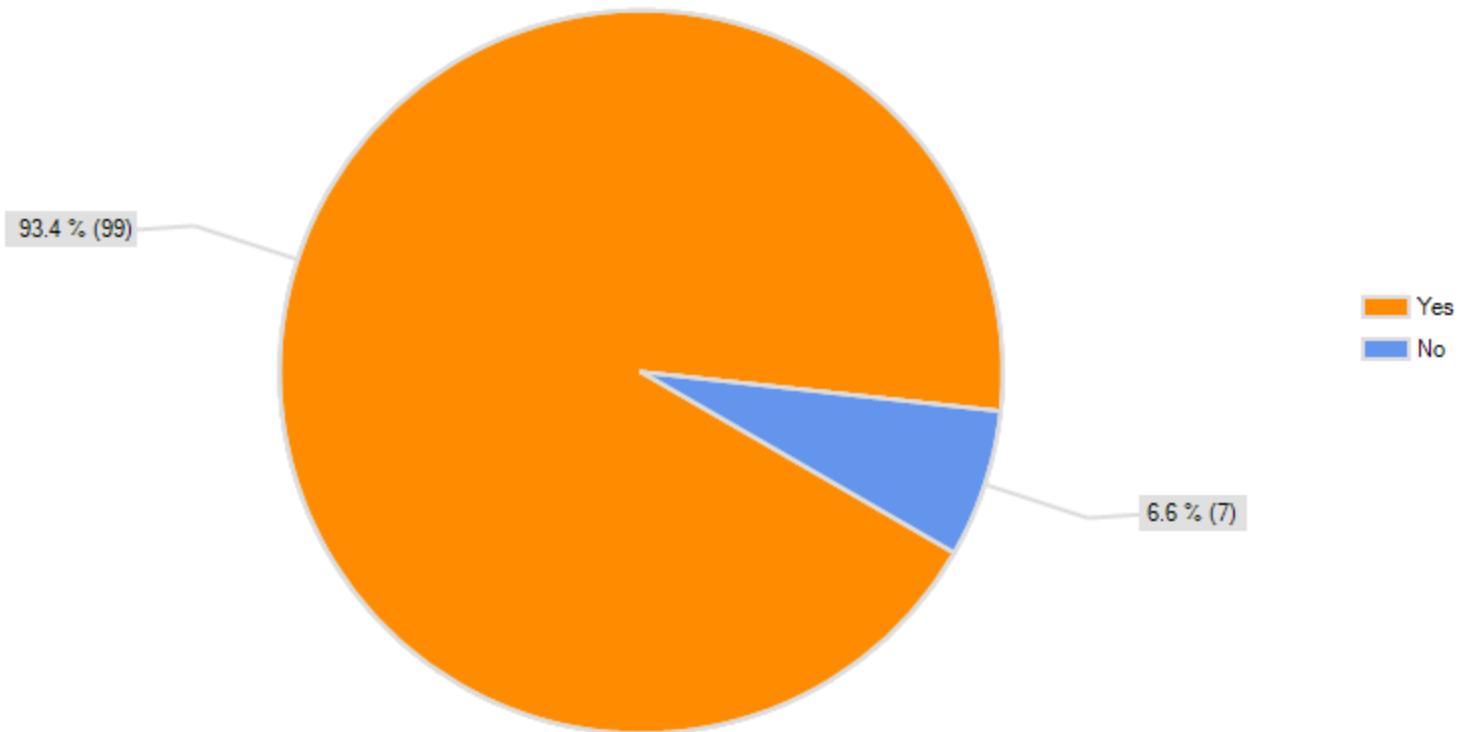
- Americas, Middle East, APAC, EEA (Europe, Eurasia, Africa).
- North America (U.S. and Canada), LATAM; EMEA; ASIA-PAC.
- North America, LATAM, Europe, Asia-Pacific.
- Americas, Europe & Africa, Asia & Middle East.
- North America, South America, EMEA, Asia.
- North America, Latin America, APAC, EMEA.
- Europe, North America, South America, CIS/Russia, APAC, Emerging Markets, China.
- Only in one state, and divided by three market areas and a couple of business lines to support the same structure for operational leaders. Idea is to create a partnership between LPS/Security and the business leader.
- Currently not broken down by regions.
- North America, Canada, Latin America, Europe, Greater China, Australia/Australasia, India/MENA/RSA, SE Asia, Russia.
- USA, Canada.
- Central America, Caribbean, Asia Pacific.
- Americas, Asia and Middle East, Europe and Africa.
- Five regions: Americas, Asia Pacific, Africa & Middle East, Western Europe, Central & Eastern Europe.
- North America, LATAM, Europe, India, China.
- MENA, Asia, Central Asia.
- U.S., International.
- North America, Mexico/Latin America.
- U.S., Australia.

- Americas, Canada and International.
- Asia, Southeast Asia, EMEA, Americas.
- Northern Europe, Southern Europe & Africa, Americas, India, China, Rest of AP.
- U.S. Based.
- U.S., Latam, EMEA, APAC.
- Americas, EMEA, APAC.
- Only Europe.
- By regulated utility geography, and then International.
- North America, Puerto Rico & Caribbean, Middle East & Africa, Asia, Asia Pacific and Central and Latin America.
- U.S., then rest of world, with EU and APAC/LATAM as subsets.
- U.S., International (China/APAC, EMEA, LATAM).
- North America, LATAM, EMEA, ASPAC.
- By country where we work.
- U.S. & Canada, Latin America, Asia.
- America, EMEA, Asia Pac, Latin America.
- Western and Eastern Hemispheres. Domestic falls under Western Hemisphere.
- EAME, APD, Americas.
- Americas, EMEA, PACRIM.
- Simply called Global.

- Europe, MEAF, APAC, NA, LatAm.
- Americas, EMEA, Asia, AMSEA, India, Israel.
- North America, South America, EMEA, APAC.
- North America, Latin America, EMEA, APAC.
- West, Central, East, Asia.
- EMEA/APAC/LATAM/US.
- EMEA, APJ, Americas.
- We are U.S.-based, so regions are broken up into Regional Home Offices throughout the U.S.
- U.S., AP, Europe, Latin America.
- Americas, EMEA, APAC.
- Not broken down by geographic area, but by operations platforms. Each platform operates domestically and internationally.
- No breakdown.
- North America, Latin America, Europe, Middle East & Africa, India, Asia Pacific.
- Not broken down.
- South America, North America, Asia, Europe.
- EMEA, APAC, LATAM.
- Global Security – central staff at HQ with small regional teams in EMEA and Asia. ROW world supported by outsourced arrangements.
- North America, Latin America, EMEA, AsiaPac.
- NA, EMEAI, APAC, LATAM.

- Americas, EMEA, APAC, Greater China Region.
- By Hotel/Resort or Campus collection of Resorts.
- Americas, Africa, Middle East, Latin America, Europe.
- U.S./Mexico, Canada, China.
- We are mostly a domestic company with 4 domestic regions that are aligned with our largest business unit.
- EU & PAC Rim, U.S., Canada, LatAm.
- By campus entity.
- Americas, APCEMEA, Europe.
- United States.

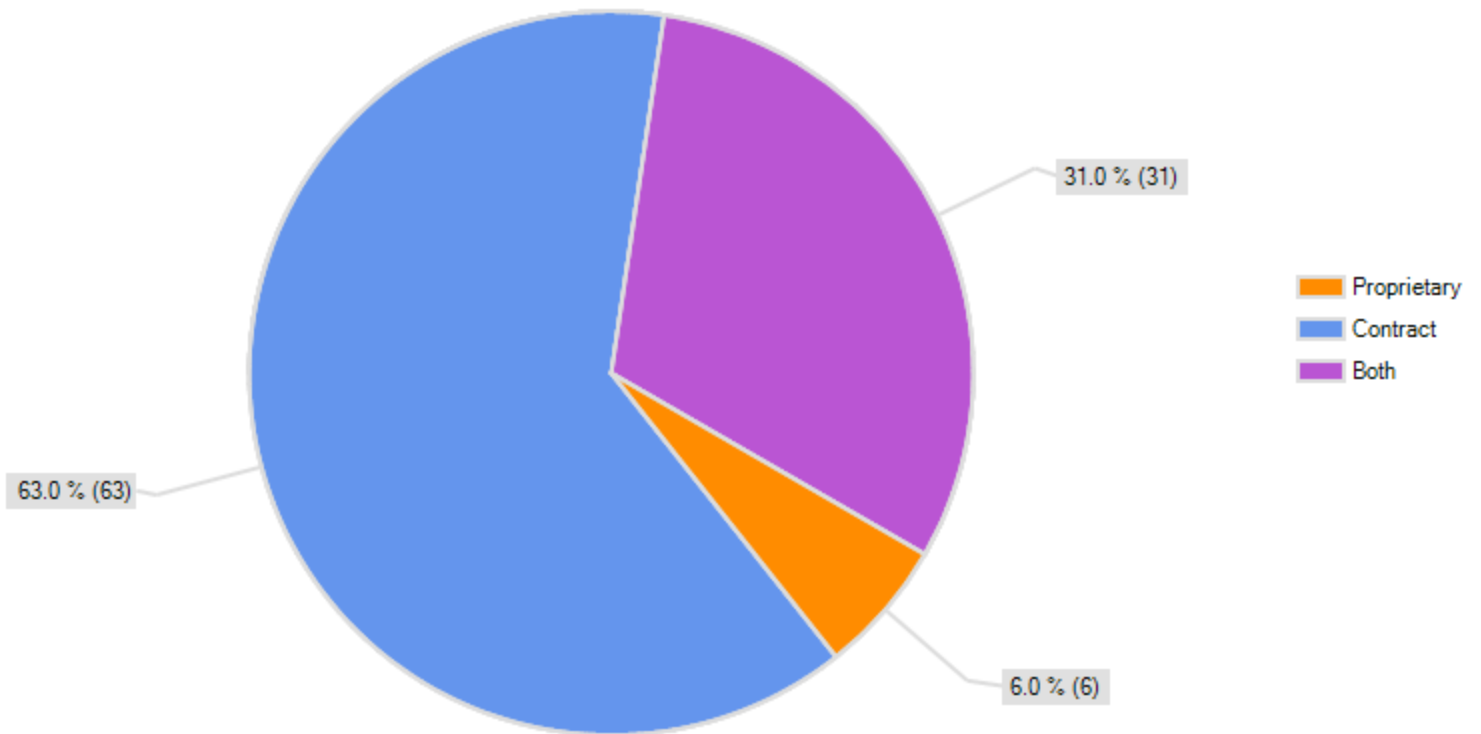
Does your organization deploy guard services?



Comments

- RE is dealing with outsourced guard services.
- Outsourced master services contract facilitated by Global purchasing services are pulled by the business on schedules from the MSA.
- We deploy contract guards in just a small number of offices. Otherwise, we are primarily tenants in multi-tenant high rises, and building management/landlords provide guard services.

If "Yes" to question 12, are the guards proprietary or contract?

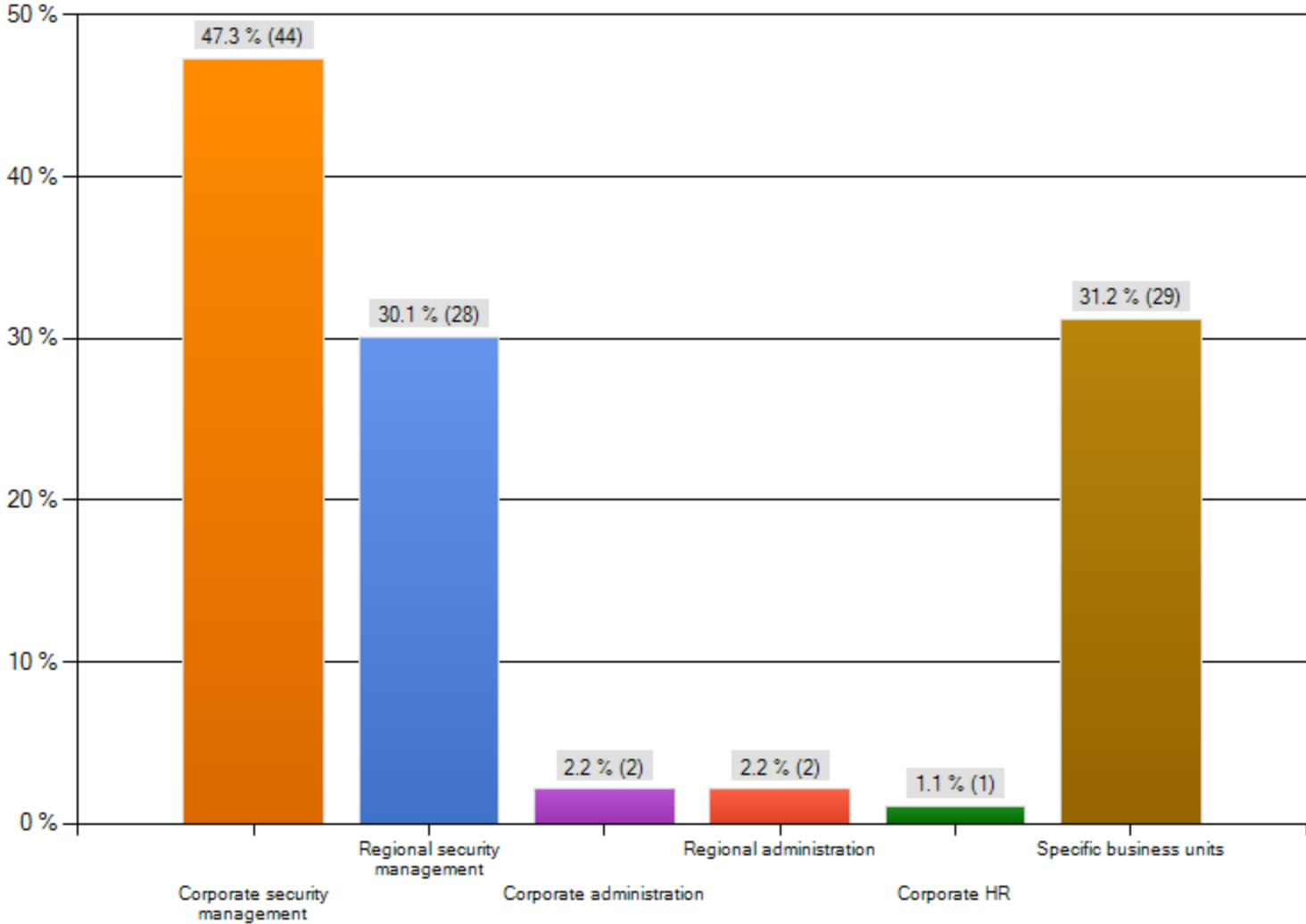


Comments

- Console operators are proprietary - all others are contract.
- We have 63 security officers in total (indicated "contract").
- 95% proprietary. Augment and temporary assignments with contract.
- Largely contract (90%).

- Moving away from proprietary to contract in next 6-months.
- Primarily contract with a small number of proprietary.
- Proprietary guards are only used at one site.

If "Yes" for 12, to whom do they report?



Comments

- Usually they report in locally and under the control of a security team member or business security coordinator.
- The on site security officers report to site security manager; security services for regional offices and off site locations report to regional security managers.
- Their company and Global Security as a customer.

- Contract Security Officer at WHQ report to the Global Security Department.
- Real Estate Department (major offices) and Operations (plants).
- Chief of Safety & Security.
- Facilities.
- This depends on the region. In North America, they report into Corporate Security. In other regions, they do not.
- Or facilities management (indicated "Regional security management").
- Regional Facilities - Corporate Security owns global contract.
- Facility management.
- Global Security owns a national guard contract and each facility with guards owns facility-specific schedules that are under the national umbrella. Billing is done per schedule to facility/business.
- Site Manager or Facilities Manager etc.
- Corporate Security at Corporate HQ. Site lead at all other facilities.
- Dual reporting relationship (contractual obligations and overall performance management to Corporate and daily tasks/direction to the specific site/business unit).
- A mix of levels and functions/departments & depending on the country.
- To the local business owner.
- Corporate Security administers all contracts and policies; each facility controls security operations.

- Corporate Real Estate manages the contract security officers contract.

Excluding guards, how many proprietary security personnel does your organization employ?

20 (*Free trade zone; less than 1,000 employees*)

3 (*Energy technology; 10,000-25,000 employees*)

13 (*Oil/Gas; 50,000-100,000 employees*)

7 (*Development/Tourism; less than 1,000 employees*)

approximately 25 (*Mining; 5,000-10,000 employees*)

15 (*Healthcare; 50,000-10,000 employees*)

30 Globally (*Healthcare; 25,000-50,000 employees*)

46 (*Agricultural/Biotech; 10,000-25,000 employees*)

1 (*Manufacturing & Consumer Lawn and Garden Business; 5,000-10,000 employees*)

WND (*Aerospace and Defense; 10,000-25,000 employees*)

5 (*Financial/Insurance; 5,000-10,000 employees*)

8 (*Telecom; 10,000-25,000 employees*)

15 (*Financial; 1,000-2,500 employees*)

~50 (*Energy; 10,000-25,000 employees*)

9 (*Media/Entertainment; 5,000-10,000 employees*)

5 (*Coating and Special Chemicals; 25,000-50,000 employees*)

10 (*United Nations Security Management System; 1,000-2,500 employees*)

5 (*Manufacturing; 5,000-10,000 employees*)

50 (*Engineering Services, Oil & Gas; 50,000-100,000 employees*)

Four (4) (*Fire and Security System Manufacturing; 100,000-250,000 employees*)

21 (*Manufacturing/Pharmaceuticals; 2,500-5,000 employees*)

3 (*Film/Entertainment; 1,000-2,500 employees*)

70 (*Telecommunication; 50,000-100,000 employees*)

About 30 (*Chemical Manufacturing, Research & Development; 100,00-250,000 employees*)

6 (*Consumer Products; 25,000-50,000*)

100+ (*Retail & Wholesale Sports; 25,000-50,000 employees*)

36 (*Healthcare; 25,000-50,000 employees*)

22 (*Financial Services; 10,000-25,000 employees*)

8 (*Food Manufacturing; 25,000-50,000 employees*)

26 (*US Federal Defense, Aerospace; 5,000-10,000 employees*)

101 (*Insurance/Financial & Banking Services; 50,000-100,000 employees*)

5 (*Apparel Manufacturing; 50,000-100,000*)

Estimated about 750 globally. (*Beverages; 50,000-100,000 employees*)

Strictly security professionals: 8 (*Life and Material Sciences; 10,000-25,000 employees*)

30 (*Property Development; 10,000-25,000 employees*)

approx 10 (*Paper Industry; 1,000-2,500 employees*)

10 (*Industrial Products Distributor; 10,000-25,000 employees*)

3 (*Pharmaceutical; 1,000-2,500 employees*)

1 (*Energy; 5,000-10,000 employees*)

21 FTE (*Financial; 5,000-10,000 employees*)

15 (*Healthcare; 25,000-50,000 employees*)

400+ (*Global Retail; More than 250,000 employees*)

13 (*Telecommunications; 2,500-5,000 employees*)

20 (*Financial; 2,500-5,000 employees*)

1 (*Agriculture & Food; 10,000-25,000 employees*)

for own use appr. 20 (*Security Services; 10,000-25,000 employees*)

49 (*Energy; 25,000-50,000 employees*)

8 including Security Managers of subsidiaries (3) (*Airline; 5,000-10,000 employees*)

35 (*Pharmaceutical; 10,000-25,000 employees*)

4 (*Pharmaceutical; 2,500-5,000 employees*)

4 (*Food & Agriculture; 10,000-25,000 employees*)

30 (*Research; 1,000-2,5000 employees*)

IT security has 86 security professionals and about 100 more folks who do security compliance work but would not be classified as security professionals. (*Healthcare; 100,000-250,000 employees*)

About 20 (*Defense Government; 2,500-5,000 employees*)

11 full-time; part-time used on as needed basis to supplement (*Manufacturing – CPG; 10,000-25,000 employees*)

12 (*Manufacturing; 100,000-250,000 employees*)

15 (*Energy – Oil & Gas; 10,000-25,000 employees*)

50 (*Manufacturing; more than 250,000 employees*)

3 (*Food Manufacturing; 5,000-10,000 employees*)

15 (*Healthcare; 10,000-25,000 employees*)

77 (*Financial Service; 25,000-50,000 employees*)

70 (*Insurance; 50,000-100,000 employees*)

20 (*High Technology; 10,000-25,000 employees*)

7 (*Manufacturing and Technology; 25,000-50,000 employees*)

about 25 (*Healthcare; 100,000-250,000 employees*)

1100 (*Retail; more than 250,000 employees*)

75 (Utility; 10,000-25,000 employees)

10 (Banking/Finance; 25,000-50,000 employees)

212 (Telecommunications; 50,000-100,000 employees)

12 (includes 2 Safety) (High Tech Software & Services; 10,000-25,000 employees)

Over 200 combined (Healthcare; 25,000-50,000 employees)

Five (Manufacturing; 10,000-25,000 employees)

4 (Engineering Design; 50,000-100,000 employees)

Eight (Food & Agriculture; 25,000-50,000 employees)

10% (Marine Port; 2,500-5,000 employees)

120 (Telecommunications; 10,000-25,000 employees)

5 (Electric Utility; 1,000-2,500 employees)

We have 29 Security employees in the organization. (Relationship Management; 50,000-100,000 employees)

80 (Defense; 10,000-25,000 employees)

30 (Entertainment; 10,000-25,000 employees)

30 (Vehicle Manufacturing; 10,000-25,000 employees)

11 worldwide (Industrial Gas & Chemical Manufacturing; 10,000-25,000 employees)

12 (*Human Resources/Professional Counseling; 10,000-25,000 employees*)

1 (*Industrial Manufacturing; 50,000-100,000 employees*)

47 (*IT; 50,000-100,000 employees*)

22 (*Hospitality; 10,000-25,000 employees*)

30; 900+ contract staff (*IT; 50,000-100,000 employees*)

49 (*Financial; 100,000-250,000 employees*)

30 (*Pharmaceuticals; 5,000-10,000 employees*)

35 (*Transportation/Logistics; 10,000-25,000 employees*)

27 (*Pharmaceuticals-Healthcare; 25,000-50,000 employees*)

8 (*Energy; 10,000-25,000 employees*)

More than 1/3 of the company's roster (*Telecom & IT; Less than 1,000 employees*)

17 (*Financial Services; 5,000-10,000 employees*)

25 (*Insurance; 5,000-10,000 employees*)



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