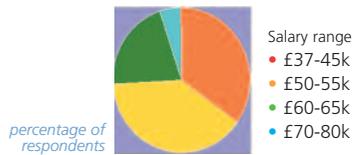
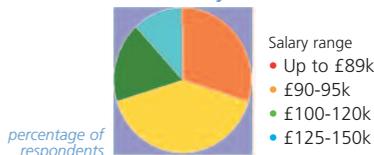


European SALARY SURVEY 2010

Main HQ Site Security Manager



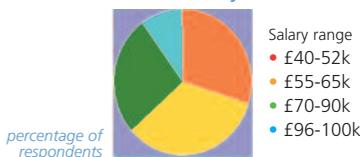
EMEA Security Head



European Security Head



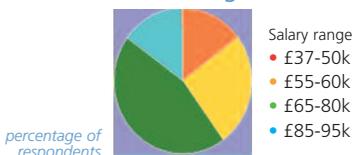
National Security Head



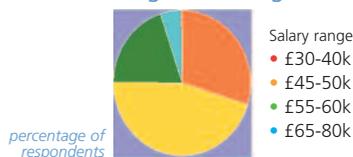
Chief Security Officer/International CSO



Senior Investigator



Regional Investigator and Due Diligence Manager



Dealing with the expected risks

What value do we put on forecasting the expected, volcanic ash, earthquakes, or oil spills?

The frequency and risks that are associated with each individual event will decide if there is a terminal effect on corporations and careers because management did not have a business contingency plan in place or could not react quickly enough, post event.

The corporations' response really is the benchmark. As we go to press the loss of the Transocean's Deepwater Horizon oil rig contracted to BP appears that it will be one of the largest environmental disasters to the Gulf of Mexico, surpassing Katrina. In addition to massive damage to the eco-system, the financial loss to many people's livelihoods will lead to major claims against BP and the insurance markets such as Lloyds. In the after light there will be close scrutiny of their actions. The deaths of 11 personnel, the calling in of emergency services, timely or not? The inability to cap the oil well leading to an oil slick of more than 9,900sq km, in America where you have faced criticism for the Alaskan pipeline and the explosion in the south Houston refinery, legacy assets from mergers. It is fortunate for shareholders that BP has a good record of environmental responsibility.

With the volcanic ash highlighting the difference between our no frills airlines policy in reimbursing flights was played out in the press, only for Ryan Air to back track once they realised that they were being exposed as scrooges whilst their own passengers were suffering across Europe.

Immediate impacts

Predicting these events was not part of our 2010 survey but many of our survey respondents are those that mitigate the fall out that will arise. They also felt their businesses were guilty of excessive unnecessary expenditure in the good times, prior June 2008 that had led to problems in the economic down turn. 37% of respondents considered that their corporations were now were using the economic cycle to implement more stringent cuts than necessary. Putting at risk business resumption plans and the ability to manage the expected.

Mergers and acquisitions

In 2010 we will see increased levels of M&A activity. Utilities, Telco's, insurance companies are favoured sectors because for those working in mature markets this may be the only way of maintaining profitability. In

addition national and EU regulators are driving down cross border charges that inflict unfair user costs. This will lead to greater technology interface between merging parties. The forced arrangements between financial institutions (without due diligence) is problematic for the cultural heritage of the identities. Organisational risk needs to be drawn to the top of the executive agenda. The security professional with the right skills, aptitude and experience is there to give reassurance and business enhancement. Budget constraints will be a major business stress and will impact strategic planning until 2012.

Delivery above expectations

One of the major issues on the horizon will be increased global compliance for international operations. Following the announcement of the general election the revised Bribery Act was washed up pre-election imposing tough compliance equivalent to the Foreign Competition Practices Act (FCPA) resulting in far reaching government interference. The worldwide cost of compliance to the private sector has increased from \$4bn in 2000 to an estimated \$16bn in 2010. In future cases such as the prosecution of Bill Shaw and Maiwand Limar, G4S employees in Afghanistan, for alleged bribery of government employees, could now be tried in the UK. The overhaul of the Bribery Act will, for the first time, impose unlimited corporate fines and up to 10 years imprisonment for offenders. Transparency International has commented that this is the UK government finally meeting its international obligations to be compliant with the 1997 OECD convention.

In the 2008 KMPG survey on bribery and corruption it concludes that most organisations are unprepared to meet local laws in overseas operations. Of companies with a compliance programme, 41% of respondents left this at the door of the company secretary, 12% with a compliance officer and 5% with the security director.

Future direction

Business expansion will continue to be compliance programmes, due diligence and competitor analysis. Is this best placed in audit, risk or security? One of our contributors commented, "There is a significant difference in application by all the functions. In the competent organisation, security benchmarks against exterior threats, whilst audit can be reactive and risk can be too broadly focused. A proactive security investigation function will scan all the horizon risks. It is imperative that we are not seen as scare mongering, we have to add value and integrate business risks with the least amount of fuss".

The SSR Corporate salary survey has 3,000 respondents drawn from Financial services, manufacturing, media and leisure sectors

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