Sicurezza: Nuovi scenari per gli operatori di Infrastrutture Critiche
What we are facing in Vodafone across the world
The evolution of Business Resilience

• The extent and size of our footprint means that our business environment may be affected by volatility, uncertainty, complexity and ambiguity.

• Current threat level is concerning, preparedness is crucial to react to crisis in order to stay on the edge and not fall into the cliff.

• **Business Resilience in no longer about recovery**

• We adopted an integrated approach in order to better manage risks and improve our business continuity capability

• The approach bridges the gap between the following:
  - Business Continuity and **the protection of critical assets**
  - Crisis Management
  - Physical Security
  - Technology Resilience
Business Resilience Policy Framework

Policy Standard

Business Resilience

Policy Detailed Requirements

Business Continuity Management

Crisis Management

Physical Security

Technology Resilience

Critical Assets

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Vodafone principal risks

1. **Cyber threat and information security**
   External or internal attack resulting in service unavailability or data breach

2. **Adverse political and regulatory measures**
   Excessive pricing of 5G licences, tax authority challenges, incumbent re-monopolization

3. **Market disruption**
   New telco entrants with lean & agile models and unlimited offers creating increased competitive pressure

4. **Effective digital and technological transformation**
   Failure to create an agile, digital telco able to deliver a differentiated customer experience

5. **Disintermediation**
   Tech players gaining customer relevance through emerging technology

6. **Global economic disruption/adequate liquidity**
   Economic disruption and uncertainty reducing consumer spending and our ability to refinance

7. **Technology resilience**
   Failure of critical IT, fixed or mobile assets causing service disruption

8. **Effective data management**
   Data management failures leading to missed commercial opportunities or a GDPR breach

9. **Legal and regulatory compliance**
   Non compliance with laws and regulations including customer registration, anti-bribery, competition law, antimony laundering, sanctions and intellectual property rights requirements

10. **Allocation of the Group’s capital**
    Failure to maximise returns to shareholders due to inefficient use of capital

11. **EMF health related risks**
    EMF found to pose health risks causing reduction
The new challenge is to manage the interconnected nature of risk (especially cyber-security)

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Source: Vodafone Group Plc Annual Report 2018
Thank you