



How PwC UK gains a competitive advantage from the BCM standard – BS 25999

Customer needs

- to assure clients that PwC is a quality firm, fully committed to ensuring continuity of service
- to demonstrate that the firm can meet its client's contractual requirements for robust BCM
- to show insurers that PwC is tackling business continuity risks as rigorously as possible
- to underpin the credibility of PwC's own BCM services

Customer benefits

- the certification underlines PwC's position as a quality firm
- with certification PwC can easily prove it meets contractual business continuity requirements
- PwC's BCM Practice gains a competitive advantage from having the certification
- PwC's BC provision is continually being improved as a result of certification

"We can now demonstrate our resilience to our stakeholders. But the biggest bonus of using BS 25999 is in selling services to our clients based on what we have here. This in turn helps me sell BCM to people internally much more easily. BCM is no longer just a cost, we are now an asset to the firm."

Andrew Mason
Head of Business Continuity
PwC UK



Customer background

PricewaterhouseCoopers, now officially branded as 'PwC', is one of the world's largest providers of professional services in assurance, tax, and business consulting. A global network of independent firms, PwC operates in 154 countries, with just under 164,000 people in 757 locations. The firm's global turnover to end June 2010 was \$26.6bn. The UK firm, which gained certification to BS 25999 for business continuity management in October 2009, operates around 40 offices with more than 16,000 staff, and turned over £2.33bn in the year to June 30 2010.

Why certification

PwC wants to show its clients that it is working to do the right thing at all times. The firm felt that an independent third-party certification to BS 25999 would give clients compelling evidence that it takes continuity of service delivery very seriously. Certification also shows PwC's insurers that the firm is acting to minimize the impact of business disruptions. PwC's clients also regularly ask for confirmation that the firm has robust BC provisions in place. Independent certification to a globally recognized standard is effective proof that best practice is embedded at PwC.

Implementation

"PwC wants our clients to have the best possible level of assurance in every area," says Andrew Mason, PwC's Head of Business Continuity. To ensure this in respect of business continuity, the firm first aligned its BC programme with Part 1 of BS 25999, a code of practice with guidance and recommendations.

PwC's BCM team subsequently undertook BS 25999 internal audit training to prepare for assessment. Mason comments: "I would recommend people do the training because it gives you a better understanding of what the MS is about and what auditors will be looking for." The business continuity management system (BCMS) was developed based on PwC's existing certified ISO 14001 management system and PAS 99, the integrated framework for management systems. The implementation of the BCMS took around six months from gap-analysis to certification.

During implementation PwC's biggest task was formally documenting the programmes that were already in place. This resulted in a dynamic management system that meets the needs of PwC's culture and structure. "Everyone is trained and so knows what to do when something happens," says Mason. "We also have 500-600 people who have specific BC roles and feature in dynamic plans. The core strategy is to get the right people round the table – and it can be a virtual table – with access to the right information. They will make the decisions and we can escalate up and down and provide support as necessary."

Benefits of BS 25999

Mason believes that using BS 25999 has improved PwC's business continuity capability. The work on documentation and assessment for certification brings continual improvements. "The management system gives you a much more disciplined methodology and better visibility and control," says Mason. "Also in the course of being assessed you look at what

you're doing and get observations and opportunities for improvement, so you learn." Assessment is also good for firm-wide awareness. "And with awareness comes better response, better participation and potentially a greater level of resilience," says Mason. "Our ability to respond to any incident is better as a result of BS 25999."

For the long term, Mason also believes that certification will provide continued visibility – internally and externally – that PwC takes business continuity seriously. "At the end of the day we want to continue to be able to service clients; that is what our business continuity is all about," he says. "And the certification ensures that you have a live, independently assessed, robust programme of activity that should continue to improve."

Finally, PwC's BCM Practice is benefitting from the firm being the only one in its peer group that is certified to BS 25999. "With third party independent assessment we can say to our clients, not just 'do as we say' but 'do as we do'. It's helping to deliver a more credible service and gives us a competitive advantage," says Mason. Importantly, the certification has turned business continuity management from a cost into an asset for PwC.

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