

The ECA Group

Resilience Through Security

Electronic Commerce Associates Limited

STATEMENT OF CAPABILITIES

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1. Introduction to the ECA Group

Founded in 1998, ECA's background is in the specialist protection of sensitive and classified information and infrastructure, Internationally, Nationally, Corporately including Critical National Infrastructure (CNI). In this role we are trusted and regularly contracted by UK Government departments and UK companies delivering government services, and respected for the quality of our advisory work.

Our capability rests with our People, and their depth and breadth of experience in the application of People, Process and the underpinning Technology with Security for Business Assurance in our Globalised and interconnected and inter-dependent world. We recognise that the combination of core processes and people's ability is what makes an organisation work, identifying what needs to be done to assure its' success is our strength. We know what works, what needs protecting, and how to make the most of what you and we have together in partnership to identify challenges and resolve them cost effectively.

We have taken 100+ UK Government and Corporate systems through the due diligence and assurance process without failure. We do a lot more than Business Assurance, our team is hugely experienced, and has never failed. We get to the root of any problems and work with management and the wider organisation to mitigate them and transfer skills and experience to ensure ongoing learnings and to 'future proof' the organisation

2. Why ECA?

The ECA Practice Leads bring approximately 230 man - years of experience spanning business Operational Management, Identity and Privacy management, Information Assurance and Accreditation skills (Two of our team are qualified Government Accreditors and one was the last Cabinet Office Pan Government Accrerator). These are complemented by Associates with deep technical skills in network design and management, security architecture, and with particular track records in Data and Control Centre design, operation and protection together with Performance Optimisation of individuals and teams.

Our core team have both military and International Corporate backgrounds and are accustomed to spotting challenges swiftly, thinking unconventionally if necessary, all to deliver pragmatic solutions that can be delivered cost effectively and that work for you.

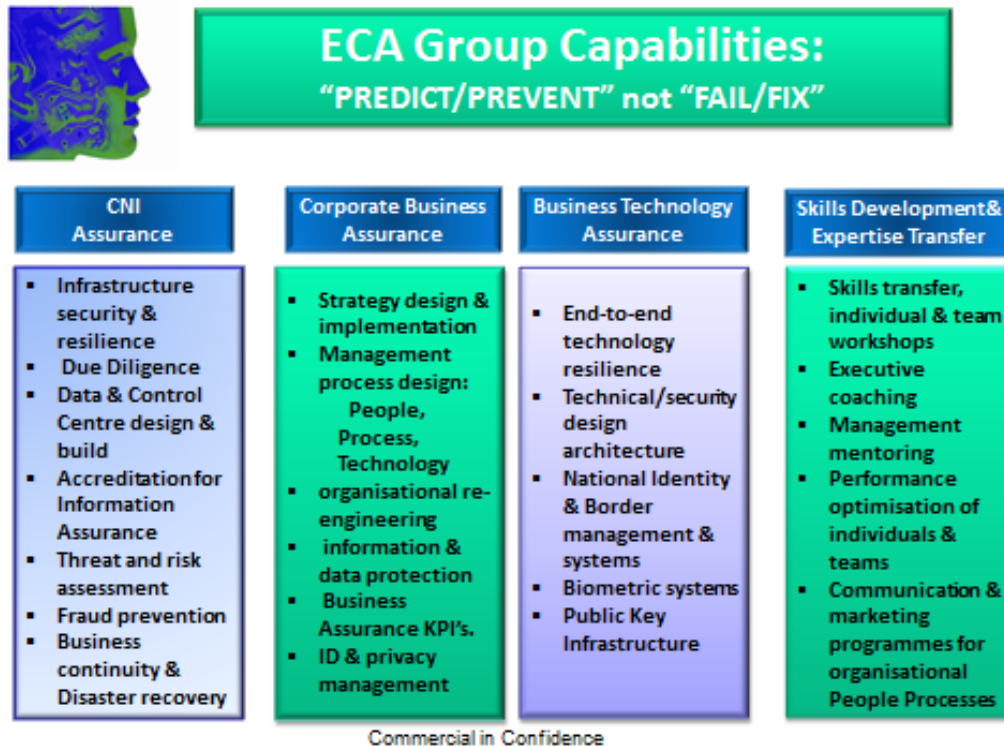
Our operational ethos is to work with clients at every level in the spirit that "Predict and Prevent" is a far superior business process than conventional "Fail and Fix" applied by so many.

Our team is supported by an extensive portfolio of presentations, policies, processes and detailed practical "how to" guides that we use to help clients get to grips with best practice and skills transfer. Our ethos is to work with our clients existing staff to better understand how their existing or new operations work, where they may be vulnerable and how to identify, manage, mitigate and deal with residual risk to critical operations and systems. Transferring our skills and experience to new clients is a core skill.

Client Confidentiality is important to us and where strict non-disclosure agreements are in place we uphold these, unless specifically required to disclose details of our work by a

Court of Law. All staff hold minimum UK government Security Clearance (SC), many hold Developed Vetting (DV) clearance.

An outline ECA Group capability matrix is below:



3. Capabilities

Commercial Security Advice - engaged by a variety of UK Government departments and major commercial organisations (national and international) to give Specialist Assurance around Trust and Infrastructure integrity for core business-critical operations.

Technical and Security Architecture – cover all pre-design, resilience, security and operational aspects required for government security accreditation. Authored a number of definitive Standard Operating Procedures of best practice aimed at ensuring Security Accreditation is achieved smoothly.

Government (Security) Accreditation for Information and Cyber Assurance – offering deep practical understanding of the requirements for security, confidentiality, availability, integrity and where appropriate, Privacy in both government and high value commercial business critical contexts. The team has delivered over 50 successful ICT projects achieving government accreditation first time around.

Accreditation for Information Assurance is fundamental to the assurance and delivery of any 'trusted' system or service that underpins core business processes. It is a continuous process, throughout and beyond the life of the delivery project. It is government policy that if a system contains positively marked information, or is part of the Critical National Infrastructure (CNI) it should be subject to Accreditation. The principles of this accreditation are now closely aligned with the key areas and controls of ISO 27001/2, but

go further to make critical additional recommendations and 'how to' for operational implementation.

Contingency Planning, Business Continuity and Disaster Recovery Planning – The ECA core and wider team comprises several world class, independent, specialists in business continuity and risk management planning. ECA has put in place Business Continuity and Disaster Recovery Plans for major government and commercial organisations including voice and data systems, power, buildings and building services.

Strategic and Operational Planning:

- **Security:** Key members of the ECA team have chaired a number of Pan Government Security Working Groups with Security Accreditors, Government Security Authorities and industry involvement. The ECA team has been intimately involved in the policy, justification, design, construction and management of secure information systems and networks in both government and commercial service.
- **Commercial:** established global planning and operational procedures for Offering Launches, communications strategies and programmes. Developed and implemented in excess of 50 product launches in 101 countries. Put in place key metrics and KPIs for general management, sales and marketing effectiveness in European, US and Asia-Pacific markets. Undertaken qualitative and quantitative market research in specialist pharmaceutical therapeutic areas. Corporate strategy design and operational delivery across global R&D, manufacturing and corporate management organisations

Quality Assurance and Trouble-shooting – Engaged by both UK Government and international commercial clients to review and recover key business-critical Information Management projects that had stalled. Operating at Board level, identified the critical issues and proposed pragmatic and commercially viable solutions.

Data Centre and Control Centre Resilience – To improve Data Centre Resilience, ECA brings together highly skilled teams of specialists to design and build modern, resilient, energy efficient data and control centres that are the engine rooms of successful modern business. ECA co-author the latest CPNI guidelines for the development and protection of Data Centres. Work with DC operators to independently assess and assure their Resilience and Security credentials.

ECA authored the detailed technical specification and evaluation criteria for UK Government's CNI data centres following a comprehensive UK survey. Established the criteria for the selection of two exemplar Cabinet Office data centres and wrote the detailed Engineering, Security, Resilience and Accreditation specification for the National Fire Control Centres Programme.

4. The ECA Group Leadership team

Tony Collings OBE Chairman, The ECA Group, Practice Lead Trust Services



Chairman of the ECA Group focused on raising awareness of overall business assurance and cyber challenges for the UK and internationally, and with the associated Critical National Infrastructure. A fellow of the British Computer Society, an experienced CLAS Security consultant and qualified UK Government Security Accreditor, Tony is a regular conference speaker and authority on a wide area of associated Business and Data Assurance matters. He has 40 years' experience in the practical application of system and network architecture, appropriate security policy, business assurance and continuity, and data and control centres for military, government and corporate application. Most recently directing the overall business assurance challenges for the UK Government Trusted Borders Programme, he was previously head of the Resilience, Security and Fraud prevention team for the UK National ID Card Programme.

Catherine Mitchell-Reid CEO The ECA Group and Head of Practice, Performance Matters

Catherine has many years of experience in global operational senior management, sales, marketing and specialised consulting. She has particular expertise in operational



optimisation including commercial effectiveness, new product development and global launch operations; Catherine is an Executive Coach and member of the European Mentoring and Coaching Council, and the International Coach Federation. The ECA Group team of expert leadership and management Certified Executive Coaches have core expertise in leadership, business strategy, business development, employee and career development, professional development, marketing, strategic alliance development and business consultancy. Several of the team hold security clearance.

David Perry Chief Operating Officer, The ECA Group and Head of Practice, Innovation Lab

David is a leading industry professional with senior Leadership experience. More than 30 years career encompassing a wide range of roles, with a depth of knowledge spanning a number of business sectors, including Government and Finance Institutions. Specialising in



Enterprise, Solution and Security Architectures, IT Strategy and the delivery of large Change Programmes for e-Government, e-business, e-commerce, e-banking. A technical specialist in Information Assurance and Security Architecture techniques, methodologies and design patterns; also large-scale Identity Management and Biometrics systems. Experienced COO, CTO, Security Architect, Enterprise and Solution Architect, Technical Design Authority and Project Manager.

Martin Hogan Partner, Head of Practice, Corporate Business Assurance



Martin has huge global experience in corporate General Management, marketing, sales, performance optimisation and organisational protection and integrity of Information and Data, principally in the Pharmaceutical arena - where Corporate, National and International perspectives are daily concerns. Key skills are Strategy design and implementation at the highest level and management consulting at C-Suite and exec/ senior operational levels. After military service Martin obtained legal and business degrees before moving into the Pharmaceutical Industry where his final position was as Director of Operations for a global company. He then lead the international expansion of a highly specialised market research company from its' Swedish base to a global platform, and has undertaken numerous global consulting engagements with Top 10 Pharma companies.

Fraser Smith Head of Practice, Business Assurance



Fraser has been involved in ICT and Accreditation for Information Assurance within the Ministry of Defence and other Government departments including the Security Services for the last 35 years before joining the ECA Group in January 2009. He is a highly skilled HMG Accreditor for IA and CLAS consultant with a breadth of complementary skills of complex network and IT security technologies. As an overall security professional he has a huge depth of knowledge both at the theoretical and the practical level, combined with a proven managerial background. He is currently SC cleared and held security clearance to DV (Developed Vetting) status as the Cabinet Office HMG Senior Pan Government Accreditor. He is an expert in the pragmatic application of all HMG Security Policy, Physical and Technical Security Measures, Corporate Business Assurance, Business Continuity and Disaster Recovery and was awarded Head of Profession status in recognition of his services to Accreditation for IA across Government.

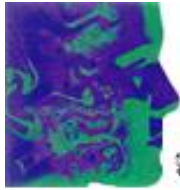
Toby Stevens Practice Lead Privacy & Identity Management

Toby is a privacy, security and identity expert who specialises in facilitating debate about the implications of managing privacy and personal information. The author of the Information



Commissioner's 'Privacy by Design' report, and publisher of Computer Weekly's privacy blog, Toby is a leading commentator on privacy issues. Toby is a Fellow of the British Computer Society, where he chairs the Information Privacy Expert Panel, sits as a referee for the RSA Conference Europe and Kantara ID Deployment of the Year awards, and sits on the Department for Transport's Road Pricing Advisory Forum. He is also a member of the European Advisory Committee for the International Association of Privacy Professionals.

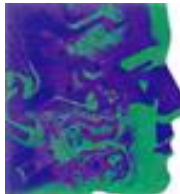
5. Our customers



Government Clients

28/09/2011

Commercial in Confidence



Commercial Clients

28/09/2011

Commercial in Confidence

6. Case Studies

European Space Agency – Head of IA practice engaged to lead Accreditation for Information Assurance project with international partnerships.

Clifford Chance – Engaged as expert witness in Accreditation for Information Assurance for clients in the International Court of Arbitration in London

Tesco International - Engaged as Security and Integration Lead in International programme.

Xerox – Engaged as Lead Security Architect to lead integration processes.

Bank of England – ECA engaged to perform a specialist review.

UK Trusted Borders Programme – Lead Accreditation for Information Assurance for SERCO and Raytheon Systems Limited at very senior level across the wider programme.

ICTS Europe – Trusted Security Partner for the provision of air passenger data.

De La Rue - advised DLR on Security issues in support of their successful bid to win the contract for passport production for the UK Identity and Passport Agency. Undertook subsequent Logical, Physical and Procedural Security design for DLR sites including secure hosting and Risk Management and Accreditation reports (RMADS) for various sites and systems.

Centre for Protection of National Infrastructure (CPNI) and UK Clearing Banks – Wrote the definitive guideline for the protection of the national Data Centre stock for CPNI security professionals.

LexisNexis – ECA is the Security Partner for LN UK, advising across the complete spectrum from policies to RMADS. Work in support of contract bids, and engaged to provide an Enterprise Document Management and e-filing capability to the Ministry of Justice and SOCA.

Crown Prosecution Service – reviewed several existing Data Management programmes, RMADS and conducted a Privacy Impact Assessment assuring conformance with the Hannigan Data Handling Report.

FTSE – Delivered a detailed technical review of the expansion capability on the Canary Wharf site for the FTSE.

Network Rail – engaged to author the establishment paper for the new Security Directorate. ECA provided the detailed establishment and organisation for the Technical Design Authority. ECA's recommendations to mitigate the security and network vulnerabilities of the Information and Communication networks were implemented in full. ECA identified, documented, redesigned and rationalised the entire network, setting standards to be adopted for Network Rail computing and control centres. Subsequently the Network Rail Auditors directed ECA to undertake a major review of business continuity, disaster recovery, security vulnerabilities and contingency planning for the major London Stations.

International gaming company – specified and supervised the construction of a highly resilient data and hosting centre in Gibraltar.

Application of Security and the Prevention of Fraud in Identity Management Home Office ID Card Programme - achieved and delivered appropriate resilience, security, integrity, prevention of fraud measures and Government Security Accreditation for the UK National ID Card Scheme and the Identity and Passport Agency, both designated part of the Critical National Infrastructure. The remit was extremely high profile, wide ranging and demanding; and included setting and approval of completely new or radically updated and revised government - wide standards for Identity Management, pre-employment vetting and security clearance. ECA were the Lead IA and Security Architects, working closely with national security agencies and the technical team responsible for

challenging designed levels of Assurance around Identity, Integrity and Availability with leading edge biometric and database technology. ECA also conducted a series of wide-ranging and very sensitive evaluations of secure hosting environments provided by IPS, DVLA, DWP and a number of commercial suppliers.

CNI Data Centre and Control Centre Resilience – authored the detailed technical specification and evaluation criteria for UK Government’s CNI data centres following a comprehensive UK survey. Established the criteria for the selection of two exemplar Cabinet Office data centres and wrote the detailed Engineering, Security, Resilience and Accreditation specification for the National Fire Control Centres Programme.

Europol –provided security and assurance advice for Europol. Delivered extensive technical recommendations which were fully implemented.

National Fire and Rescue Control Centres –engaged to lead the security and resilience aspects of programme definition for the National Fire & Rescue Service, through site selection, design, build and commissioning plans of eight Regional Fire Control centres; all part of the UK Critical National Infrastructure (CNI), including their security accreditation planning. Lead technical, security and resilience architects working with commercial architects and other advisors to design and build the above control centres. Established detailed location selection criteria that were incorporated in the procurement and led the final Threat and Risk assessments for the 8 RCCs as due diligence prior to procurement.

In addition, ECA undertook a separate review of the existing London Fire Brigade Control Centres for security, resilience and vulnerability under CNI with recommendations to the Ministers. These recommendations will be implemented before the 2012 Olympics.

Cabinet Office - Critical National Infrastructure (CNI) - Engaged by the Cabinet Office as infrastructure and security architects within the Microsoft team constructing and delivering the Government Electronic Gateway. ECA were contracted to remain with the Cabinet Office as security and technical architects to deliver the UK-online infrastructure, security accredited to go live. Defined the operational processes and procedures for the delivery of the UK-online portal and ran Live Services delivery for the initial 6 months in service.

South Central Ambulance Service NHS Trust (SCAS) – ECA were engaged by SCAS to provide design services for the consolidation of 4 regional ambulance service control rooms into a centralised and re-designed service.

NYSE Liffe Euronext – Conducted a critical threat assessment of a proposed new site for Liffe Euronext UK operations. This report was delivered and instrumental in the purchase of a significant investment for New York Stock Exchange in Europe.

ARK Continuity Ltd – Provided a broad range of security, design and assurance services for a 30-acre above and below ground ex MoD site for the construction and operation of a number of secure and resilient data and control centres.

Saudi Arabia Ministry of the Interior and Dell/Microsoft consortium – Advised both parties on the most effective method of achieving a proposed programme of modernisation for Saudi Interior Ministry, Data and Management Information project.

Microsoft Consulting Services, Scottish Power –Conducted an independent review of the Scottish Power eCommerce project – implementation of the recommendations brought the project back on target from a severe slippage.