

Taking Action! ***There is always a risk***

THE EXPERT

GDPR - GENERAL DATA
PROTECTION REGULATION

BITCOIN

A REVOLUTION OF THE
CONVENTIONAL PAYMENT SYSTEM

WOMEN'S

PATH TO
LEADERSHIP

THE DREAM

SPOT



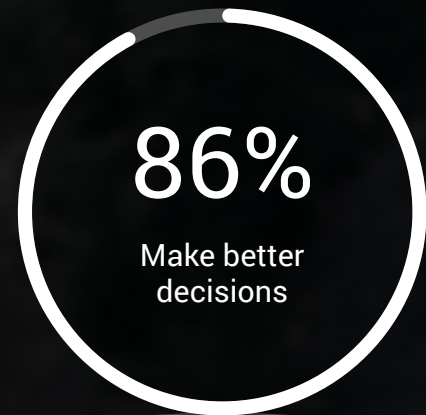
The Expedition of Risk

The latest ambiguous economic developments during the last few years have played a key role in terms of how organizations operate these days. Organizations that used to function easily with the help of estimates and forecasts now reject to make business decisions that are set in stone. At this present day, organizations are seeking for a new focus: managing risk.

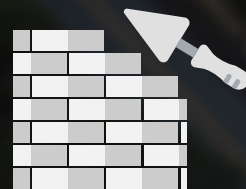
Why risk? Risk is the leading origin of uncertainty in every organization. As a result, companies' attention has shifted towards mitigating risks and managing them before they have a disastrous impact on the organization. The ability to anticipate risk will guide organizations towards acting more assertively on forthcoming business decisions. An organization's knowledge of the risks that is facing will have a majorly positive effect in terms of giving numerous possibilities on how to deal with probable complications and problems.

HANDLING RISKS

COMPANIES IMPLEMENTING Enterprise Risk Management (ERM)



INTERESTING FIGURES



More than 85% of executives want to build ERM Processes



Approximately 10% have completed their implementation



Organizations spend 12% of total revenue on GRC activities

An effective ERM Strategy mitigates:

Financial Risks



Operational Risks



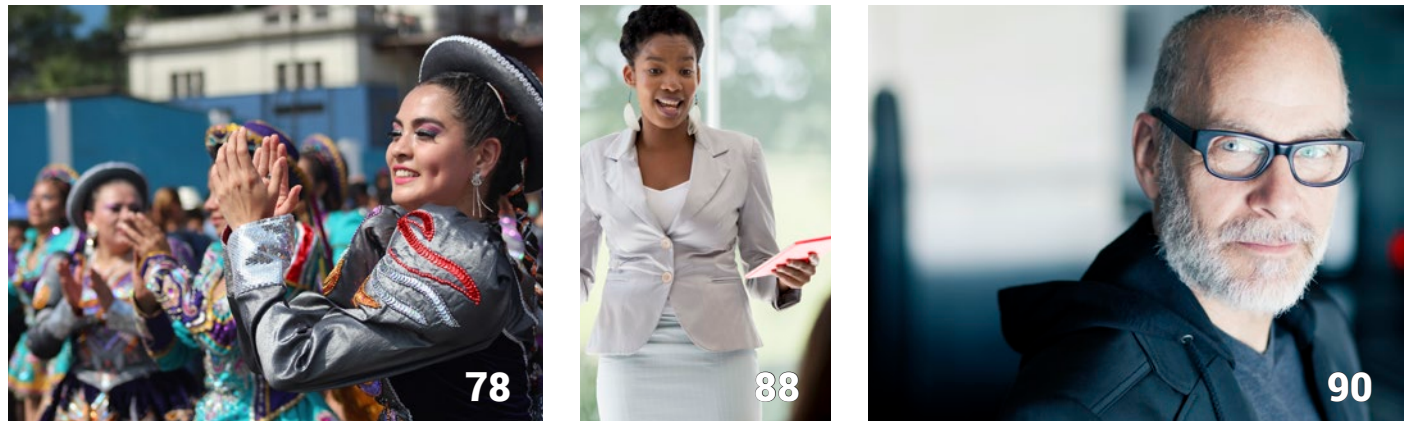
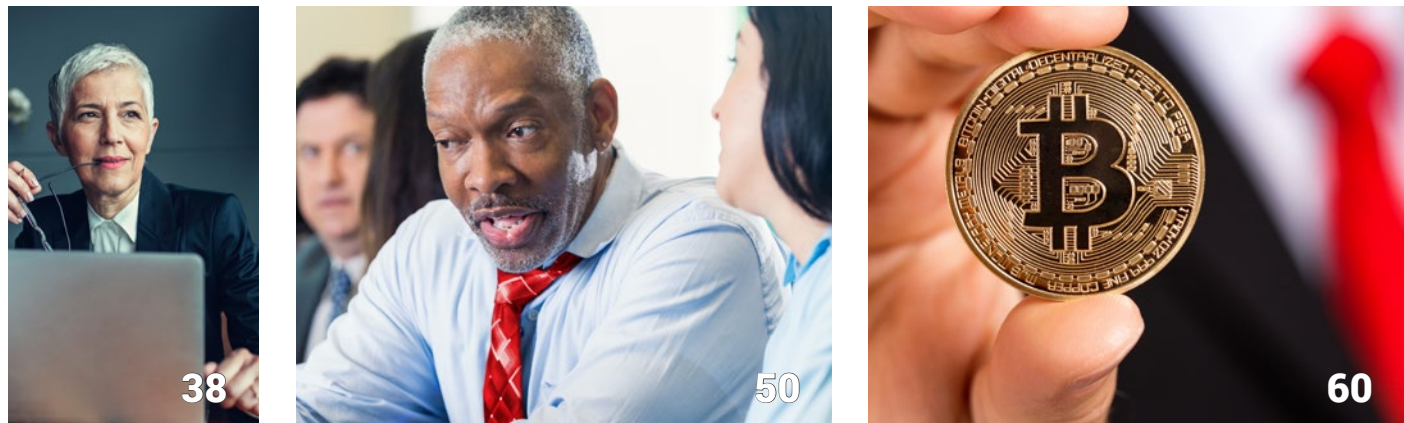
Compliance Risks



Supply Chain Compliance



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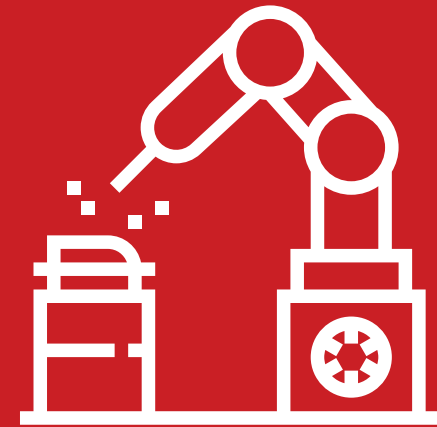
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The Standard: ISO 31000 and its Revision

In a world of constant change, risk management is increasingly viewed as a means of improving the likelihood of success in the challenging task of managing the organization's reputation and stakeholder's interest. The unmanaged risk is the greatest source of waste, where as a result thousands of jobs and expertise get lost, and many great companies fail to survive; consequently, standards are considered to be very beneficial since their implementation allows the organizations to compare their existing risk management practices with internationally recognized benchmarks. The ISO 31000 standard should be the first step that shows organization's commitment to ensuring the evolvement of risk management. Therefore, it serves as a guide for identifying and prioritizing important risks. Risk management process is applicable to organizations of all sizes and types, and it is intended to be tailored to meet the varying needs of the organization.

Key Points for an Effective Risk Management Plan

Understanding the value of risk management helps organizations to achieve higher levels of efficiency, flexibility and transparency.

An effective Risk Management includes the following:

- Creates shareholders value by linking risk with organizational performance;
- Established common objectives and clear understanding of the effect of the potential risks;
- Involvement of organization's members in crucial decision-making processes;
- Effective risk assessment process and continuous improvement;
- Increased risk awareness, and incorporation of risk into the organization's culture;
- Appropriate risk management measures that continuously facilitate the detection and updating process of the risks and relevant actions to treat such risks.



The Purpose of ISO 31000

ISO 31000 specifies principles and guidelines of risk management to identify, assess and mitigate risks faced by organizations. It is designed to help organizations ensure conformity with legal and regulatory requirements and international norms. In addition, it increases the possibility of achieving organizational objectives, improves the identification of threats and opportunities, and helps an organization in treating the risks and minimizing the negative impact.

The standard consists of two related documents: ISO Guide 73 and ISO/IEC 31010. The ISO Guide 73 provides definitions and terms that are linked to Risk Management while ISO/IEC 31010 entails risk assessment techniques. This standard provides guidance on how to appropriately identify and manage risks in order to minimize losses and maximize the opportunities. It outlines the principles for effective risk management and a framework for supporting the implementation of continual improvement.

Risk management capabilities can directly affect the costs incurred by the organization, as well as the customer value creation. By effectively managing the uncertainties which occur in the business environment, those capabilities can turn into a source of competitive advantage.

The ability to respond faster to unforeseen events and the willingness to seek greater risks which competitors are not capable of undertaking, gives the organization the opportunity to enhance future profits. Furthermore, risk management is considered as a core aspect of project management process, as it is viewed as a promising tool for protecting organization's reputation and brand, and improving the sustainability and resilience of the organization.

John Roos a Project, Program and Quality specialist stated "ISO benefits exceed the simple satisfaction of having just another certificate on your wall. If such benefits are recognized and acknowledged, the management will provide approval and support to ISO as this ensures the use of professional methods and techniques, and simultaneously a high quality standard".



A structure preview of the ISO 31000

ISO 31000 consists of principles that may be considered as the cornerstone based on which organization's success is built upon; a Risk Management framework comprising 5 components which ensure that the process for managing risk is fully integrated into the organization; and Risk Management processes that emphasize the necessity for active communication and consultation with internal and external stakeholders, and the continuous monitoring and review.

The detailed components of the ISO 31000

11 Principles of Risk Management

1. Risk management creates and protects value
2. Risk management is an integral part of all organizational processes
3. Risk management is part of decision making
4. Risk management explicitly addresses uncertainty
5. Risk management is systematic, structured and timely
6. Risk management is based on the best available information
7. Risk management is tailored

8. Risk management takes human and cultural factors into account
9. Risk management is transparent and inclusive
10. Risk management is dynamic, iterative and responsive to change
11. Risk management facilitates continual improvement of the organization

Risk Management Framework

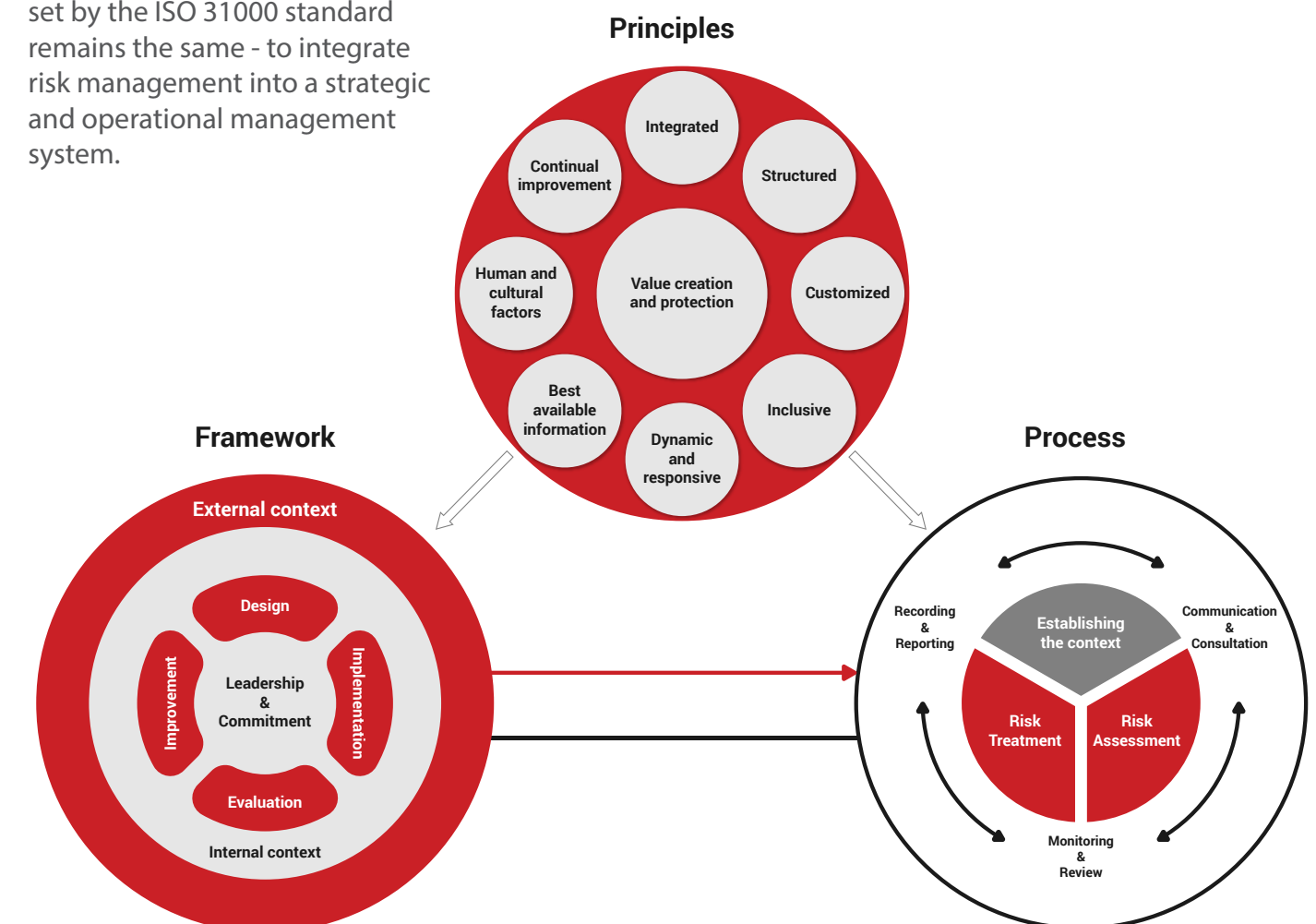
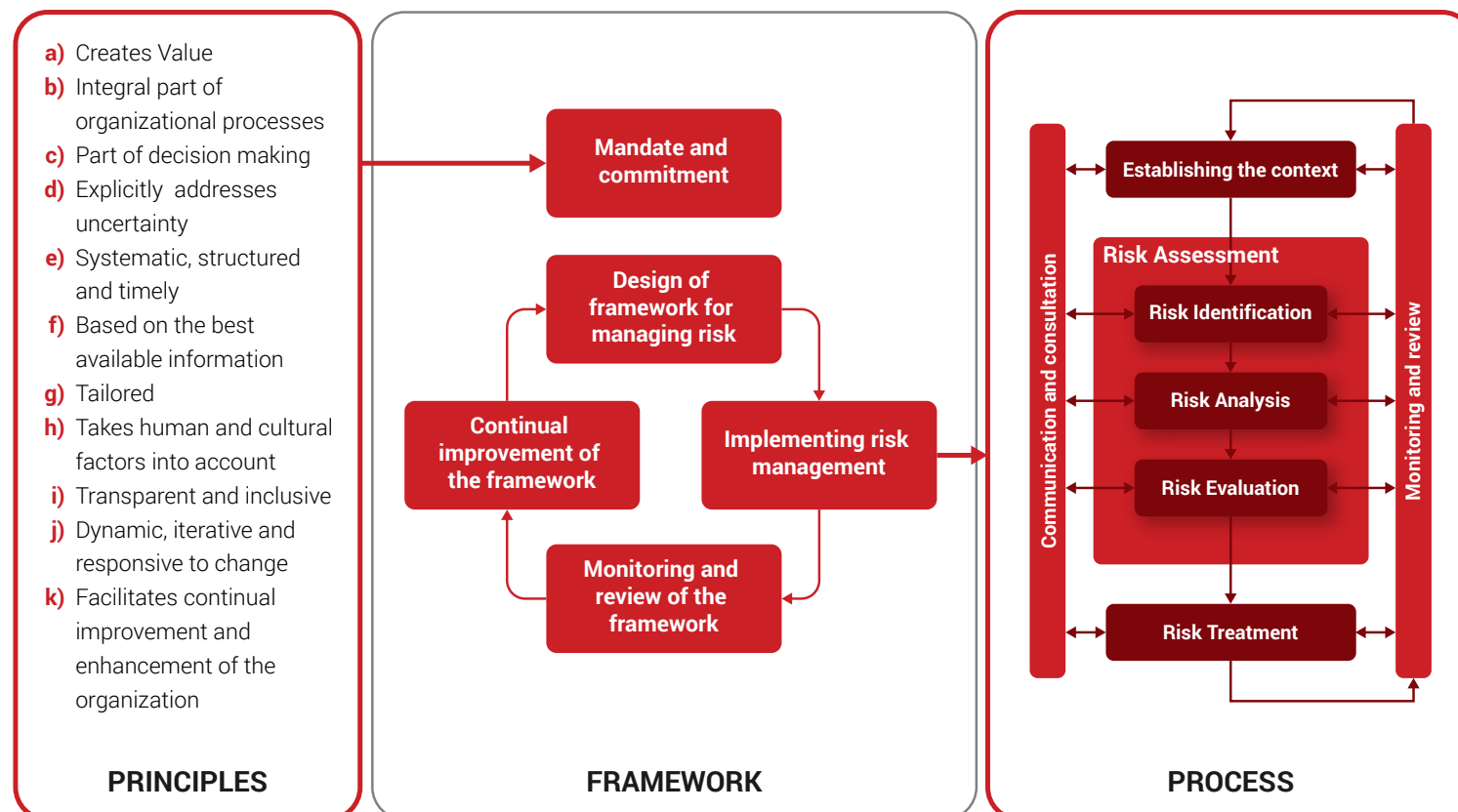
- Policy and Governance
- Program Design
- Implementation
- Monitoring and Review
- Continual Improvement

Risk Management Process

- Communication and consultation
- Establishing the context
- Risk identification
- Risk analysis
- Risk evaluation
- Risk treatment
- Monitoring and review

The ISO 31000 Revision

The ISO 31000 Revision has a clearer objective: make things easier and simpler for the user. ISO/DIS 31000:2017 uses plain language to define the basics of risk management with the expectation that the reader will find it easier to understand. The standard is intended to be more concise, understandable and comprehensible for the user. To avoid potential complications, it has been decided to reduce the terminology in ISO/DIS 31000:2017 to the basic concepts which are closely related to risk management, which appears in ISO Guide 73 - Risk management - Vocabulary. An important aspect of the progress within the standard is the value of human and cultural elements, which facilitates attainment of the organization's objectives. Nevertheless, the main objective set by the ISO 31000 standard remains the same - to integrate risk management into a strategic and operational management system.



It is important to note that the ISO/DIS 31000 has been approved by the majority, and the next meeting will take place in Sunnyvale, California from July 10th to July 14th.

Carlos Horna Vallejos committee member at **ISO/TC 262** stated: "In my opinion, the main change is the simplicity, an easier to understand wording to extend the use of the standard. We have new management systems with a focus on risk management (all ISO requirements), greater impact on GRC and compliance, and this standard will help us to understand how to deal with uncertainty to adequately address risks (positive, negative or both) for achieving our objectives."



The Value of ISO 31000

ISO 31000 principles and guidelines may not only be employed to catalyze the professionalization of project risk management, but also to enable organizations to conduct coordinated research on the effectiveness of risk management measures and practices; thus, in so doing provide the necessary protection for the organization.

ISO 31000 adoption will trigger the following benefits:

- Increased probability of reaching organization's objectives
- Enhancement of proactive activities
- Improved ability to identify and treat risks within an organization
- Enhanced capacity to identify opportunities and threats
- Higher conformity with legal and regulatory requirements and international norms
- Improved shareholder's confidence and reliability
- Improved financial reporting
- Improved governance
- Consistent basis for decision-making and planning
- Successful allocation of resources for risk treatment
- Improved coherence, effectiveness, and efficiency of operations within organizations
- Improved environmental protection as well as health and safety performance
- Lower financial volatility
- Establishment of a resilient organizational culture



Having recognized risk management as a promising tool for improved economic performance and professional reputation, it is of crucial importance to adhere to principles of standards such as ISO 31000. This standard is viewed as an impactful body of knowledge for the project risk-management community. PECB offers its expertise in multiple fields, including ISO 31000 courses, where it provides a shared understanding of best practices with the ultimate goal of enhancing risk management effectiveness.

For further information, please visit [PECB Certified ISO 31000 training courses](#).



THE EXPERT

GDPR - General Data Protection Regulation

A new regulation, a new framework for better coping with privacy issues in EU



During the last years, an enhanced attention has been placed on the several studies that aim to point out the major costs on the existence of different legal realities in the State Members. For instance, the annual estimated cost for businesses was approximately €2.5 Billion. In addition, the Commission itself drafted, within the reflection process, the need to draft a new regulation on data protection, several analyses on the cost of the existing diverse legislation amongst the State Members in regards to international trade, international data transfers, etc. The rapid technological development and globalization have brought forward new data protection challenges, where due to such technological advancement the economy and social life have been subject to systematic transformation; thus, technology has further facilitated the free circulation of personal data within the EU, as well as its transfer to third countries and international organizations.

On top of this, EU companies currently shall deal with 27 different national data protection laws. This lack of rule harmonization between EU countries is an expensive administrative burden which enhances the difficulty for many enterprises, especially small and medium-sized ones to enter new markets. Trust is considered the core foundation of successful businesses, and as such data protection shortcomings can do irreparable damage to companies' credibility, as it takes years to gain a customer's trust, but only an instant to lose it.



Attitude towards data protection - Some figures

Authorities and institutions are more trustworthy than European companies (especially online businesses), 88% of the respondents felt that their personal data would be better protected in large companies if they were obliged to comply with data protection laws. In addition, 70% of Europeans

expressed the belief that their personal data can be used by companies for purposes different from what the information has been initially collected for.

Most Europeans believe that companies that violate data protection rules should:

- Receive fines (51%)
- Be prohibited from using such data in the future (40%)
- Be forced to compensate victims (39%)

The Directive 95/46/EC did not meet its objective to homogenize data protection across the Member States, as:

- Data protection has been applied in a fragmented manner
- Risks for natural persons in online activities continue to exist
- There are divergences on the execution and application across the Member States

These factors may form an obstacle for the exercise of economic activities at the EU level, prevent the free circulation of personal data within the EU, and prevent the authorities from meeting their correspondent functions and responsibilities to conform to the European Law.

The importance of customer trust in the development of digital economy triggers the necessity for the establishment of a more solid and coherent framework for data protection in the European Union that is backed by the strict implementation.

Usually, people must have control of their own personal data while obtaining a certain level of legal and practical security which shall be reinforced by economic operators and public authorities.

Why is GDPR so necessary, then?

Considering that currently the vast majority of information is produced and consumed

electronically, GDPR aims to update and harmonize laws to better address the contemporary privacy challenges posed by the internet, social media, mobile apps, cloud computing etc. Additionally, GDPR proves to be efficient and necessary as it lowers the administrative burden for companies that previously dealt with multiple data protection authorities.

What are its objectives?

The objective of EU data protection reform is to modernize, simplify and strengthen the data protection framework that facilitates the implementation of the Single Market Strategy. This will foster economic growth, innovation and job creation. The reform will considerably reduce administrative burdens, especially for SMEs, including the current obligation to notify data processing, which amounts to a €130 million/year cost for businesses, or prior authorization for international transfers Data based on mandatory rules or standard contractual clauses.



The statement above can be easily summarized in three simple aspects:

1. This Regulation lays down rules relating to the protection of natural persons regarding the processing of personal data and rules relating to the free movement of personal data.
2. This Regulation protects fundamental rights and freedoms of natural persons and their right to the protection of personal data.
3. The free movement of personal data within the Union shall be neither restricted nor prohibited for reasons connected with personal data processing.

A unique framework for a unique market ... with some obligations for organizations

After years of wrangling, the GDPR is now a fact, and finally, companies will only have to deal with a set of data protection rules and be accountable to a single data protection authority - the national authority in the EU country where their main establishment is located. This single window for data protection will greatly simplify the way companies interact with data protection laws and encourage cross-border trade and investment in the internal market. In return, companies will

have to be more accountable for their data processing. Companies employing more than 250 employees, as well as the companies whose processing of personal data may result in a potential risk to the rights and freedoms of data subjects, shall maintain a record of processing activities.

Core activities of companies that consist of data processing operations and require systematic monitoring on a large scale must appoint a DPO (Data Protection Officer). Core activities refer to operations that are rather necessary to reach processor's goals. Even if a business's core activities do not require regular monitoring,

appointing a Data Protection Officer will be considered a good practice and will help in proving accountability.

"Privacy by design" and "Privacy by default" are principles that should be integrated into business processes. "Privacy by design" implies that data protection safeguards should be incorporated into products and services from the design stage, rather than adapt such privacy features at later stages. Privacy by default, on the other hand, means that in the default setting the user is already protected from potential risks; thus, default settings for privacy protection should be the norm.

One of the most effective ways to implement these principles of privacy by design and privacy by default is with the help of a Data Protection Impact Assessment (DPIA). This assessment will allow the identification of risks involved in each process of personal data processing, the possible impact on the rights and freedoms of the data subjects and finally determine the measures envisaged to be aligned with the GDPR. Following article 35 ("Data Protection Impact Assessment") from the GDPR, such a DPIA will be mandatory when the process of personal data may likely result in a high risk for the rights and freedoms of the data subjects.

... and possible penalties

Amongst the many changes that the new regulation involves, the increased compliance that is backed by the threat of substantial fees is one aspect that reflects the importance of the regulation. Organizations found to be in breach of the regulation, can be fined up to €20 million or 4% of total turnover. As there are few companies that would be willing to take a hit of that magnitude, this enforcement instrument is to be employed to ensure compliance.



To what does it apply?

This Regulation applies to the processing of personal data, wholly or partly, by automated means and to the processing other than by automated means of personal data which form part of a filing system or are intended to form part of a filing system, but does not apply to the processing of personal data:

- during an activity which falls outside the scope of Union law;
- by the Member States when carrying out activities which fall within the scope of Chapter 2 of Title V of the TEU;
- by a natural person during a purely personal or household activity;
- by competent authorities for the purposes of the prevention, investigation, detection or prosecution of criminal offences or the execution of criminal penalties, including the safeguarding against threats and the prevention of such threats to public security.

Key Changes by the GDPR

- **Equity:** A fair playing field for companies through a single law applicable to any company throughout the EU. This harmonization should allow businesses to save up to 2.3 billion euros per year.
- **Simplification:** Simplified regulatory environment by the drastic reduction of red tape and bureaucratic requirements that impose unnecessary costs on businesses.
- **Unity of control:** A "one-stop shop" - EU companies will report to a single data protection authority (DPA), regardless of the number of countries in which they operate.
- **Cooperation:** Enhanced cooperation between ODAs to ensure coherent application of rules across the EU.

- **Accountability:** Companies processing personal data from EU residents should not only follow all the requirements envisaged on the regulation for the protection of personal data, but also shall be able to prove their implementation.

Glossary of main concepts introduced by GDPR:

- **Personal Data:** Any information relating to an identified or identifiable natural person ('data subject'); an identifiable natural person is one who can be identified, directly or indirectly, by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person.



- **Processing:** Any operation or set of operations which is performed on personal data or on sets of personal data, whether by automated means, such as collection, recording, organization, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction.
- **Restrictions of processing:** The marking of stored personal data with the aim of limiting their processing in the future.
- **Profiling:** any form of automated processing of personal data consisting of

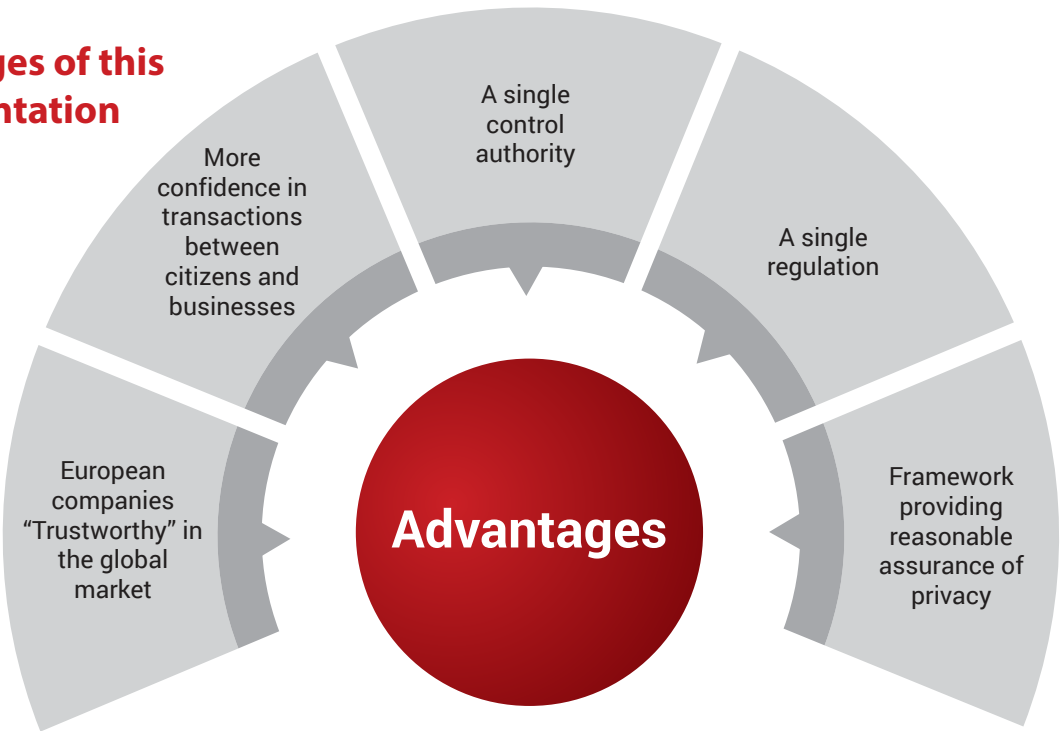
the use of personal data to evaluate certain personal aspects relating to a natural person, to analyze or predict aspects concerning that natural person's performance at work, economic situation, health, personal preferences, interests, reliability, behaviour, location or movements.

- **Pseudonymisation:** the processing of personal data in such a manner that the personal data can no longer be attributed to a specific data subject without the use of additional information, provided that such additional information is kept separately and is subject to technical and organizational measures to ensure that the personal

data are not attributed to an identified or identifiable natural person.

- **Filing system:** any structured set of personal data which are accessible according to specific criteria, whether centralized, decentralized or dispersed on a functional or geographical basis.
- **Controller:** the natural or legal person, public authority, agency or other body which, alone or jointly with others, determines the purposes and means of the processing of personal data; where the purposes and means of such processing are determined by Union or Member State law, the controller or the specific criteria for its nomination may be provided for by Union

Advantages of this implementation



- or Member State law.
 - **Processor:** a natural or legal person, public authority, agency or another body which processes personal data on behalf of the controller.
 - **Recipient:** a natural or legal person, public authority, agency or another body, to which the personal data are disclosed, whether a third party or not. However, public authorities which may receive personal data in the 4.5.2016 EN Official Journal of the European Union L 119/33 framework of an inquiry in accordance with the Union or one of its Member State law shall not be regarded as recipients; the processing of those data by those public authorities shall be following the applicable data protection rules according to the purposes of the processing.
 - **Third party:** a natural or legal person, public authority, agency or body other than the data subject, controller, processor and persons who, under the direct authority of the controller or processor, are authorized to process personal data.
 - **Consent of the data subject:** any freely given, specific, informed and unambiguous indication of the data subject's wishes by which he or she, by a statement or by a clear affirmative action, signifies agreement to the processing of personal data relating to him or her.
 - **Personal data breach:** a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorized disclosure of, or access to, personal data transmitted, stored or otherwise processed.
 - **Genetic data:** personal data relating to the inherited or acquired genetic characteristics of a natural person which give unique information about the physiology or the health of that natural person and which result from an analysis of a biological sample from the natural person in question.



- **Biometric data:** personal data resulting from specific technical processing relating to the physical, physiological or behavioral characteristics of a natural person, which allow or confirm the unique identification of that natural person, such as facial images or dactyloscopic data.
- **Health data:** personal data related to the physical or mental health of a natural person, including the provision of health care services, which reveal information about his or her health status.
- **Main Establishment:**
 - About a controller with establishments in more than one Member State, the place of its central administration in the Union, unless the decisions on the purposes and means of the processing of personal data are taken in another establishment of the controller in the Union and the latter establishment has the power to have such decisions implemented, in which case the establishment having taken such decisions is to be the main establishment.
 - About a processor with establishments in more than one Member State, the place of its central administration in the Union, or, if the processor has no central administration in the Union, the establishment of the processor in the Union where the main processing activities take place in the context of the activities of an establishment of the processor take place to the extent that the processor is subject to specific obligations under this Regulation.
- **Representative:** a natural or legal person established in the Union who, designated by the controller or processor in writing pursuant to Article 27, represents the controller or processor regarding their respective obligations under this Regulation.
- **Enterprise:** a natural or legal person engaged in an economic activity, irrespective of its legal form, including partnerships or associations regularly engaged in an economic activity.

- **Group of undertakings:** a controlling undertaking and its controlled undertakings.
- **Binding corporate rules:** Personal data protection policies which are adhered to by a controller or processor established on the territory of a Member State for transfers or a set of transfers of personal data to a controller or processor in one or more third countries within a group of undertakings, or group of enterprises engaged in a joint economic activity.
- **Cross-border Processing:**
 - Processing of personal data which takes place in the context of the activities of establishments in more than one Member State of a controller or processor in the Union where the controller or processor is established in more than one Member State
 - Processing of personal data which takes place in the context of the activities of a single establishment of a controller or processor in the Union but which substantially affects or is likely to substantially affect data subjects in more than one Member State.
- **Relevant and reasoned objection:** an objection to a draft decision as to whether there is an infringement of this Regulation, or whether envisaged action in relation to the controller or processor complies with this Regulation, which clearly demonstrates the significance of the risks posed by the draft decision about the fundamental rights and freedoms of data subjects and, where applicable, the free flow of personal data within the Union.

Author

Pierre Dewez

With 18 years of extensive experience in the field of information technologies, the CEO of PECB Europe and Altirian, Pierre is an acknowledged senior expert in Information Security, Compliance, and IT Risk Management and an active member in the JTC1/sc27 committee in Luxembourg. He is the Lead Auditor for Management Systems about Quality, Information Security, IT Service Management, and Business Continuity, an advisor in IT Risk Management for many Financial, Insurance and Service Delivery companies in Belgium, Germany, France, Luxembourg, Switzerland, The Netherlands, and Canada.

A trainer and author of various articles in Information Security Audits, Business Continuity Governance, and IT Service Management, Pierre is also an international ISMS and risk management expert extending his contribution to the elaboration of recommendations intended to improve the contents and the relevance of international standards in the current market.

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Your company's Data security for your company and GDPR What are the solutions?

Be.wan invites you for a quick, understandable and pragmatic presentation on: General Data Protection Regulation (GDPR) issues.

Solutions that are field-proven to secure sensitive data within companies.

 June 22, 2017.

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Due to limited availability of places, early registration by e-mail to advice@bewan.be is highly encouraged to ensure your participation!





LEADERSHIP

Interview with Brian Henry

CEO AT THE CARIDON GROUP

The Caridon Group is a company offering business solutions in Governance, Risk and Compliance Business Continuity Management, Contract Lifecycle and Risk Management, Project Management, Knowledge Management, Change Management, Training, Certification, Mentoring and Coaching. Headquartered in Bicton, Australia, The Caridon Group has been founded in 1986. As a community of skilled and experienced consultants, they guide business owners from conception to completion.



Interview

1

You are the CEO & Owner at Caridon Business Solutions. It must have been quite the challenge to remain there for more than 15 years?

No not at all. I've always wanted to have my own business and took the plunge when I was faced with my 7th Merger / Acquisition in less than 10 years, I knew I had to take my own services and ideas to market and not someone else's.

2

How do you encourage creative thinking within your organization?

We work on an informal structure to ensure that all members of our team are free to do what they really enjoy, provided of course it adds to the company's values and goals. There are no limitations except that it must add value to the services we offer -and that's a fairly wide list. I may be the CEO and owner of the company, but in truth there are no 'bosses'. We encourage our team members to participate fully in setting the direction of the organisation, and share ideas as often as we can.

We expect everyone to express their opinions and ideas with everyone for two reasons:

- to ensure that we support one another, and
- to get opinions and suggestions from the rest of the team and that way the idea has always been improved.

I would encourage anyone to read the books 'Maverick' and 'The Seven Day Weekend', by Ricardo Semler. The methods they describe turn accepted corporate business models and governance upside down in favour of the human spirit.

3

How do you manage Risk in your organization?

We minimize risk through our operating model -which has until now served us well.

As a small select group, we limit the risk by keeping everything as simple as possible. As a consulting and training organisation, the main risks would be financial, reputational and contractual.

Our Personnel risks are also key, but our team members are with us mainly because they like to work with us. As the alternative saying goes: 'Your

4

What is the biggest challenge facing leaders today?

Change.

I've just heard a conversation about how traditional leadership is now so out of touch with the knowledge, opinions and interests of the next two generations, that there is a fatal communications failure between over-55 leaders and the Millennials for example.

Add to this the extreme almost seismic shifts in global technology that happen every couple of months, like self-flying Uber cars, AI, Blockchain, Brexit,... The list is growing.

Keeping up with all this means having to review your paradigms almost daily.

5

What is the worst professional mistake you made and what did you learn from it?

No excuses -I've made quite a few, but perhaps the biggest was introducing people with the wrong set of principles. It caused reputational damage, and hard earned cash with nothing to show for it. It set us back 18 months.

6

What is the best professional move you made and why?

I guess taking the plunge to start my own business. It's was the kind of growth step that challenges you to find out what you are truly capable of, and failure can't be blamed on anyone else but yourself. Conversely, one of the most exciting events is seeing money come into your account however small the amount, when a client agrees to pay your first invoice.

7

What are the three top values/characteristics for success and why?

Personal and corporate Integrity, because your integrity is all you have. Compromise that and you lose everything.
Mutually beneficial relationships with interested parties -customers and suppliers included. People don't like to do business with people they don't trust and if they do then it becomes a win-lose relationship.
Team mutual respect and collaboration between team members. This must be in the DNA of the organisation. There is no room for destructive politics, gossip or brinkmanship. It's costly, slows down projects and damages, scars or even disables relationships for a very long time afterwards.

8

What advice would you give someone going into a leadership position for the first time?

Leave your EGO at home.
Have the humility to respect that your team trusts you to lead them, and you are a leader because they chose you, not because you're superior in any way.
Your job is to encourage and enable your team to enjoy what they do and feel that they have contributed something meaningful to their world.

9

What does matter the most to you?

People, enthusiasm and courage, because these will always get you out of bed in the morning to go out and achieve great things.



Women's path to Leadership

The barriers faced every day from gender inequality around the world are vastly compromising women advancement in leadership positions. The role of women in organizations is creating tremendous value through the balance imposed in diversity of thinking and business solutions.





Women Leadership and Underrepresentation

Leadership comes in various forms and ways and leaders can be defined based on their personality, charisma, moral authority, and intellectual contributions among others. The power of leaders though, by definition, may be easily determined by the willingness of people to follow them. This is merely the point where women leaders have a downturn in many countries around the globe. Their capabilities to drive an organization towards success and people forward are often wrongly perceived, for this reason women in leadership is becoming an increasing issue for discussion.

Even though women have moved towards greater equality in both their home and the workplace, social etiquettes

are not as flexible in practice, as they appear to be in theory. Though, if we question the difference between women and men leadership, we should first draw a line to where people's perceptions end and leadership values begin. Naturally, we may say that men are more directive, competitive, and autocratic while women are collaborative, cooperative, and democratic when they lead. However, interpersonal skills should break through this division of authority lines between genders.

To clarify, we should mention that leadership positions greatly vary from one industry to the other. Categorizing between service industries and more traditional primary industries, we may clearly notice women governing healthcare, hospitality, and education institutions. On the other hand, manufacturing, transport, and construction are led by male individuals.

Stereotypes and Gender Bias

Stereotypes present a very powerful obstacle for women aiming or obtaining leadership positions in all types of organizations. Demographically dependent, these obstacles are more visible in some countries and less visible in others. Still, they remain and are very difficult to change. As the most common form of stereotyping, gender is hampering the efforts of female authority in relation to many individuals. Judging that females have a more nurturing character and that this may affect responsibility distribution upon employees, is a severely discriminatory mindset in the workplace. Even though in many cases these opinions are not revealed publicly, they can create bias in the decision making of both men and women leaders. It is not a secret that historically,



women have faced many barriers to climb up the ladder in organizations they have worked for. With uneven advancement opportunities for women, businesses have had lack of representation in a wide scope of

activities. Prejudices resulting from bias to which female leaders face nowadays have most commonly to do with their drive to family care-taking responsibilities, and their feminine attitude which is perceived as a trait disabling the

ability of being a strong leader and presenting a domineering behavior. As far as illegal discrimination against women goes, companies still continue stating their gender preference for various positions.

The Gender Leadership Gap

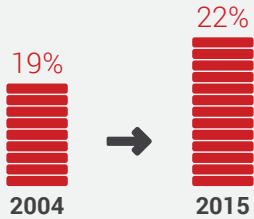
Efforts to reduce the Gender-Leadership gap have been immense in the last few years. Contributing to close this gap in particular, all must be willing to take a step further and remain open in terms of the abovementioned issues. Adding to it, employers must also focus on fair appraisals as well as base promotions in productivity rather than hard work. When evaluating leaders, organizations often take into account leadership characteristics rather than effectivity.

With truly great benefits, balancing between male and female leaders in the organization does not only ensure diversity in the organizational culture but also encourages analysis from very different perspectives, directly affecting organizational decision making. As leadership styles are evolving, we are indeed moving towards new communication and governance ways. Moving away from top-down to bottom-up communication, leadership has been shaping around individuals with better listening and comparison activities, rather than directive and narrative abilities.

Leading Role Models

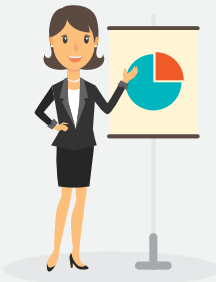
Regardless of the obstacles, women have begun to take over leadership positions in both public or private organizations, conveying that many parts of the world have not just identified but

Even though these changes have been very slight, we shall note that **top positions held by women** have **increased** from



Businesses with no women in top positions have decreased from

38% to 32%



Leading positions held by women

CANADA

25%

UNITED STATES

21%

LATIN AMERICA

In Latin America, businesses with no women in top positions have decreased from 28% to 18%



Senior roles held by women

WESTERN EUROPE

26%

EASTERN EUROPE

35%

In the European Union, 26% of top positions are held by women



have started working towards eliminating this problem.

However, women are still struggling to retain leading positions and are rather performing supportive leadership roles in today's organizations. Again, depending on the industry and the region, women leaders shall begin to continue their challenge on breaking through discriminatory perceptions among them. Mentors and role models are having a vast impact on this aspect. Following the success of female leaders is positively influencing women and motivating them to achieve top positions.

Some of the most powerful women in the world, followed as role models are:



Sheryl Sandberg
COO of Facebook

Indra Nooyi
CEO and Chairperson of PepsiCo

Debra Hay Hampton
President of Cornerstone Engineering, Training and Consulting

Rinske Geerlings
Founder, MD and Principal Consultant at Business As Usual

Michael C. Redmond
CEO of Redmond Worldwide

Mary Barra
CEO of General Motors

Christine Lagarde
Managing Director of the International Monetary Fund

Barbro Thöyrä
CEO and Consultant at CeBeLOT

Marissa Mayer
CEO of Yahoo

Recommendations

Leaving aside prejudice, we shall emphasize upon the abolishment of gender differences and social etiquettes we conduct every day towards both women and men. Working in contrary to the

social norms set historically to emphasize upon gender differences should serve as a starting point to challenge the current perceptions of leadership qualities and differences between men and women. While our priorities and business environments are constantly evolving, we must

identify the necessary changes to be made and act resiliently. In the meantime, speaking from the organizations side of things, investing towards the attractiveness and favorability of pursuing leading positions in the organizations should remain a primary condition to achieve the desired diversity.






PECB INSIGHTS CONFERENCE 2017

STANDARDS, SECURITY & AUDITING

KEYNOTE SPEAKERS



ROBERT MAZUR
"THE INFILTRATOR"
BEHIND THE DRUG CARTEL OF MEDELLIN

KEVIN MITNICK
THE WORLD'S MOST FAMOUS HACKER

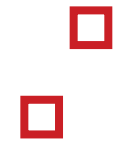
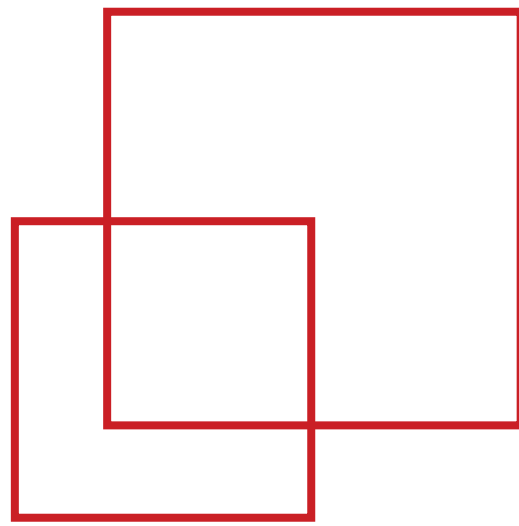


GEORGE KOHLRIESER
FORMER HOSTAGE NEGOTIATOR
IMD BUSINESS SCHOOL PROFESSOR OF
LEADERSHIP AND ORGANIZATIONAL BEHAVIOR

	FATON ALIU President and COO at PECB Canada		MILLER A. ROMERO C General Manager Management Consultants & Auditors S.A.S Bogota Colombia
ROBERT POULIOT Director and Head of Audit Committee FAIR Canada Canada		CHANTALE PINEAULT Director Consulting Services at Victrix Canada	
	JEAN-PHILLIPPE JOUAS Founder of Méhari -Former President of Clusif France		PIERRE DEWEZ CEO at PECB Europe Luxembourg
MICHAEL C. REDMOND Lead Strategic Consultant at EFPR Group United States		VANESSA HENRI Canada	
	JURIS PUCE CEO at analytica.lv Latvia		MIKE GRAY CEO at PIRII Australia Pty Ltd. Australia
AYO OGUNKOYA Principal HSE & Risk Management Consultant Canada		BEVAN LANE Director Infosec Consulting South Africa	
	JACOB MCLEAN Principal Consultant and Managing Director of Kaizen Training & Management Consultants Limited (KTM) Jamaica		SCOTT PERRY Principal at Scott S.Perry CPA, PLLC United States
SAMUEL DUCKWORTH-ESSILFIE Founder/CEO Sophies Consulting Inc Canada		DOMINIC JAAR Canadian Clients & Markets Leader, Advisory Canada	
	JACQUES BERGERON Former Auditor General of The City of Montreal Canada		GENEVIÈVE BROUILLETTE Training Development officer at ÉTS Formation Canada
MARIE-NOËLLE GODIN Techno-Pedagogue at Pardeux Canada		RENÉ W. VERGÉ Information Security Officer at Bombardier Aerospace Co-Founder and CEO at VoD2 Canada	

	HENRI HAENNI Founder and Senior Consultant at Abilene Advisors Switzerland		CARLOS ALFONSO RESTREPO ORAMAS CEO of Restrepo Oramas SAS Colombia
LOUISE CHAMPOUX-PAILLÉ Director Sainte-Justine Hospital and CHUM Canada		RENÉ ST-GERMAIN Chief Audit Officer at PECB Europe Luxembourg	
	LUC POULIN CEO, Information / Application Security Senior Advisor at Cogentas Canada Canada		RINSKE GEERLINGS Managing Director at Business As Usual Australia
GRAEME PARKER Managing Director at Parker Solutions Group United Kingdom		ANDERS CARLSTEDT CEO at Parabellum Cybersecurity Services Sweden	
	MATHIEU LACHAÎNE Founder and CEO at Ubios Canada		SÉBASTIEN GAMBS Security of Computer Systems Professor at Université du Québec à Montréal (UQAM) Canada
KARSTEN DECKER Owner and CEO, Decker Consulting GmbH Switzerland		SERGE BARBEAU Senior Advisor and Project Director at Gestion Jean Bourdeau inc Canada	
	RENAUD LACHANCE Former general auditor of Quebec; Fellow of the CPA (Chartered Professional Accountants) Order Canada		SÉBASTIEN LAPOINTE Chief Information Security Officer at Société de transport de Montréal (STM) Canada
ABDOUL KARIM GANAME Founder, Cyber Security Researcher & Consultant at StreamScan inc. Canada		DAVID ANDERS CEO / President at iCertWorks, SecuraStar and ISO Manager Software United States	
	GUSTAF STAWÅSEN CISO at CENTIRO Solutions AB Sweden		MÁRIO LAVADO Partner at INOSERV Portugal

Speakers



ATTENDING Pre-Conference Training Courses

There are many skills that you can take advantage of while attending a conference. However, you can take advantage of and benefit from much more if you choose to attend Pre-conference Training Courses.



The value of Pre-Conference Training

Conference organizers have made a great effort to expand the value of the pre-conference trainings by significantly focusing their efforts on advancing the skills and competencies of participants. The value of Pre-Conference Training courses is multilateral. If we look at it from the employers' perspective, enabling attendance of employees to various Pre-Conference Training sessions will indeed represent an outstanding effort to develop their talent within the organization. Also,

effective representation of company values through employees in these events needs to definitely be considered.

From the individual perspective, it is an exceptional benefit to expand knowledge while adding different problem solving alternatives on your day-to-day activities and concerns. Being able to gather first hand exclusive information at an intensive learning environment is surely what makes the Pre-Conference Training courses great. Different from familiarizing individuals to best practices, this event also serves as a great opportunity to socialize with individuals sharing the same interests. Meeting with like-minded individuals will certainly

build upon your analytical approaches and reveal unknown potential solutions to problems.

Why should we attend?

Depending on how the Pre-Conference Trainings match your interests, it will be a great opportunity to work towards expanding the knowledge base about one topic or another. In terms of career goals, Pre-Conference Trainings do provide knowledge validation through certification. Hence, various certifications through exams give great advantage to one's career. Moreover, learning in a new



environment will definitely bring fresh thinking and new creative ideas that we sometimes miss in our daily 9-to-5 jobs.

New ways of working can also be figured out to increase efficiency on your daily activities. Also, you will be exposed to hands-on and very specific information in your industry. This will unquestionably be subject to facilitate your approaches and get greater focus on how you can advance your business.

Investing in your-self through Pre-Conference Training courses will be worth it in both the short and long run of your career development.

What to expect?

As intensive as it may sound, the Pre-Conference environment gathers a lot of professionals with various backgrounds but with the same interests in self-development. More importantly, it gives you the chance to meet people in a very exciting mood and positive energy for business development and networking. Interaction in such a professional community becomes very interesting in terms of the ways one can cooperate with another to aid on business growth.

In such an open setting, group discussions are also mandatory

to mention as one of the most productive aspects of the training. Arguments from all sorts raise questions and reveal a lot of actual problems for which you will have the possibility of either being instructed with or directed to solutions. Consulting with other members of the group that come from different industries, backgrounds, professions, and cultures, and with the instructor on excessive topics is not something you are exposed to in your everyday lives. After all, focusing on getting the most out of a specific topic for a few days will turn into a great source of professional fulfillment.

Maximizing the benefits

With all these benefits lined-up, we should really get the feeling of what will happen next. Maximizing the benefits delivered by a Pre-Conference Training can occur in numerous ways. Again, let's take a look at this scenario from two sides. Individually, apart from professional development and certification, we will have a spark of creativity leading to incredible

solutions to complex problems. Professional fulfillment is another very important aspect, helping to pursue career development. Getting expert knowledge and obtaining professional certifications is becoming a mandatory requirement in many countries of the world for a wide range of industries. Many industry and governmental regulations have been emphasizing upon the necessity of validated professional competencies to carry on with compliance to numerous frameworks. Directly affecting

both organizational performance and societal development in a large scale, the skills and knowledge are certainly going to be passed upon the other members of your working group in the organization. From the employers' side, the need to raise performance bars is mandatory to establish a resilient culture in pursuit of the company's vision.

In the meantime, let's experience an entertaining and distinguished event. Attendance to such trainings is very adventurous.



PECB INSIGHTS CONFERENCE

Pre-Conference Training Sessions



Graeme Parker

Managing Director at Parker Solutions Group

ISO 37001 Foundation – Anti Bribery
Management Systems

Delivered in English



Anders Carlstedt

CEO at Parabellum Cybersecurity Services

Cyber Security Audit Foundation

Delivered in English





EXPERTISE



Bitcoin

A Revolution of
the Conventional
Payment System

The Rise of Bitcoin

Bitcoin is a digital payment system, which was developed by an anonymous programmer or group of programmers who identify under the name of Satoshi Nakamoto. Even though the origin of bitcoins remains ambiguous, bitcoin emerged as a cryptocurrency, in which strong algorithm encryptions were used to secure transactions

in a different way. This system maintains the identity of its users anonymous or shielded by pseudonyms under a decentralized system where no one is in charge, neither the governments nor the banks, nor Nakamoto.

Bitcoin is a system of peer-to-peer networking which uses instant and private transactions. This enables users to make direct payments from one

party to another without the involvement of a financial institution. The users can make transactions via a bitcoin wallet, which is a downloadable app on both computers and mobile devices. These transactions are stored in a public ledger known as a blockchain, where the entire bitcoin network relies. Blockchain can either be private with restricted membership or public, thus reachable to anyone.

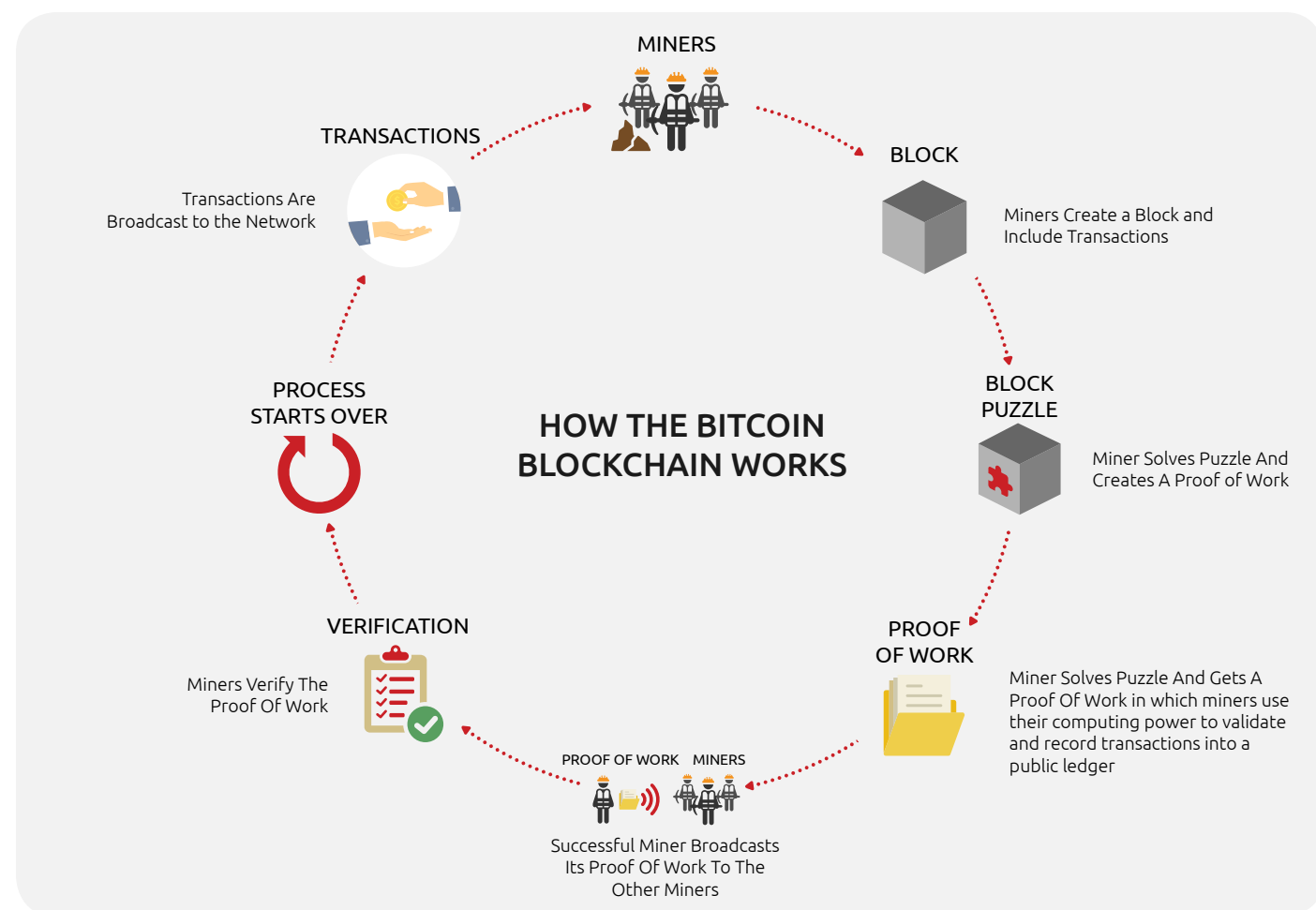
in the database permanently. A hash is simply a mathematical algorithm that takes an input and converts it into an output. Bitcoin miners will compete to solve these mathematical problems and whoever solves the puzzle first, gets to put the block on the block chain, and earns bitcoins as a reward.

Legality

Bitcoin has been a revolutionary internet-wide payment system, which has become a matter of great public interest and as its popularity increased, the debate as to whether it is legal or not has intensified. Given its ability to be used

anonymously and not be backed by any governmental authority, bitcoin has proven to be a major concern for many law enforcers and regulators. The primary concern related to bitcoin is its potential for money laundering and other illicit activities. Due to the ease of transferring money between countries without any prior monitoring, money laundering presents a key legal issue. Provided that bitcoin offers the simplicity of moving money without having to go through a central authority, it has been highly praised by criminals who perform illegal transactions without leaving any trace. However, given the bitcoin's popularity among these notorious groups,

many countries have passed laws which limit the use of bitcoin under a certain legal framework. In 2013, Silk Road, a secret marketplace for illegal products and services in the 'deep web', was targeted and shut down by the FBI. One could purchase anything from drugs to firearms without being traced. Bitcoin was the only acceptable payment on Silk Road. After the FBI shut down their website, they seized around \$3,6 million worth of bitcoins, which is considered as the largest seizure of bitcoin to date. Stories like that of Silk Road associate bitcoins with illegal activity. However, whether illegal or not, bitcoins have grabbed the public's attention so far.



The Bitcoin Game

In the traditional banking system, central banks print or issue money based on the corresponding economic needs. However, this is not the case with bitcoins. Bitcoins are generated through a more complex system known as mining. One of the most

common analogies that can be related to bitcoin mining is gold mining. Similar to other metal supplies in the world, there is a limited amount of bitcoins available for the potential users, namely 21 million. Bitcoin mining is the process of validating the current bitcoin transactions, known as blocks, and adding them to the record of previous block transactions,

known as block chain.

To begin the mining process, the computers are given a complex mathematical problem to solve every ten minutes, which results in generating a block that contains the latest transaction data. Each one of these created blocks, contains a hash of the previous block and is placed in a linear chronological order and stored





Bitcoin “Governing without governance”

Ever since the payment system has taken the lead in the world financial system as a medium of exchange, it has undergone major challenges in regards to the government economic policies and other financial institutions requirements. Generally speaking, the payment system has taken different forms from large circle stones, cattle, metal coins, and leather money to modern coins, paper currency, credit cards and digital currency. Considering the latest financial crises, it is not unusual to witness the emergence of alternative payment systems, aimed to facilitate the exchange of goods and services and establish a payment system that is acceptable by the society.

The principles of governments and financial institutions are tightly linked with the centralized concepts and approaches. Since the medieval times, governments have supported and reinforced the idea of a centralized

financial system with the purpose of increasing efficiency, direct state control and consistency with governmental planning. However, the appearance of a digital currency, particularly bitcoins in 2009, has revolutionized the traditional economic philosophy of centralized financial systems, whereby the central bank i.e., the US Federal Reserve Bank, has direct control over other financial institutions. Thus, the bitcoin falls under the right wing of libertarianism values, which aim at downsizing the control of governments on the state economy.

In other words, Bitcoin represents a modern decentralized digital

currency that undermines the consolidated behavior of government and central banks. Further, bitcoin provides an antagonist standpoint of the centralized system, in terms of “governing without governments,” indicating a shift of political resources while relying heavily on technology. Indeed, bitcoins are not controlled by any central authority institution; they are rather defined by the bitcoin protocol, implying the fixed rate of money supply in the market. In addition, bitcoins do not serve as the lender of last resort or pose any future risk of hyperinflation in the market; however, there is a risk of hyper deflation at the later



stages of bitcoin evolution. In addition, bitcoins are highly volatile because there is a limited amount of bitcoin supply, while the demand increases on a daily basis.

The bitcoin governance is mainly based on the blockchain; whereby the interaction between technology, computers and people involved in the communication network occurs. The public blockchain is an independent system of communication, where the rules and incentives are established on the general agreements among users in the bitcoin network. There is no intermediary in the chain network of communication between bitcoin users. In November 2016, the Bank of International Settlements (BIS) has questioned the ability of banks to exert control over the world economy, considering that this may put the power of central bank institutions at risk.

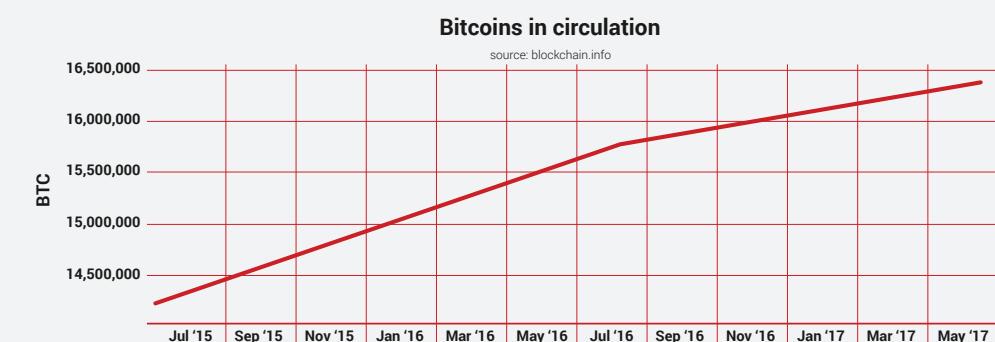
In addition, the decentralized system of bitcoins has transformed the conventional structure of centralized systems regarding the lack of restrictions in international money transactions, inexistent transaction fees, completely transparent and quick transfers at the users' convenience. In terms of security, bitcoin is based on the premises of an encrypted structure aimed at emphasizing the role of cryptocurrencies in the world financial system and ensuring a safety economic culture. Nevertheless, it is to be seen how governments and central bank institutions cope with cryptocurrencies in the near future.

Bitcoin Ups and Downs

The price of bitcoins is highly volatile and there is no centralized exchange for it. Since its conception in 2009, bitcoin's price has increased tremendously compared to its initial price of below \$0.14. As the currency gained a viral traction, its high demand relative to its limited supply, caused an upward shift in its price until it reached “dollar parity”, meaning it hit a \$1.06 per bitcoin.



Seeing its growth potential, numerous magazines wrote about this new cryptocurrency causing its price to rise up to \$9 per bitcoin. In 2011, the market value for all bitcoins in circulation was around \$130 million. However, as bitcoin's price was constantly rising, disturbing events began to bedevil its popularity. Some users started claiming that substantial amounts of bitcoins had been stolen from their computers stimulating a massive sell-off, thus lowering the price of bitcoin. Provided this massive fall, the market forces conspired to prevent the scheme. The speculators flocked to take advantage of such low prices causing an immediate increase in the price of bitcoin.



The price of bitcoin has been subject to major ups and downs and as its supply is being soared, the demand for bitcoin is constantly exceeding its supply. Analyzing bitcoin trends throughout years, it can be noticed that bitcoin has moved from a stage of ‘sin’ enterprises to a steeper progression of ‘legitimate’ enterprises. The increase in the number of bitcoin ATMs from 538 in January to 838 in November 2016, shows that the price of bitcoin is expected to increase to \$3000, a peak that has not been reached so far.

The impact of Bitcoins in the Global Economy

Is the current global economy moving towards a digital-based economy? Truly, that's uncertain. There is an ongoing debate between the supporters and opponents of the digital-based economy, in regards to the role and impact of cryptocurrencies in the world economy. The supporters of the digital-based economy argue that cryptocurrency is the greatest innovation in the economic system because of its decentralized nature of operation that implies profound changes in the state economic policies,

reduction of financial instabilities and inflation risks. Recently, the Prime Minister of Malta, Joseph Muscat has stated for Malta Profile that "other European regulators may be wary of the new technology, but the fact is that it's coming. We must be on the frontline in embracing this crucial innovation. We must be the ones that others copy, and Europe should be the bitcoin Continent."

The direct impact of bitcoins in the global economy is related to the payment system, in regards to the improvement of efficiency in the international transaction system, emphasizing self-independence, built-in scarcity and increased security.

Unlike, the conventional 'pull' payment system, bitcoins denote to the 'push' payment system where the transaction is initiated from the payer's side to the payee's side. Moreover, the high interest rates of 9% in international banking transactions have affected most of the business and individuals involved in the working force. However, bitcoin generates lower transaction fees, rarely to 1% of its transaction value; providing a signal of improvement in the transaction system, while encouraging individuals to embrace digital currencies.

Nowadays, the trend of bitcoins has surpassed its planned limits of expansion, whereby in the

first quarter of 2017, the transaction volume of bitcoins was \$260 million or \$180,000 per minute according to the Blockchain Luxembourg S.A.R.L. This volume of transactions indicates a growth in international financial transactions, and an increase in interactions and usability among different profile users. More than 75,000 merchants, including Etsy, Dell Computers, Expedia, Zynga, WordPress, Overstock, Amazon and Microsoft have started to accept bitcoins in exchange for their goods and services. Perhaps, in the near future bitcoins could become a genuine payment system that will be accepted by business, customers and the society.





SUN, SEA AND A TRAINING OPPORTUNITY

Miami Beach, Florida

ADVANCED AUDITING TECHNIQUES TRAINING COURSE EVENT



In the last years, our world has changed a lot. Somehow, this strongly globalized modern world with rapid economic and social changes is creating new challenges in our lives. In this

developing world, organizations are facing significant difficulties in managing efficiently their businesses and the struggle to become more successful is increasing every day.

More than ever, leading organizations are constantly improving their business processes and operations through the implementation of internationally recognized standards to achieve their objectives and enhance customer satisfaction. Businesses today need comprehensive controls in order to accomplish their legal responsibilities, meet their ambitions for growth in profitability and quality, or demonstrate discipline across an organization. Being that our society is moving towards a zero risk tolerance, benefits of international standards extend from organizations internal benefits to the socio-economic global development.

Regardless the size or complexity, organizations today

need to be certified against internationally recognized standards and comply with its requirements. Not only to distinguish themselves from competitors, improve their operational performance or to assure clients of their credibility; but in many highly regulated sectors Management Systems Certification are not optional anymore but extremely demanding. However, gaining a certification alone is not enough. An essential part of the management system is the audit, which enables the company or organization to demonstrate its achievements, the competence of management and how they meet their objectives while showing conformity to the standards. To ensure that a company is operating correctly, Management Systems are best

measured independently using capable auditors with experience and knowledge regarding the benefits and advantages that business can achieve through proper implementation of standards.

Auditing ensures that businesses manage their key processes in a comprehensive and effective way through analysis, evaluation and review. As a fast growing field, thanks to rigorous governance and regulatory requirements, auditing offers a surprising variety of job opportunities. Working independently and traveling around the world while conducting audits against nationally and internationally recognized standards is just one of many extraordinary benefits of being an auditor.



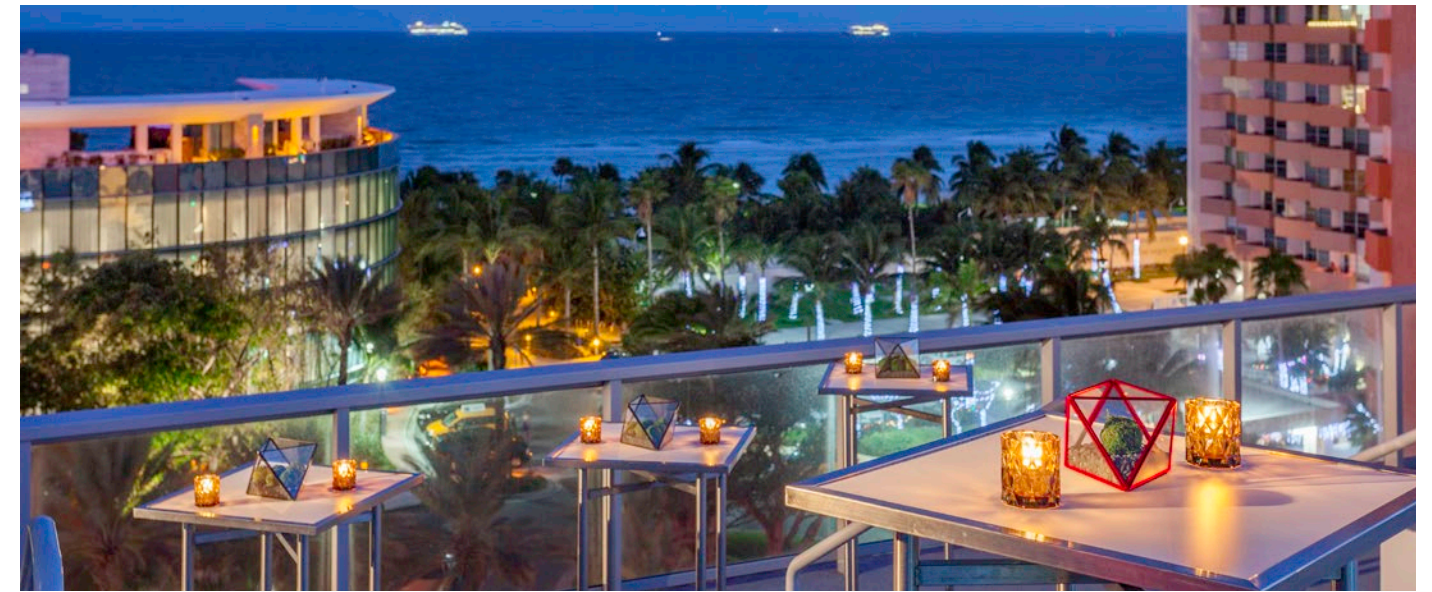
As the demands for Management Systems Certification are in place, PECB has established an excellent detailed Management Systems Certification program so companies can reach the highest level of performance, meet customer expectations and emphasize continual improvement. Following the necessary changes in improving the certification process, PECB has decided that the minimal requirement for someone to perform Accredited Management Systems Audits for PECB is to successfully pass the Advanced Audit Techniques exam, which is a requirement to obtain the formal certification. The aim of requiring this additional certification is to make sure that PECB MS Auditors sharpen their auditing techniques to effectively perform audits and not only to meet minimal requirements, but exceed them.

This remarkable event experience empowers professionals and leaders from around the world to unfold their full professional potential and achieve worldwide recognized certification. Likewise, the event allowed participants to gain the confidence to start or advance a career in auditing management systems, develop risk-based thinking and create network opportunities with successful experts. During this event, the participants had the chance to explore the beauty of an amazing tropical city like Miami, its exclusive beaches, amazing cuisine options, classy culture, and fascinating sunset which happens to be one of the most magical experiences, known as the golden hour.

Spread over several days, this intensive training course event improves the auditor's knowledge on how to manage audit teams

and programs for conducting MS audits based on with best-known practices including ISO 19011, ISO 17021-1 as well as the Generally Accepted Audit Standards (GAAS). Not only did attendees learn how to enhance, plan and execute audits across organizations, they also had the chance to share their knowledge, ideas and experience with one another while relaxing in a beautiful environment.

It is the overall objective of PECB to help professionals expand their educational capacity in various fields and provide them with the knowledge to build an outstanding career while having fun traveling to different places. The ticket to a successful career is being part of the PECB Certified MS auditor's network as it will open a world of opportunity for individuals and allow them to demonstrate credibility and professionalism within the business world.



LOOKING FOR SIMILAR EVENTS?

ENJOY SPLENDID PLACES AND GET A THOROUGH UNDERSTANDING OF ADVANCED AUDITING TECHNIQUES

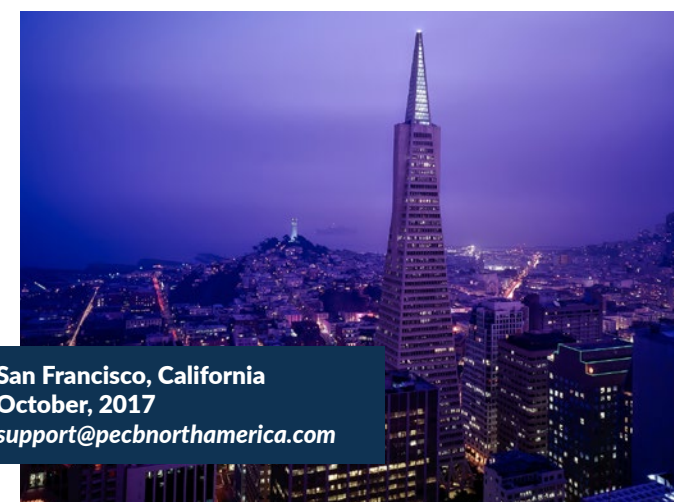
Upcoming Events



Lagos, Nigeria
September 18 to 20, 2017
events@pecb.com



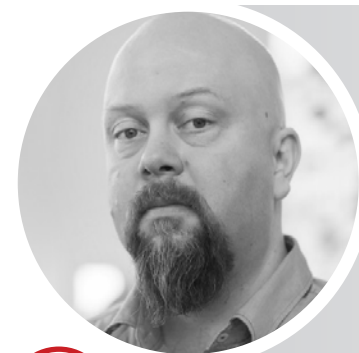
Dubai, United Arab Emirates
October 30 to November 1, 2017
events@pecb.com



San Francisco, California
October, 2017
support@pecbnorthamerica.com



Petaling Jaya, Malaysia
November 13 to 16, 2017
southeast-asia@pecb.com



TRAINER INTERVIEW WITH ANDERS CARLSTEDT

Managing Director at PECB Nordics

PECB

What methodologies do you use to prepare and teach a curriculum?

To prepare I try to look at the material and ask myself is this something that can be applied or of use if I was a student participating in this course? I then address this by making sure I can explain in detail any area from a practitioner's perspective.

PECB

Which subject do you teach more often? What are the advantages of the mentioned training course?

I teach primarily risk, information and IT-security courses as well as MS Audit courses. It provides the participant with a solution Platform and help students both get the whole picture as well as detailed info on activities paired with the input on hands-on experience from an internationally recognized expert in these areas.

PECB

Can you tell us about a time your training didn't have the good results you expected. What happened and what did you learn?

This was a long time ago, about twenty years or so. A consulting company hired me to do a course on a specific subject and then sold it as a different product to their clients. Needless to say not all students were entirely happy... To make it work with the right partners.

PECB

If your students were asking you irrelevant questions, what would you do to keep the training course on topic?

I simply tell them that it's unfortunately off topic but that I am happy to discuss it in the next break.

PECB

People learn in different ways and with varying speeds. How would you ensure everyone in your program develops their skills?

By always asking for feedback on speed, tone, focus, technique etc. and also using various approaches to addressing the topic. Some people learn well by simply attending lectures, other by participating in group exercises or by asking questions.

PECB

How do you engage students in a training course?

For example by trying to relate to the real world by relating to examples and war stories and asking them about their experiences.

PECB

What advice would you give to new trainers in enhancing their training dynamics?

Prepare before and make time to have students have their say on relevant topics.



LOCATIONS

LIFESTYLE

The Dream Spot

First as an Anthropology student, then later as the CEO of PECB, my functions took me to travel all over the world. While in the eyes of some, the unknown is what gives value to traveling, there's always a part of it that I hate: the scrutiny of customs, the uncertainty of flight schedules and connections, airplane food, not being able to bring all my personal items... There are many uncontrollable factors that can destroy even the best laid plans: an overzealous custom agent, a distant storm, a computer glitch... And then, there is that

part of traveling that makes all the less pleasant sides worth it: discovering new food, meeting fantastic people, visiting majestic sites. These are the three reasons (not necessarily in order) why I travel: food, people and sites.

I'm delighted to introduce this new PECB Insights chronic. We invite a PECB partner, trainer, auditor, client or friend, to write about some of the best hotels he or she has visited, and their favorite spots or countries. The goal of this chronic is to relax

a bit, discover great places through the words of someone else, and perhaps find our next vacation spot. So I will begin.

Favorite Hotels

I can't say that this is the best hotel I've visited, but it is definitely one of the most memorable stay I had: the Renaissance Tuscany il Ciocco Resort & Spa. In January 2015, PECB organized its annual partner event at this location. This hotel is located in the Serchio Valley, a valley



in Tuscany surrounded by a countryside road and medieval villages.

It was January, and thus a bit chilly, but the morning fog over the Tuscan hills made the view look magical and surreal. The service was exceptional as staff went over their heads to help us. The food was very impressive as well. We had an unforgettable event there. During the evening, we rented

a bus to take us to some local restaurants. One of these restaurants was Scacciaguai in Barga, a village near the hotel. The food was spectacular, both in quality and quantity. We ate and drank for three hours, and, indeed, this remains one of the most memorable meals I ever had in my life. Very few of us could walk straight afterwards. The Renaissance Tuscany is, therefore, one of those places where I know I will go back.

was for an Archaeological dig in Trujillo, in the North of Peru. I spent one month digging a buried city located in the desert between two pyramids. The second time was to discover the archaeological wonders of the South of Peru. This is when I discovered Machu Pichu, one of the most photogenic sites in the world. Located in the mountains, the spectacular site offers you the luxury of leaving all the beliefs and certainties home, and viewing all you assumed you knew, in a different light. We walked for three days in the mountains of Peru to get there, but next time I'll take the train.

I'm going to Peru a third time, in January 2018. I'm delighted to inform you all that PECB will be hosting its annual winter event in Cuzco, Peru. Cuzco was the sacred capital of the Inca Empire. It is a UNESCO World Heritage Site and a good base to visit Machu Pichu.

So I hope to see you in Cuzco. We're going to have a great time!



Favorite Country

I've had the privilege of discovering many countries and many realities, but Peru will always hold a special place in my heart: exquisite cuisine, spectacular archaeological sites and amazing people. Peru is one of those rare places where you can eat well in any restaurant. Peruvian cuisine is one of the unknown wonders of the world, both delicious and extremely varied.

I've been to Peru twice while I was an Anthropology student. The first time I've been there



Eric Lachapelle
Chief Executive Officer
at PECB

Doing Business in Peru

With Lima as its capital, Peru is located in South America and inhabits 32 million people. It is an undeniable fact that its historical and cultural values have added much to the picturesque views while attracting many tourists from all over the world. In terms of business, this makes the country even more attractive. However, we all can agree that we shall also take a look at the other side of the story.





Succeeding in business in Peru, we must first try to understand some aspects of the country and how people actually behave in their daily routines. Typically, Peruvians are not very prone to accepting new ways of doing things and known to be as aggressive negotiators. Business there has to be done in person.

Population
 30.9 million
 Urban: 75.7%
 Rural: 24.3%

Religion
 Freedom of religion
 Principally Roman Catholic

Area
 1,285,215.60 km²

Climate
 Ranges from tropical in the Amazon Region to dry along the Coast. Temperate to very cold in the Highlands

Currency*
 Nuevo Sol (S/.)
 S/.1 = US\$ 0.357
 US\$1 = S/. 2.80

Time Zone
 GMT-5 (five hours behind Greenwich Mean Time).
 There is no daylight saving time, and there is only one time zone throughout the entire country.

Principal Languages
 Spanish / Quechua / Aymara

Natural Resources
 Gold, copper, silver, zinc, lead, hydrocarbons, fishing, phosphates, and agricultural products

* Interbank exchange rate as of december 31, 2013

Source: Central Reserve Bank of Peru (BCRP) / International monetary Fund (IMF)

Country Overview

Peru is governed by a democratic republic through a multi-party system. According to their constitution, their president is the Head of State and Government. Being one of the region's fastest growing economies, Peru has managed to decrease its poverty rates from 45.5% in 2005 to 19.3% in 2015. Their large mining exports have succeeded to increase the country's GDP levels and contribute vastly to their economic growth during 2016. In fact, Peru is considered to have one of the fastest growing economies in the world. Rich in copper, silver, lead, zinc, oil and gold, the government encourages their exploitation by foreign investors. Currently, the president of Peru is Pedro Pablo Kuczynski, and has been elected in 2016.



Peru's Specific Advantages

Having a territory of 128 million hectares, its territory ranks second across South America. Dividing this land in terms of resources, 8 million of these hectares have the potential to grow agricultural crops, 18 million are filled with pastures, 19 million hectares count for sustainable forestry activities, whereas, 54 other million hectares accommodate Peru's natural resources. The highlands of Peru, more specifically the Andes, are very rich in minerals. Peru is also the country where the Amazon, the longest and mightiest river in the world, is.





The Amazon rainforest, counts for 59% of their national territory while inhibiting 12% of their population. In this part of the country, you will find hot tropical weather with plenty of rain. The highlands are characterized as having a dry weather with huge variations during the day. Though, Peru's coast, counts for 11% of their national territory while accommodating 52% of the population, concentrating the population density across the coastal line.

Free Trade Agreements (FTAs) Signed by Peru include:

- Andean Community of Nations (CAN)
- Asia Pacific Economic Cooperation (APEC) Forum
- Peru – Chile Free Trade Agreement (FTA)
- Peru – China Free Trade Agreement (FTA)
- Peru - European Union (EU) Free Trade Agreement (FTA)
- Peru – Japan Free Trade Agreement (FTA)
- Peru – MERCOSUR Economic Complementation Agreement (ACE)
- Peru - Mexico Trade Integration Agreement
- Peru - Singapore and Peru – Thailand Free Trade Agreements (FTAs)
- Peru - South Korea Free Trade Agreement (FTA)
- Peru - United States Trade Promotion Act
- World Trade Organization (WTO)
- Future Agreements (Between Turkey and Peru)

Bilateral agreements:

- Canada
- Chile
- China
- Costa Rica
- Cuba
- European Union
- Japan
- Mexico
- Panama
- Singapore
- South Korea
- Thailand
- United States
- Venezuela

Peru's Export Goods

Known for their mineral richness, Peru is a very large exporter of Copper Ore, Gold, Refined Petroleum, Zinc, Lead Ore, and Refined Copper; finding application in a variety of industries across the world. Besides, Peru exports a substantial amount of grapes, coffee, and pellets, tropical fruits, and mollusks.

Peru exports its products in a variety of countries. Specifically, 21% of their exports go to China, while 15% shipped to the United States, and 7% freight to Canada. Made possible from their free trade agreements, Peru also exports to Europe;

Switzerland 8%, Spain 3.3%, Germany 2.8% and Netherlands 2.5%. Certainly, part of their exports goes to their neighboring countries such as; Brazil (3.4%), Chile (3.1%), Colombia 2.6%.

Importing from Peru

In contrary, Peru imports more expensive and advanced products such as Electronic and Broadcasting equipment, Computers, Video Displays, Construction Vehicles, Refined Petroleum, Crude Petroleum, Cars, Delivery Trucks, Medicaments, and Rubber Tires among others. Hence, there is a great opportunity for exporting these goods from your country to Peru. With their GDP rising, and economy blooming, Peru shall also be prone to accept investments on luxury goods in the near future.

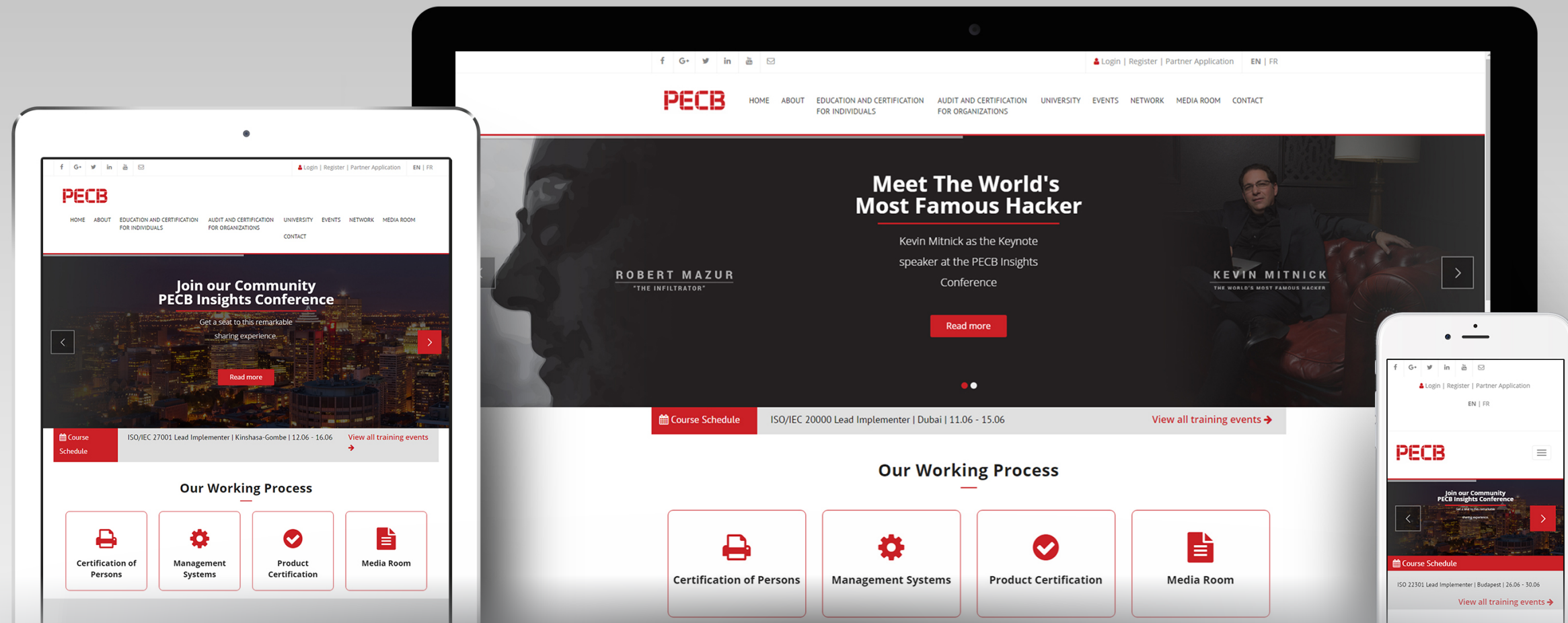
Following trade agreements, Peru accepts their goods mostly from China, United States, Brazil, Mexico, Canada, South Korea, Chile, Colombia, Germany, and India among others.

Lucrative Business Environment

Peru has a very lucrative business environment in terms of Mining and Manufacturing sectors of the economy. However, these being the main sectors of economic development expose Peru to risk because of the fluctuation of demand and prices of commodities. Ease of doing business in Latin America, according to the World Bank (<http://www.doingbusiness.org/rankings>), ranks Peru as the third country with a great environment to start up a business and operate it as a local firm. Yet, this has not contributed much towards attracting Foreign Direct Investment to the country. However, with its great development and increasing income of Peruvians, marketing and exporting various products to Peru should fulfill the need for various technological products. Besides, most of the Peruvians are young. The median age in Peru, being 28 years old, leaves us to think that Peruvians may be very prone to professional and career development; opening opportunities for various training and educational institutions to enter Peru.



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WHAT'S BEEN GOING ON IN APRIL AND MAY

The latest courses offered by PECB are developed to push forward the high quality of education provided. In this respect, we assure the continuity of efforts to developing new courses and maintain a continuous improvement attitude. Facilitating the distinct materials of study, this spring, we have promoted numerous changes and will continue on our personalization voyage.

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- PECB Certified ISO 19600 Foundation

Updated Courses

- ISO 21500 Lead Project Manager
- ISO 17025 Lead Implementer

MAY

New Courses

- ISO 22222 Lead Manager
- Six Sigma Yellow Belt
- ISO 27005 Lead Risk Manager
- ISO 45001 Lead Implementer
- ISO 45001 Lead Auditor

Updated Courses

- ISO 31000 Lead Risk Manager
- ISO 9001 Lead Auditor
- ISO 9001 Lead Implementer
- ISO 27001 Lead Implementer
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