

Decode risk culture.

Willis Towers Watson Cyber Risk Culture Survey

Diagnosing company culture to mitigate cyber risk

Recent headlines about data breaches, stolen assets, and network outages reflect the very real threat of cyber risk. What roles do company culture, and employee opinion and behavior play in preventing such incidents? And how can employers harness these factors to mitigate the risks of varied threats to the security of data and intellectual property?

Did you know that employee negligence and malicious acts – including lost laptops, the accidental disclosure of information and actions of rogue employees – cause two-thirds (66%) of cyber breaches? By contrast, only 18% of breaches are directly driven by external threats (*Figure 1*).

Organizations in which cyber risk awareness is embedded within the culture – and these organizations' employees – form the first line of defense against cyber risk. How can employers measure the risk inherent in their employees' behaviors, determine how to lessen this risk and build a cyber smart workforce?

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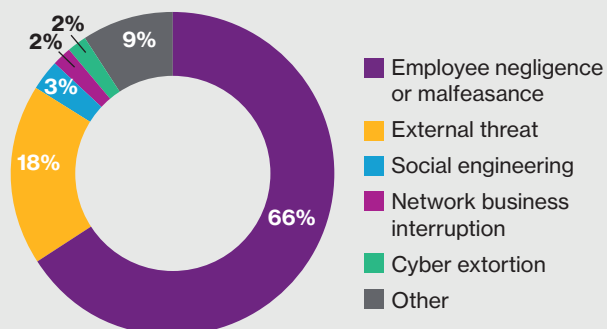
Willis Towers Watson is a proven leader in employee opinion surveys and cyber risk management. Combining these two areas of expertise, we've developed the Cyber Risk Culture Survey to help organizations of all sizes and across all industries reduce their cyber risk by creating a culture of risk prevention.

How would we work with your organization? We'd start by understanding its unique culture and cyber risk challenges. Next, we'd tailor the Willis Towers Watson Cyber Risk Culture Survey to your organization's needs.

Our survey is grounded in the latest research on employee engagement as well as cyber risk trends and research findings. We target survey questions to the right levels (e.g., corporate or local) and groups (e.g., functions or departments) to yield the most meaningful, actionable findings. Our Employee Insights and Cyber Risk teams then analyze the results and identify your organization's high-risk areas. Then we link the data to specific risk factors, and to potential talent and reward solutions and other risk mitigation strategies. We can also compare your results to those of other organizations in your industry and high performers worldwide.

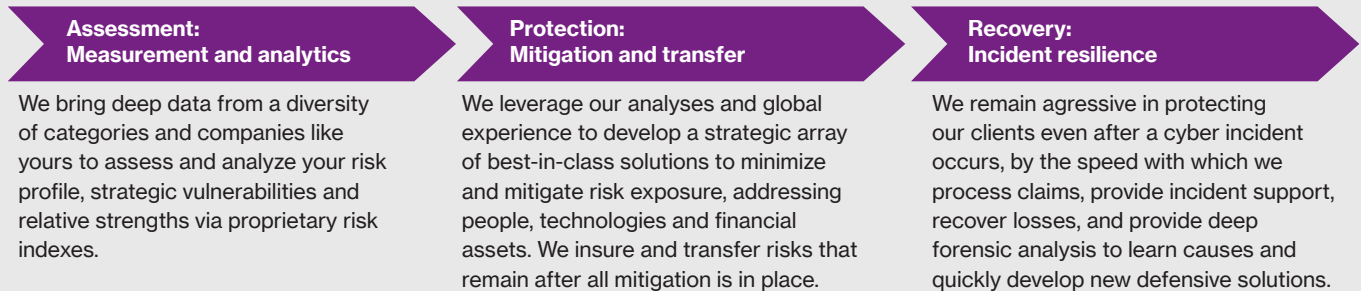
Our survey delivery model, which is flexible to suit your needs, includes a pulse survey option – a cyber risk vulnerability index to embed in existing questionnaires – and full-service survey solutions.

Figure 1. Percentage of claims by breach



Source: Willis Towers Watson claim data

Figure 2. An integrated process that brings critical insights, best-in-class protections and aggressive recovery resources to an organization's cyber risk profile



Why Willis Towers Watson

We connect the dots between people, technology and risk, and deliver actionable results to drive sustainable organizational change and performance.

Using employee research to connect culture with cyber risk

We analyzed employee survey results from our world-leading database, which includes responses from over four million employees in 400 organizations across all business sectors and world regions. To identify vulnerable aspects of culture in companies that have experienced data breaches, we compared employee opinion scores from breached companies with two sets of benchmark data from our database.

Benchmark 1: Global high-performance companies. These 28 organizations, financial leaders in their industries, have above-average, top- and bottom-line performance compared with sector-specific average scores over a 36-month period. This benchmark includes organizations with the most favorable employee opinions in the database.

Benchmark 2: Global IT staff. These benchmark data include responses from IT staff across organizations globally, with the opinions of over 400 companies and more than 150,000 IT workers represented. We compare opinion scores from IT functions in the breached companies with the data from this benchmark group.

Willis Towers Watson findings suggest that environments experiencing cyber breaches may lack:

- A laser-sharp focus on customers and responsiveness to their needs
- A strong company image fostered among employees to show commitment to social responsibility
- Comprehensive training to help employees, especially IT staffers, thoroughly understand their jobs

Mitigating cyber risk from employees

Employee negligence and malicious behavior cause most cyber-related incidents. So it's important for employers to use all the tools available for breach prevention, including:

- A strong, risk-averse culture
- An effective talent strategy that includes recruitment, onboarding and retention
- Targeted training and incentive programs as well as policies to ensure compliance

Embedding your organization's culture with an emphasis on risk awareness is the first step in creating a workplace environment that supports a holistic, integrated risk mitigation strategy.



Cyber Risk Culture Survey	Cyber Work Readiness	Communication and Change Management Preparation	Employee Assistance Programs
Exposure Quantified	Cyber Insurance and Captive Programs	Cybersecurity Training and Awareness	Claims Advocacy
Cyber Risk Profile Diagnostic and Workshops	InfoSec Technology Solutions*		Forensic Accounting
Cyber Vulnerability Testing*			Business Continuity Consulting
			Incident Response Services*

Delivered by an experienced global team of human capital consultants and risk advisors

* Partner solution

About Willis Towers Watson

Willis Towers Watson (NASDAQ: WLTW) is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has 40,000 employees serving more than 140 countries. We design and deliver solutions that manage risk, optimize benefits, cultivate talent, and expand the power of capital to protect and strengthen institutions and individuals. Our unique perspective allows us to see the critical intersections between talent, assets and ideas – the dynamic formula that drives business performance. Together, we unlock potential. Learn more at willistowerswatson.com.

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