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Lessons from Building an Information Security Function

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- Background
- Transformation
- Conclusion

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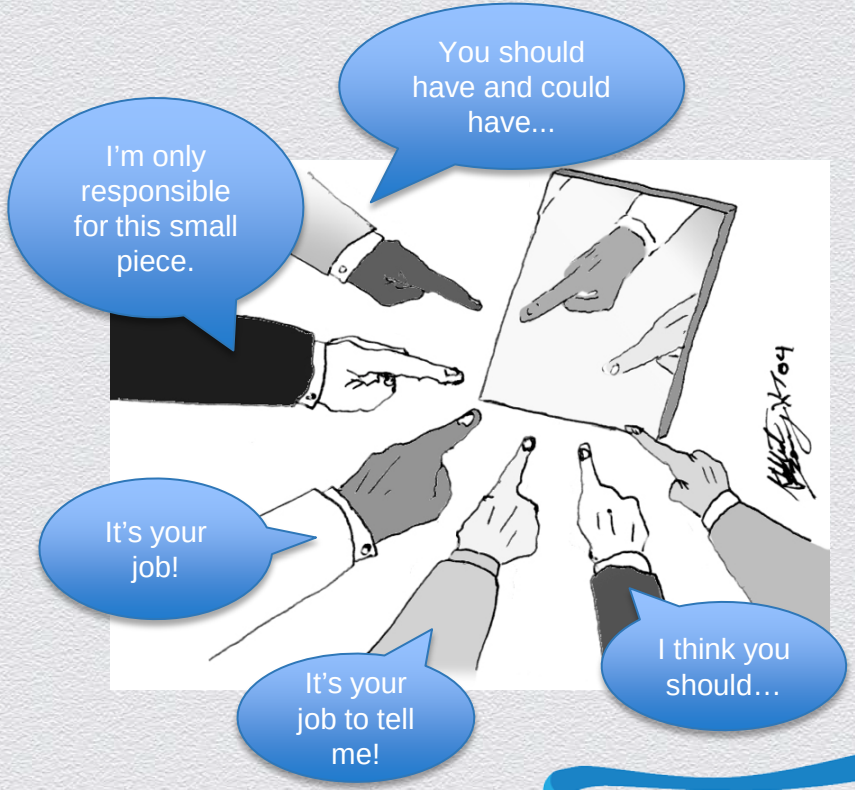
Background

Challenges Zurich Faced

- Disparate information security resources and capabilities across Group IT
- Mindset of “advising” with no delivery or execution
- Lack of clearly defined accountability and responsibility
- Constant cross team blaming when issues occur



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Issues we all face

Complex IT policies and environments

Vast and disjointed internal and external requirements

Difficulties measuring effectiveness of security

Strained partnership with the business

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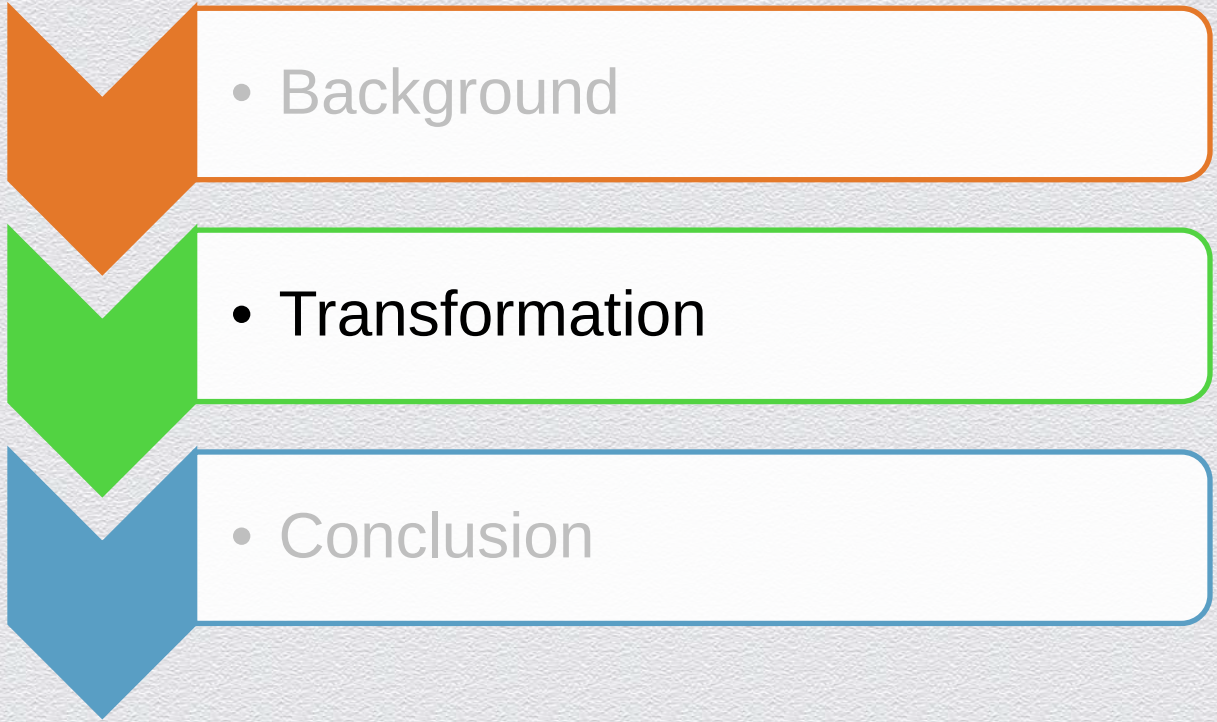

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Transformation started with a focus on "Effectiveness"

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What We've Done

Simplify and Rationalize

- Reduced over 2,000 aspirational controls down to 128
  - Rationalized against internal and external requirements
  - Grounded controls to funding
  - Followed evidenced based approach to demonstrating controls

"Assess Once, Satisfy Many"

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What We've Done

Centralized Accountability

- Consolidated security functions under one team
  - Promoted Ownership of accountability and outcomes
  - Minimized politics and the "blame game"
  - Aligned objectives and incentives

Ownership drives "right behaviors"

What We've Done

Heavy focus on operations and hygiene

- Improved hygiene of existing environment
  - Consolidated 7 perimeter entities
  - Removed 171,154 stale accounts
  - Achieved IAM processing within 99% of SLA
  - Lockdown of local admin by 90%+
  - Secured over 41,292 open shares
  - Hardened systems configuration

Before the "cool" things can be done, the basics need to be effective

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What We've Done

Built-out security capabilities

Zurich deployed many security capabilities within the environment, each of which must be utilized to its fullest

- Global logging
- USB lockdown
- Privileged account vaulting
- Application code scanning
- Whole disk encryption
- Secure backup tape handling
- Token-less two-factor VPN
- Secure file transfer
- Data loss prevention
- Consistent anti-virus
- Identity & Access Management solution
- Network monitoring and discovery

Avoid "feature surplus" when deploying technologies

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What's Next For Us?

- Zurich will finish the multi-year journey of transforming the information security function by:
  - Completing deployment of capabilities
  - Operationalizing security operations "hubs"
  - Transitioning from a change agent to a steady state

- As the Group CISO and newly appointed CTO, future goals now also include:
  - Leveraging change momentum to influence IT at a broader scale
  - Supporting IT's fit-for-future strategy through innovation and effectiveness

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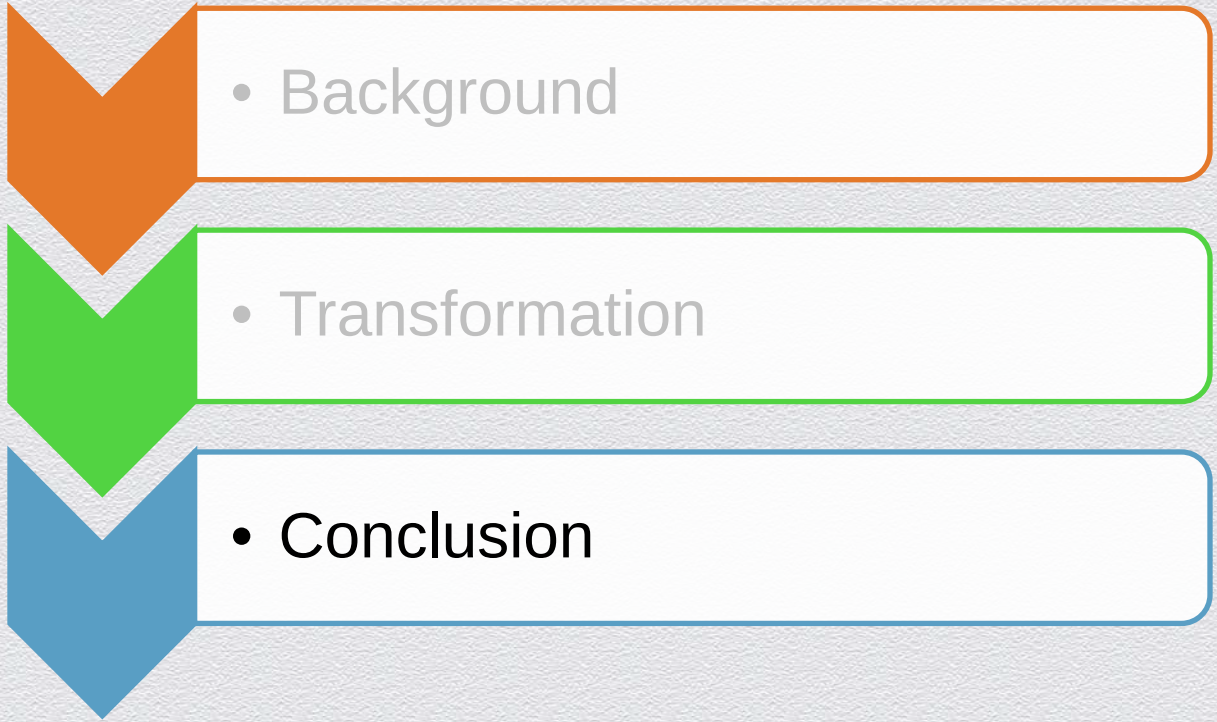

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Conclusion

- Zurich's information security posture required **proactive** action to become **effective**
- The results of an information security team's transformation and its **positive external contributions** to the organization can result in a CISO holding a larger role within the organization
- Careers can be driven forward through pragmatic problem solving, measurable accountability, and **leading** change

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Q&A

Questions

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Thank You

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