

### Business Continuity Management (BCM) references

- Implemented a business continuity management system conform ISO22301 (Agency of the Ministry of Health, Welfare and Sport, 2020 – ongoing).
- Design, train and exercise a crisis management plan (Shared Service Centre for municipalities, 2020 – ongoing).
- Design and implementation of crisis management plan, crisis communication plan and crisis management organisation (Scientific research and knowledge institute, 2020 – ongoing).
- Delivered a business continuity plan (Belgian municipality, 2020 – ongoing).
- Organized a crisis management exercise (Global coffee company, 2020 – ongoing).
- Delivered a business continuity plan and crisis management simulation (Retail chain, 2020 – ongoing).
- Organized a yearly crisis management exercise (Back office service provider, 2020 – ongoing).
- Delivered a project plan for a large-scale crisis management improvement process (Scientific research and knowledge institute, 2020).
- Crisis support in response to the COVID-19 pandemic (Global coffee company, 2020).
- Crisis support in response to the COVID-19 pandemic (Dutch province, 2020).
- Organized a BCM training + crisis management simulation (Security organisation, 2020).
- Conducted an audit around the course of action regarding a Citrix cyber security crisis (Scientific research and knowledge institute, 2020).
- Conducted a BCM Quick scan (Municipality, 2020 – ongoing).
- Supported the implementation of a business continuity management system (Municipality, 2020 – ongoing).
- Organized a 'table top exercise' for testing the business continuity plan (IT service provider, 2020).
- Implemented a business continuity management system conform ISO22301 (Dutch province, 2020 – ongoing).
- Conducted a business impact analysis (International seed enhancement company, 2020).
- Conducted a follow-up audit into IT continuity and delivered an improvement plan (Shared Service Centre for municipalities, 2019 – 2020).
- Conducted a BCM audit and organized a BCM awareness training (Shared service centre for several municipalities, 2019 – 2020).
- Organized a one day BCM incompany training (Water company, 2019).
- Delivered a business continuity plan (Installation company, 2019).
- Updated a business continuity plan and organized two table top exercises (Regional public transportation company, 2019 – ongoing).
- Delivered a command post exercise for three different crisis (support) teams simultaneously (Insurer, 2019 – 2020).
- Delivery of a table top exercise (International FinTech company, 2019 – 2020).
- Advise on ICT continuity management (Shared service centre for several municipalities, 2019).
- Delivery of a business continuity plan (ICT service provider and distributor of ICT equipment, 2019).
- ISO22301 certification audit on a business continuity management system (Private emergency response company, 2019).
- Organized a table top exercise for the crisis management team (Housing corporation, 2019).
- Implementation of a business continuity management system for an ISO22301 certification (International fruit trading and packaging company, 2019 – 2020).
- Delivered a business continuity plan (Large housing corporation, 2019).
- Implementation of a business continuity management system for an ISO22301 certification (International fish and shellfish processing company, 2019 – ongoing).
- Updated an existing business continuity plan and organized a table top exercise (Back office service provider, 2019).
- Conducted a business impact analysis and risk assessment, revised and extended an existing business continuity plan and organized a table top exercise (Electricity and gas network operator, 2019).
- Delivered a business continuity policy, business continuity program and business continuity plan including coaching for implementing a business continuity management system for the purpose of a ISO22301 certification (International meat processor, 2019).
- Reviewed a disaster recovery plan (ICT service provider and distributor of ICT equipment, 2019).
- Delivered a business continuity policy and IT contingency plan, updated existing business continuity documents, organized a table top exercise and drafted a roadmap for further business continuity improvements (College of higher education, 2019).
- Supplemented an existing business continuity plan with an additional runbook for intentional contamination / sabotage and cyber security crises (Food Company, 2019).
- Delivered a project plan for implementing a worldwide business continuity program, delivered and exercised IT contingency plans for the most important factories (Global coffee company, 2019 – 2020).
- Updated a business impact analysis (Water company, 2019).
- Improving the business continuity plan and organizing a business continuity training, structured walkthrough test and table top exercise (Global bio tech company, 2018 – 2020).
- Delivered business continuity manual and a business continuity plan (IT service provider, 2018)
- Reviewed an approach for implementing BCM (IT service provider, 2018).
- Delivered a crisis management plan, a business continuity policy and a business continuity manual (Manufacturer of hydraulic equipment, 2018 – 2019).
- Organized a 'table top exercise' for testing the business continuity plan (IT service provider, 2018).
- Delivered a project plan for implementing a business continuity management system (Municipality, 2018).
- Organized a yearly crisis management simulation (Global FinTech company, 2018).
- Design, development, implementation and two exercises of a global IT issue & crisis management plan (Global coffee company, 2018 + 2019).
- Quick scan audit on the current business continuity arrangements in preparation for a BCM improvement project (Parliamentary institution, 2018).

# BCM Specialist

- Design and delivery of a global BCM improvement program (Global stevedoring company, 2018 – ongoing).
- Implementation of a business continuity management system (BCMS) conform ISO22301 (Online retailer, 2018 – 2020).
- Optimized the existing business continuity procedures and organized a live test regarding the migration of offices to an alternate location (Coffee company, 2018 – 2019).
- Organized a crisis management simulation exercise (Back office service provider, 2018).
- Organized a live recall test (International fish company, 2018).
- Delivered a BCP and crisis management quick reference card (Insurer, 2018).
- Conducted a business impact analysis and delivered a BCP (Worldwide payment service provider, 2017 – 2018).
- Delivered BCM support (BCM process description, risk assessment, business impact analysis, crisis management plan and scenario runbooks) (ICT service provider, 2017 – 2018).
- Reviewed a BCP + underlying scenario runbooks and organized a crisis management simulation (Insurer, 2017).
- Reviewed and updated a BCP, compiled a cyber security emergency response procedures and organized two crisis management simulations (Regional electricity and gas network operator, 2017 – 2018).
- Compiled a BCP and tested it via a crisis management simulation (Food producer, 2017 – 2018).
- Delivered a Crisis Management Plan (International online retailer, 2017).
- Delivered a BCP and Risk Management Framework and organized a crisis management simulation (Global financial data management solutions provider, 2017).
- Delivering a BCM manual that describes the BCM program (Municipality, 2017).
- Interim BCM Manager (Dutch Railways, 2017).
- Delivered a crisis management plan (large Municipality, 2017).
- Organized a crisis management simulation exercise (Back office service provider, 2017).
- Delivered a BCM policy, BCM manual, crisis management plan and BCM coaching (International machine manufacturer, 2017).
- Organizing a recall exercise in practice (International food company, 2017).
- Conducted a risk analysis (Health insurer, 2017).
- Developed a crisis management plan and crisis management quick reference card (European association for investors in non-listed real estate, 2017).
- Interim BCM Manager (delivered among others a business continuity policy, BCM manual, corporate crisis management plan, scenario based protocols and a risk assessment (International ingredient manufacturer for the food industry, 2017 – 2018).
- Conducted an ICT risk assessment and business impact analysis and developed an ICT business continuity plan (Water company, 2017).
- Quick scan audit on the current business continuity arrangements in preparation for a BCM improvement project (Municipality, 2016 – 2017).
- Conducted a risk assessment around the implementation of a digital mail processing system and established a BCP in case of a system failure (large Municipality, 2016 – 2017).
- Prepared a cybercrime scenario for a crisis management simulation and represented the response cell during the exercise (Hospital, 2016).
- Organized a crisis management simulation exercise (Regional light rail transit company, 2016).
- Quick scan audit on the current business continuity arrangements in preparation for a BCM improvement project (International machine manufacturer, 2016).
- Delivered an in company training on business continuity management (Shipbuilder for the dredging and offshore industries, 2016).
- Developed a business continuity plan + test plan (Romanian branches of a back office service provider, 2016).
- Delivered an in company training on supply chain risk & business continuity management (International machine manufacturer, 2016).
- Chairperson at a symposium on supply chain risk management and supply chain business continuity management for various purchasing managers and supply chain managers from industrial machine manufacturers (Various industrial machine manufacturers, 2016).
- Organized a crisis management simulation exercise around a large scale recall scenario (International fish processing plant, 2016).
- Design of a risk management framework and business continuity plan and organizing of a crisis management training + crisis simulation exercise (Customer compliance and due diligence service provider for financial institutions, 2016).
- Quick scan audit on the current business continuity arrangements in preparation for a BCM implementation project (European association for investors in non-listed real estate, 2016).
- Developed, implemented and tested a business continuity plan (Outdoor advertising company, 2015 – 2016).
- Developed business continuity plans for all departments and an overall crisis management plan (Legal insurer, 2015).
- Developed a mind map based crisis management quick reference card and several crisis management plans for the crisis management teams and business departments (Water company, 2015).
- Delivered a protocol for silent recall of food unfit for consumption (International fish processing plant, 2015).
- Delivered BCM support (among others, developing a BCM manual, crisis management plan, crisis communication plan, several BCP's and scenario based protocols. Carried out a risk assessment and business impact analysis. Organized several crisis exercises and contingency tests) (Health insurer, 2014 – 2015).
- Advised on determining scope and strategic assumptions for developing a BCP (Dutch water authority, 2015).
- Quick scan audit on the maturity level of BCM (Facility operating company of a military base of the Ministry of Defense, 2014).
- Developed a corporate crisis management plan and a crisis management quick reference card (Global operator of bulk liquid storage facilities for chemical and oil products, 2014).
- Quick scan audit on a BCP (Manufacturer of industrial cooling fans, 2014).
- Developed an integral practice & training plan for BCM, first aid emergency management and ICT incidents. Furthermore, prepared, conducted and evaluated a recovery field exercise to test the recovery of office processes on an alternate location in practice (Large insurance company, 2014).
- Developed, implemented and tested a BCP and analyzed the traceability of production lots and developed a recall procedure (International fish processing company, 2014).
- Quick scan audit on the maturity level of BCM (Military pipeline management agency, 2014).

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- Coached an international ICT service provider with the development of a BCP (International ICT Service Provider, 2013 – 2014).
- Prepared, facilitated and evaluated a crisis exercise (Manufacturer of traffic facilities and street furniture, 2013 – 2014).
- Interim BCM Manager (among other, developing a BCM manual, crisis management plan, crisis communication plan and various emergency response plans) (International bank/insurer, 2013).
- Developed, implemented and exercised a BCP for the exploitation and maintenance of a light rail transit system (Regional light rail transit company, 2013 - 2014).
- Developed, implemented and exercised a BCP (Producer in nuclear diagnostics, 2013 – 2014).
- Updating and expanding an existing BCP and advising on additional continuity measures to be taken (Ministry, 2013).
- Developed, implemented and tested a BCP for the headquarter and all branches (Large insurance company, 2012 – 2013).
- Developed, implemented and tested several BCPs for loss of information systems (Manufacturer in the nuclear industry, 2012).
- Developed a continuity of operations plan (COOP) and advised on additional continuity measures to be implemented (Departmental Crisis Command Centre of a Dutch Ministry, 2011 – 2012).
- Second opinion audit on the technical and organizational continuity measures, implemented by the ICT department of a university (Large university, 2011 – 2012).
- Review of ICT recovery plans and templates and developing a business case for use of BCM software within a BCM implementation (Large insurance company, 2011 – 2012).
- Organized 3 crisis exercises / workshops on BCM (Large insurance company, 2011).
- Conducted a risk assessment and business impact analysis. Delivered and tested a BCP. (Large service provider of absenteeism and rehabilitation support, 2011).
- Coaching a security manager in developing, implementing and testing a BCP (Municipality, 2011 - 2012).
- Developed BCPs for the distribution centres, headquarter and data centre of a supermarket chain (Supermarket chain, 2011).
- Organized a crisis simulation exercise (Retail organization, 2011).
- Developed an ICT continuity plan (Nuclear and coal plant, 2010).
- Developed a BCP (Large rescue aid organization, 2010).
- Organized a crisis management simulation exercise (Large medical centre, 2010).
- Quick scan on the intended business continuity solutions and its accompanying project plans (Agency of the Ministry of Finance, 2010).
- Coached a continuity manager in the implementation of BCM (Bank in Turkey, 2010).
- Developed a crisis exercise plan for all the water companies in the Dutch drinking water sector regarding disruptions in industrial automation and organized crisis exercises for two pilot water companies (National association of water companies, 2010).
- Reviewed the H1N1 Pandemic preparedness level of all the health care & cure organizations in The Netherlands, over 1000+ organizations (Inspectorate for the Ministry of Health, Welfare and Sports, 2009).
- Developed and implemented a business continuity test plan and organized a crisis simulation exercise (Municipality, 2009 - 2010).
- Coaching an information manager in the implementation of BCM (Large medical centre, 2009 – 2010).
- Advised on continuity management improvements around the financial processes that are outsourced globally and organized a crisis simulation exercise (Global electronics manufacturer, 2009).
- Performed a business impact analysis and advised on IT disaster recovery measures to be implemented for the central data centre (Agency of a major municipality, 2008 – 2009).
- Reviewed the set-up and operational effectiveness and efficiency of implemented back-up procedures (Agency of the Ministry of Justice, 2008).
- Developed a distribution plan for antivirals for the Dutch population in case of a pandemic influenza, with procedures and service agreements between organizations involved (Ministry, 2008 – 2009).
- Advised on the recovery strategy to be implemented for the IT environment (Casino with several branches, 2008).
- Designed, implemented and tested BCM for a shared service centre within a major institute of higher education (College of higher education, 2007 – 2008).
- Advised on implementing risk- and crisis management (Agency of the Ministry of Health, Welfare and Sports, 2007).
- Assessed the risks regarding the reliability and continuity of a document management system implementation (Municipality, 2005-2006).
- Assessed the reliability and continuity of the payment process to the Ministry of Finance, the payment process of the lottery tax and the payment of accounts payable (State lottery, 2004).
- Designed, implemented and tested BCM, crisis management and IT disaster recovery (Agency of the Ministry for Social Affairs and Employment, 2003 – 2005).
- Designed and implemented BCM (Professional services provider, 2002 – 2005, spread out over several projects).
- Audited the existence of IT continuity measures within the data centers of all the subsidiaries in the world (Global food concern, 2003).
- Audited the IT disaster recovery measures regarding the internal ICT services (Hospital, 2002).
- Performed a Euro Impact Analysis (Agency of a municipality, 2001).
- Designed, implemented and tested BCM and crisis management (Agency of the Ministry for Social Affairs and Employment, 2001).

## Other references

- Developing information security policies and procedures because of a possible ISO27001 certification in the near future (Software provider, 2018).
- Interim Information Security Officer: delivery of policies and procedures (related to information security and regular business processes), impact analyses around the new General Data Protection Regulation (GDPR) (European association for investors in non-listed real estate, 2017 – 2018).
- Delivered policies and procedures on information security and ICT operations (International ingredient manufacturer for the food industry, 2017).

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- Delivered a procedure for (potential) security breach of personal data (Internationale back office service provider, 2017).
- Quality assurance on a completed ISO27001 questionnaire (Internationale back office service provider, 2016).
- Performed an audit against the ISO27010 standard (information security management for inter-sector and inter-organizational communications) for an information sharing community in the transport sector (2014).
- Updated an IT change management procedure (Manufacturer in the nuclear industry, 2013).
- Developed and implemented an access and key management procedure for patch panels (Manufacturer in the nuclear industry, 2013).
- Solved several IT audit findings (Large service provider of absenteeism and rehabilitation support, 2011).
- Audited the quality of control measures in and around the digital invoice handling process (Municipality, 2011).
- Audited the quality of control measures in and around a newly developed system in the fishery sector for the benefit of electronic messaging between fishing boats and various governmental agencies (Various government agencies, 2009).
- Coached an ICT department in the design of security management procedures (Large medical centre, 2009 – 2010).
- Performed several assignments for an organization that is in charge of the issuance and registration of domain names in The Netherlands. Assignments: yearly IT audits regarding the reliability and continuation of the domain registry systems; several audits regarding the lottery of formerly blocked names in the .NL-domain; several audits regarding the transition to newly developed domain registry systems (Dutch domain registry 2000 – 2009).
- Reviewed the information security implementations and assisted the client in setting up an information security improvement plan (Major municipality, 2008 – 2009).
- Advised on improving the effectiveness and efficiency of the operations management of a security control room and a technical facility control room (Academic hospital, 2008).
- Performed as a programme secretary of a reorganisation programme consisting of 15 projects trying to realize an integrated change with the purpose of safeguarding the organisation's continuity (Agency of the Ministry of Health, Welfare and Sports, 2006 – 2007).
- Team leader within a Sarbanes Oxley quality assurance project (Global comprehensive financial service provider, 2005 – 2006).
- Assessed the quality of control measures in and around a system for recording and settling criminal cases (Judicial advisory agency, 2005 – 2006).
- Audited the follow-up on recommendations from earlier audit reports regarding the quality of information processing (Meeting point for job seekers and employers, 2005).
- Assessed the internal controls related to the financial and sales information flows of a ticket selling department (State lottery, 2004 – 2005).
- Assessed an ICT project plan (Charity institution, 2003).
- Audited the reliability of a newly developed system for validating credit applications via the internet (ICT service provider, 2003).
- Audited the test strategies and test activities performed as part of the reconstruction of a sales ordering system (ICT service provider, 2003).
- Tested an authentication and authorization mechanism of a web portal (Ministry, 2002 – 2003).
- Supported the implementation of a single sign on security mechanism and control application for a nationwide platform of educational content for students and teachers (Educational expertise center, 2001 – 2003).
- Advised on the design of a new website and wrote the functional specifications for it (Professional association, 2002).
- Audited the adequacy and completion of a project for realizing a website for digital client services (Agency of the Ministry of Finance, 2002).
- Performed an information security audit on a website for digital client services (Agency of the Ministry of Finance, 2002).
- Reviewed a project dossier (Pension fund, 2002).
- Audited the correctness and plausibility of the numerical data regarding the use of ICT services provided to a governmental agency (Agency of the Ministry for Social Affairs and Employment / ICT service provider, 2002).
- Reviewed project dossiers (Agency of the Ministry for Social Affairs and Employment, 2001).
- Set up and implemented guidelines for electronic banking (Supervisory institute for medical insurance companies, 2001).
- Audited the functionality of a newly developed single sign on security mechanism (Internet startup, 2000).
- Audited the functionality of a newly developed e-business marketplace for matching demand and supply of freight transporters and settling financial transactions (Global comprehensive financial service provider, 2000).
- Audited the functionality of a newly developed e-business application for the registration of hours and costs via e-mail, internet and WAP-phones (Internet startup, 2000).
- Audited the reliability of the reported number of clients and website visits for the purpose of an initial public offer (Internet provider, 2000).
- Performed an IT due diligence investigation for the purpose of a merger/acquisition (Supermarket concern, 2000).
- Drew up procedures and process flowcharts for the staff selection and salary payment processes (Private security company, 2000).
- Performed IT quick scans as part of software selection projects (Intermediary for mortgages (2001), Chemical terminal (1999) and a Holding of amusement parks (1999)).
- Performed IT audits with reference to the yearly audit on the annual statement of accounts (Casino with several branches (2006), Hospital (2005), Charity fund (2003), Printing concern (2003), ICT service provider (2002 and 2003), Fashion retail company (2002), Technical services company (2001 and 2002), Investment bank (2000 and 2001), Insurer (2000), Water company (1999), Electricity company (2001), Ministry (2001)).
- Performed financial audit activities for the purpose of the yearly audit on the annual statement of accounts (Hygiene and pest control organization (2000) and Recruitment organization (2003)).