

Information About the “Guideline for the Protection of Critical Infrastructure”

# Protect Enterprises and Society



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Federal Office for Civil Protection FOCP

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# Editorial

Ladies and gentlemen

Life without electricity, running water, communication, public transport, public health services: unimaginable?

We make use of most of these commodities and services day in, day out. However, despite many Swiss citizens thinking otherwise, this high level of service should not be taken for granted. For our society to work smoothly, we heavily depend on the continuous operation of the so-called critical infrastructure – and this applies of course to your organisation as well.

The Federal Council is particularly keen to ensure, that critical infrastructure is fail-safe and available with as little interruptions as possible day in, day out for both the general public and economy. Therefore, the Federal Council has tasked the Federal Office for Civil Protection FOCP with the implementation of the national Strategy on Critical Infrastructure Protection (CIP). Numerous operators of critical infrastructure were involved in this project from the outset.

It is the common goal of the authorities and the operators of critical infrastructure to make these infrastructures as resilient as possible. The better its individual parts are protected, the more stable the entire system will be. This gives us a fair chance that we are spared from damage and serious effects. The Federal Office for Civil Protection has developed the “Guideline for the Protection of Critical Infrastructure” in the form of a code of good practice. It is meant to support you in your function as an operator of a critical infrastructure to identify relevant hazards and to implement appropriate measures to increase the resilience of your enterprise. The guideline is based on well-established management systems and creates the prerequisites for an appropriate level of protection in your enterprise.

Choose this path as well: With the guideline towards an even better protection of critical infrastructure in Switzerland.

Benno Bühlmann  
Director of the Federal Office for  
Civil Protection

The “Guideline for the Protection of Critical Infrastructure” is a code of good practice for you as operator of a critical infrastructure.



# Critical Infrastructure: The Backbone of Our Society

Electricity comes from the wall socket, water from the tap. And whoever owns a smartphone can make phone calls and surf the Internet at any time. Most of us take these things for granted and we make use of them day in, day-out. How essential they are for our everyday lives only becomes evident when they are no longer available.

The range of so-called critical infrastructure is extensive. It comprises a total of nine sectors from energy and financial services to public health. In Switzerland, these sectors are again divided into 27 subsectors.

All these critical infrastructure elements are indispensable for the functioning of Switzerland's society. Major disturbances or breakdowns could have grave consequences for the population and its livelihoods. A large-scale power outage would thus have an impact on almost all areas of our lives: Traffic lights or mobile telecommunication aerials would become inoperative, cash machines would no longer function, hospitals or data centres would depend on emergency power. A blocked railway network would

not only have far-reaching implications for commuters, but would also impact cargo traffic and, therefore, the supply chains of many enterprises. The unavailability of financial services could lead to severe financial losses for both the general public and the economy.

These examples show that modern societies heavily depend on well-functioning critical infrastructure – day in, day out. This applies to all industrial countries and, therefore, they are intensively focussing on the protection of their critical infrastructure.

Since 2012, Switzerland has had a national strategy for critical infrastructure protection, which was updated for the first time in 2017. In one of the measures, the Federal Council mandates the operators of critical infrastructure to check – and if necessary improve – their resilience. In order to support this, the Federal Office for Civil Protection has developed the “Guideline for the Protection of Critical Infrastructure” in cooperation with operators of critical infrastructure.

The outage of a critical infrastructure has an immediate impact on almost all areas of life.



# Focus: Your Responsibility for Our Society

As an operator of a critical infrastructure you are intensively occupied with the protection of your enterprise: There are extensive directives in various subsectors indicating which measures have to be taken and which security levels have to be achieved. In addition, many operators are obliged by the Code of Obligations, the Company Law and the Stock Corporation Law to have a risk management process in place.

However, many of these considerations and plans only address individual aspects like: How can the escape of harmful substances be avoided? How can protection be achieved against specific hazards like flooding or internal perpetrators? How can we ensure that enough basic materials and industrial goods are available?

The “Guideline for the Protection of Critical Infrastructure” goes one step further: The focus is on a holistic protection against relevant hazards and the consideration of all conceivable measures. For the risk assessment, natural hazards are considered as well as technically or societally induced hazards. And a broad variety of measures are evaluated, ranging from organisational adjustments to structural-technical provisions.



With the help of this “Guideline for the Protection of Critical Infrastructure”, you – as an operator – not only focus on your own risks but also take the protection of our community into account.

Many enterprises have already established management systems such as risk management, business continuity management, security management or their accounting-related internal control system. The primary focus of these management systems lies on the economic risks for the enterprise or the organisation. However, in order for you as an operator of a critical infrastructure to assume social responsibility as well, you must also take into account those risks that are of great importance for the general public.

The “Guideline for the Protection of Critical Infrastructure” will support you in this endeavour. It does not replace or override any regulations. Rather, it builds on existing tasks and leverages well-established management systems.

Let us be clear: An absolute protection is neither possible nor pursued. The focus is rather on proportionality: The more likely a risk and the greater its potential damage to the community, all the more extensive and comprehensive should the protective measures be.





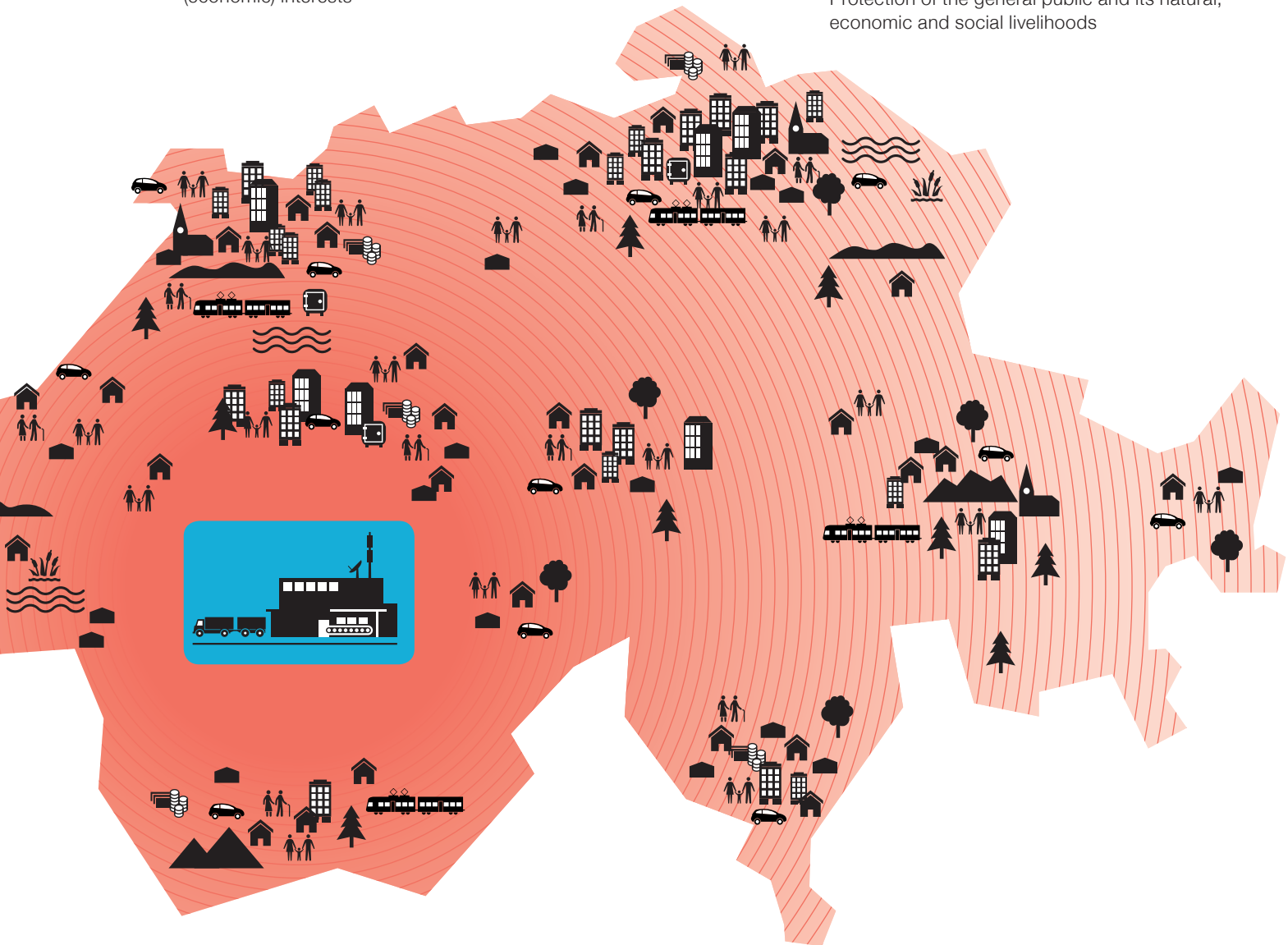
**FOCUS OF TRADITIONAL MANAGEMENT SYSTEMS:**

Protection of the enterprise and its (economic) interests



**FOCUS OF THE "GUIDELINE FOR THE PROTECTION OF CRITICAL INFRASTRUCTURE":**

Protection of the general public and its natural, economic and social livelihoods



# Jointly Achieving Greater Protection Against Major Disasters

At the heart of the holistic protection of critical infrastructure lies a systematic and continuous process. After the company management or governing board have issued the mandate to apply the guideline, the ensuing procedure is carried out in five phases: From the analysis of possible hazards, the evaluation of the desired security level, the identification of the suitable risk reduction measures and the implementation of appropriate protective measures to a periodic monitoring of security-relevant developments.

As with all management systems, the described approach should be carried out periodically and should be integrated into the existing procedures of the enterprise.

In protecting critical infrastructure, we work on the assumption that all day-to-day occurrences that are relevant to the security of your organisation are under control. Therefore, the focus of the guideline is on large or extreme incidents. Protection against such major disasters may also demand more demanding measures.

A cooperation within the sector and with the relevant authorities, however, gives you the opportunity of a joint venture, despite the fact that you as the operator are responsible for implementing the protective measures. The guideline shows you how you can integrate these partners into the process.

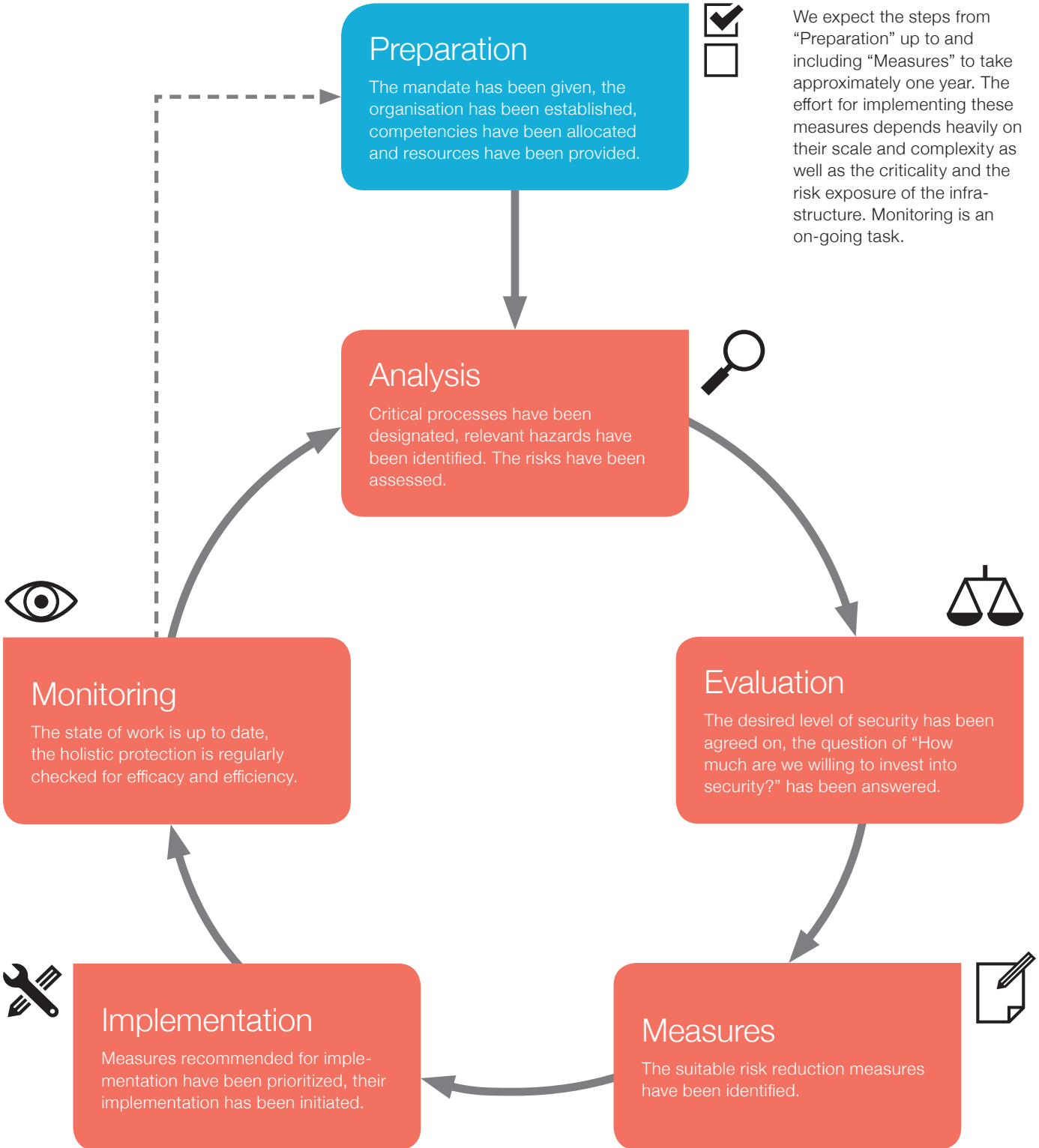
## Who pays for the costs?

The protection against hazards that would potentially cause massive damage may entail measures that generate extensive costs. Therefore, we encourage you to collaborate with other operators of critical infrastructure when implementing the guideline; particularly for evaluating possible measures. It is often possible to reduce risks more cost-efficiently in a joint venture. But it is also in the interest of the community to provide financial support for additional security as the collective well-being is the rationale for protecting critical infrastructure in the first place. This could be achieved, for example, by (partially) transferring costs to customers as the main beneficiaries. When implementing the guideline, possible forms of cost sharing can be considered in agreement with the competent authorities.

The guideline shows how you can implement protective measures in conjunction with other operators and the authorities.



**HOLISTIC PROTECTION OF CRITICAL INFRASTRUCTURE**  
 GENERAL APPROACH AND CONTINUOUS PROCESS



# Your Added Value

More than ever, Switzerland depends on the reliable performance of its critical infrastructure. Therefore, it is a major concern for the Federal Council and the competent authorities to protect these infrastructures.

But it is also in your own interest to prevent incidents and outages in your enterprise: Not only to meet legal requirements or to prevent financial and reputational damage, but especially to fulfil your responsibility towards our society.

The “Guideline for the Protection of Critical Infrastructure” will help you to enhance the resilience of your enterprise and – as a consequence – to attain the protection level that is appropriate for the community. To this end, the guideline builds on and links into proven management systems that are already applied by you. It assists you in identifying all relevant hazards. It helps you to select appropriate measures. It shows you how to efficiently implement them. And finally, it also advises you on how to join up and share information not only with other peers of your sector, but also with the relevant administrative bodies.

The “Guideline for the Protection of Critical Infrastructure” helps you to achieve the appropriate level of protection for our society.

Numerous operators of and experts on critical infrastructure were involved in the development of the guideline. They share the Federal Council's concern and are equally convinced of the method laid-out in the guideline. They see an added value in applying the guideline and practicing the approach described therein. Swissgrid was one of the first enterprises to apply the “Guideline for the Protection of Critical Infrastructure”. Will your organisation join this success story?

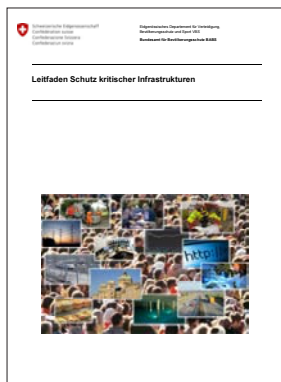
## Swissgrid's Successful Implementation of the Guideline

Swissgrid takes its responsibility to provide the whole of Switzerland with electrical power as reliably as possible very seriously. For this reason, and with the help of the “Guideline for the Protection of Critical Infrastructure”, Swissgrid has evaluated selected risks involving installations and systems that are essential for reliable operation of the power grid.

In collaboration with the competent authorities and the FOCP, measures were subsequently defined to improve the resilience of Swissgrid. Amongst other things, it is planned to additionally harden substations and ICT systems (network control). This will further reduce the risk of a large-scale blackout.

The implementation of the guideline in cooperation with Swissgrid has demonstrated its practicality and its ability to provide sustainable results. It is recommended to the other operators of critical infrastructure to apply the guideline as well – to your own benefit and the benefit of Switzerland's economy and population.

# Your Next Step?



You can download the guideline as PDF from [www.infraprotection.ch](http://www.infraprotection.ch) > Leitfaden SKI (available in German, French and Italian).

You will find further documentation and supportive tools on this website along with current information on the protection of critical infrastructure.

## Do you have any questions relating to the guideline?

We would be happy to support you with regards to content or methodology and consult you with regards to the application of the guideline.

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Evaluate what collective risks relate to your enterprise. Get to know the “Guideline for the Protection of Critical infrastructure”.

