

YOUR CYBER SECURITY PARTNER



CYBER SECURITY PROGRAMME SUPPORT

SERVICE DEFINITION

G-Cloud 14 - tmc3 Limited



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Who we are

YOUR CYBER SECURITY PARTNER

At tmc3, we are an award-winning people-centric consultancy who is transforming cyber security from an overhead to an organisational enabler.

In an era where cyber threats are ever-evolving, organisations need a strong cyber security strategy to ensure business resilience. To help organisations' achieve this, we operate at the forefront of new and emerging technologies, frameworks, and regulations. Our focus spans Government, Defence & Security, Healthcare & Policing, and Critical National Infrastructure, where we have a track record of successfully delivering outcomes, which have instigated real change in society.

In partnering with tmc3, organisations choose to not only secure their present but strategically position themselves to thrive in the future, leveraging a foundation of trust and security to drive innovation and change.

We bring new thinking, creative approaches and specialist domain knowledge to help build a cyber resilient public sector.

Spotlight on the public sector

SECURING DIGITAL CHANGE

Amid global uncertainty and change, public services need creativity to make resources go further and improve life for citizens. The real challenge, though, is to bring this positive change whilst maintaining the trust of citizens, managing cyber risks and remaining compliant with the myriad of regulations.

Rest assured, you are not navigating these challenges alone; our consultants have a proud history of supporting public sector organisations through periods of change and disruption. We help public service leaders build cyber security maturity to deliver

accessible and effective services that are better, more efficient and secure by design. By reducing cyber complexity, we enable public sector organisations to foster trust in their systems and data to confidently take calculated risks, adapt to disruptive changes, and seize opportunities for growth and innovation at scale.



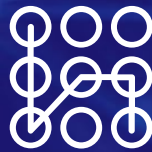
Our Core Offer

YOUR END-TO-END CYBER SECURITY
DELIVERY PARTNER



CYBER PROGRAMME DELIVERY

Delivering end-to-end programmes of change, helping organisations mature safely in the digital era by applying a cyber security lens to business strategy.



CYBER SECURITY CAPACITY BUILDING

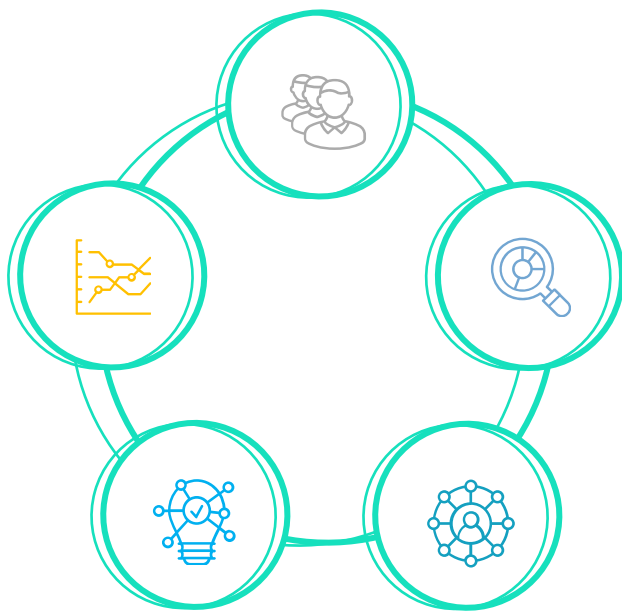
Providing an entire cyber security function or specific capabilities. Unrivalled access to a highly skilled team who strengthen cyber maturity, address risk and respond to industry trends — all in real time.



TECHNOLOGY

Implementing technology solutions which enable trust in data. Enabling organisations to take informed risks and adapt to disruptive change with confidence and scale.

Our Approach - The tmc3 Way



PEOPLE-CENTRIC

As a people focused business, our people care about your people. So much so that many customers think of us as an organic extension of their team, gauging our successes only by theirs. Our team have created a culture where passion and perseverance ensure the best outcomes are achieved for our customers, every time. It's a level of connection that the traditional consulting model just can't match.

IN A LANGUAGE YOU UNDERSTAND

We know cyber security can be complicated. We translate those complexities into real business terms, so customers can understand what it means for them. Our approach goes beyond providing expert advice and solutions; we focus on understanding our customers' unique context, needs, and objectives.

FLEXIBLE & APPROACHABLE

As an SME, both in size and domain expertise, our approach is founded on adaptability, flexibility, and a commitment to meeting our customers' evolving needs. Our flat management structure and ability to build and maintain meaningful relationships means we are easy to work with.

HOLISTICALLY DESIGNED

We have an ideal blend of business, security and technology skills which we knit together for tailored outcomes. We have a track record of successfully delivering projects and outcomes to UK authorities, which have instigated real change in society. This is why industry, academia and customers find it easy to partner with us.

COLLABORATIVELY

Whatever we do, we do it together. We bring a collaborative approach to problem-solving, knowing when to talk and when to listen. We believe in fostering a relationship built on trust, transparency, and mutual respect, and we are committed to our customers' success.

Why tmc3 should be your cyber security partner



PERCEPTIVE

tmc3's expertise in blending business acumen with technological and security insights ensures that you receive solutions perfectly aligned with your specific goals and challenges. This bespoke approach guarantees that the security measures implemented not only protect your assets but also enhance operational efficiency and productivity.



COLLABORATIVE

You benefit from a service that is akin to having an in-house cyber security team. tmc3's personnel integrate so closely with your staff that they are seen as an organic extension of your own teams. This leads to a seamless collaboration, deeper understanding of your organisation and cyber security strategies that are highly customised and effective.



EXPERTISE

tmc3's consultants are not only subject matter experts but more importantly know how to use this knowledge to deliver positive change for our customers. Our commitment to continuous learning and professional development means customers have access to consultants who are at the forefront of cyber security trends and practices.



EXCELLENCE

The tmc3 culture is built on passion and perseverance, which translates into a relentless pursuit of excellence for our customers. This means that you can expect a high level of dedication and a consistent drive to overcome challenges, ensuring that the best possible outcomes are achieved every time.

Cyber Security Programme Support

SERVICE OVERVIEW

Cyber security programme support by tmc3. We specialise in providing cyber security consultants across the public sector, supporting you in all aspects of your cyber security programme. Our cyber security experts have extensive experience in delivering effective cyber security programmes based on industry best practice and recognised frameworks.

FEATURES

- Design and delivery of tailored cyber security Target Operating Models
- Development of cyber security strategy with business and technology
- NCSC Cyber Assessment Framework (CAF) alignment
- Agile and flexible resource deployment to assist with security improvement
- Cyber security services for specific or full organisational tasks
- Cyber security maturity and resilience assessments
- Assessment of the cyber security skills and capability requirements
- Development and cyber security policies and technical standards
- Supplier assurance approach
- Technical and vulnerability assessments, scoping and scheduling of penetration tests

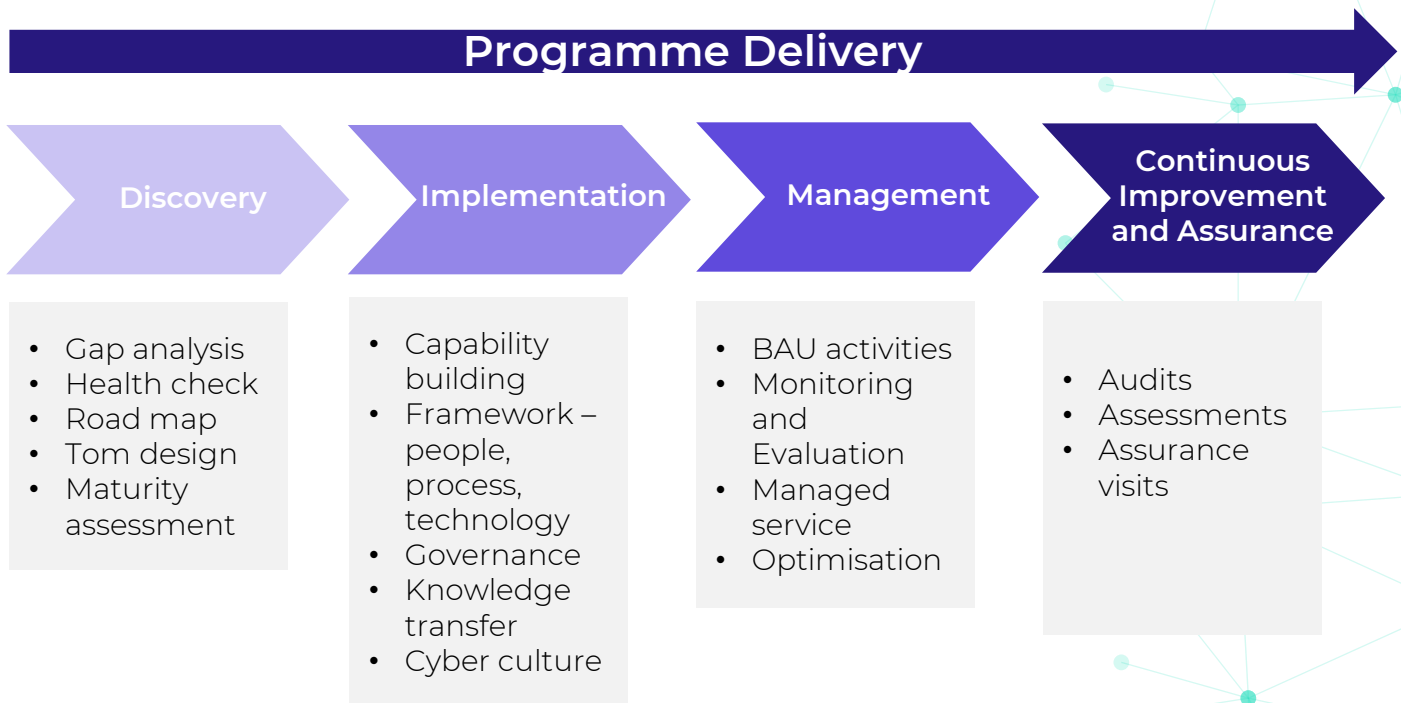
BENEFITS

- Maximise delivery success with full cyber security transformation programme expertise
- Provides independent oversight and validation of cyber security posture
- Allows effective management of data breaches and/or cyber security incidents
- Provide pragmatic and cost-effective support, ensuring maximum return on investment
- Cyber security policies that support the organisation
- Allow the organisation to make informed, risk-based decisions
- Provides an enterprise managed methodology/framework for cyber security
- Access to experienced cyber security technical skills and resources
- Aligns the organisation to UK Government Cyber Security Strategy 2022-2030



Delivery lifecycle

tmc3's bespoke delivery lifecycle involves several key stages, each crucial for ensuring that outcomes are effectively aligned with the organisation's strategic goals and adapt the evolving business landscape. We manage and deliver the full end to end lifecycle or provide services to fulfil individual stages.



OUR BEHAVIOURS

At tmc3, our behaviors are the foundation of how we do things and are what we expect from every one of our team.

BE CREATIVE



We have the freedom to bring our full self to work and push the boundaries to pioneer new ways of working.

BE ACCOUNTABLE



We own our decisions and learn from our failings. The buck stops with us.



VALUE RELATIONSHIPS

We build and maintain meaningful relationships with our customers, partners and communities.



CHALLENGE

We don't settle for the status quo; we provide constructive challenge to create the best possible outcomes.

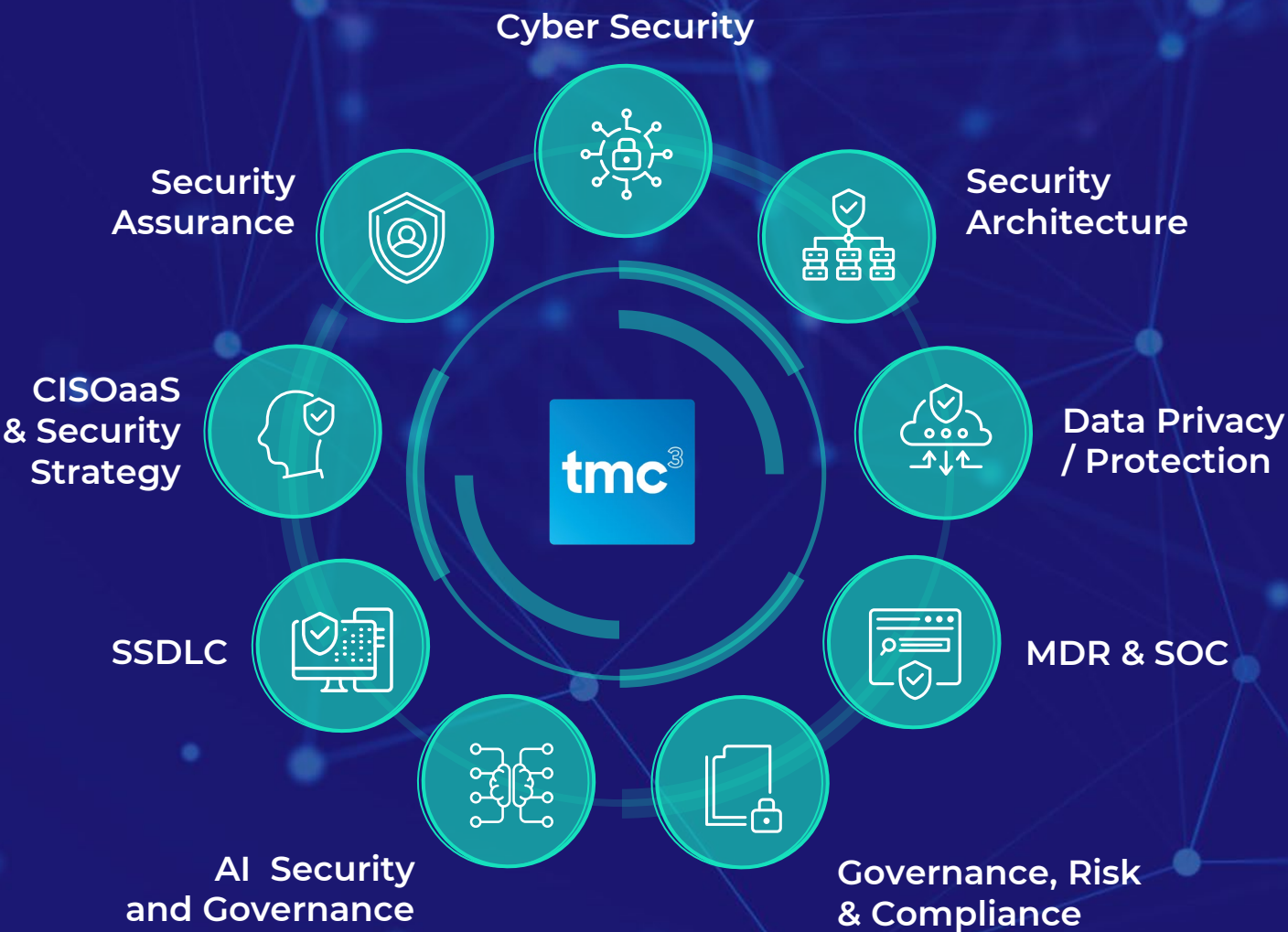


MAKE DECISIONS

We don't sit on the fence and are unafraid to make decisions to ensure progress never stops.

Service Capabilities

EXPERTS IN WHAT WE DO



We are trusted by a wide range of organisations



Department for
Business & Trade



Department
for Transport



Ministry
of Defence



Planning
Inspectorate



UK
Parliament



GAMBLING
COMMISSION

POST OFFICE HORIZON IT
INQUIRY



METROPOLITAN
POLICE



South Yorkshire
POLICE

UKROEd
UK Road Offender Education



PROGRAMME &
PROJECT PARTNERS
AT SELLAFIELD



University Hospitals
Bristol and Weston
NHS Foundation Trust



Counter Fraud Authority



Tees, Esk and Wear Valleys
NHS Foundation Trust



Royal Surrey
NHS Foundation Trust



North West Anglia
NHS Foundation Trust

Case Study

STRATEGIC CYBER SECURITY PARTNERSHIP IN CENTRAL GOVERNMENT

CHALLENGES

The Department for Transport (DfT) and their agencies employ over 18,000 staff nationwide, working to support the transport network that fuels the UK's businesses and gets people and goods travelling around the country. In early 2022, the UK Government stipulated that Public Sector organisations are required to align to the National Cyber Security Centre Cyber Assurance Framework (NCSC CAF). This direction meant that DfT, as well as all other Public Sector bodies, needed to align to NCSC CAF and flow down the requirements to their Supply Chain, however they lacked the expertise to deliver a programme of work such as this.

ACTION

tmc3 were commissioned to support the DfT's £17m Security Improvement Programme (SIP), working with them as their Strategic Partner to deliver several Security initiatives, which included conducting a Cyber Security Risk and Maturity Assessments, against NCSC CAF and Centre for Internet Security Controls.

We supported the DfT SIP by delivering security resources, technologies, policy documents and processes, rapidly onboarding our team of security professionals to engage across the organisation and technology functions. Working on Authority systems and IT, we conducted gap analysis', complex risk assessments and design reviews against critical services and systems. Our use of the NCSC CAF, NIST CSF, ISO27001 and DPA 18 highlighted several areas of good practice, and gaps in DfT's compliance. Utilising these frameworks, our assessments and reporting, we provided DfT with a better understanding of potential threats and weaknesses within their systems and infrastructure. Our delivery included:

- A 24/7x365 Security Operations Centre and Managed Detection and Response
- A Third-Party Supplier Assurance Process across 10k suppliers
- Identity and Access Management solution
- A review and remediation against all Third-Party Applications
- A Security Architecture and Information Security Management Function
- An Information Security Management System, aligned to ISO27001 and NIST

RESULTS

The introduction of a more agile and responsive security framework significantly improved the Department's ability to anticipate and mitigate risks, enhancing overall security posture. Our work enabled DfT to prepare for GovAssure Audit and was cited as a good example for other departments to follow. We helped to save DfT over £100k in licencing costs, onboard new staff quicker and better handle their cyber workload. Our work with DfT was awarded Security Project of the Year in the Public Sector category of the Computing Security Awards 2023.

Case Study

CYBER SECURITY PARTNERSHIP WITH THE NHS

CHALLENGES

NHS Trusts are repeatedly having to financially support recovery from malicious cyber-attacks, costing millions of pounds and impacting the lives of citizens. An increasing use of technology brings a parallel, greater need to maintain secure services for patients by, mitigating exposure to risk, protecting from the threat of attack, responding appropriately and recovering quickly. NHS Royal Surrey Foundation Trust (RSFT) was at the early stages of launching a range of digital tools to improve the experience of their patients, but needed assurance that cyber security levels were appropriate to protect the broader attack surface.

tmc3 were engaged to fulfil the role of strategic cyber security partner to RSFT and deliver Cyber Security as a Service.

ACTION

We provided technical cyber security resource to work across the Trust to deliver against several outcomes in support of the Trust gaining NCSC CAF compliance. Our initial work was to support the RSFT to enable them to submit a successful NHS DSPT response. We collated all relevant data from required systems, undertook a gap analysis and supported the Trust with remediation initiatives in advance of submitting the return itself.

We performed the NCSC CAF gap assessment using our proprietary tool kit, against the essential systems and working with the relevant system owners. We worked with the RSFT Senior Leadership Team to identify areas on non-conformance, whilst ensuring that key stakeholders remained engaged in the process at all times. Upon completing the NCSC CAF gap assessment, we engaged with key IT and Cyber stakeholders to produce a 'Get Well Report', outlining required remediation measures in a pragmatic and cost-effective fashion. We assisted with financial business cases for remedial actions that could not be fixed at point of identification and engaged with the SLT in a non-technical language that they could understand to ensure that the work required was fully understood by all, aligned to ISO27001 and NIST.

RESULTS

Our work led to a successful NHS DSPT submission for the RSFT and was a fundamental foundation for business improvements launched by the Trust immediately following final delivery. The initiative has not only fortified the trust's defence against cyber threats but has fundamentally transformed the patient experience, setting a new benchmark in healthcare service delivery. Moreover, it sets RSFT on a path guided by informed strategic planning, equipped to face the future with robust and secure digital solutions.

Case Study

SECURING THE EMERGENCY SERVICES NETWORK

CHALLENGES

Airwave Solutions, a division of Motorola Solutions, is responsible for operating the Airwave network, a vital communication system utilised by all of Great Britain's emergency services and over 300 public safety organisations. Recognising the significance of maintaining a secure and reliable network for emergency responders, Airwave Solutions sought an independent review of a proposed Security Operations Centre (SOC) solution. They sought an external perspective to validate the business case and ensure that the proposed SOC would meet the necessary standards and requirements.

Seeking an impartial evaluation of the proposed SOC solution, Airwave Solutions wanted to ensure its effectiveness and adherence to industry best practices. By engaging tmc3 to conduct an independent review, they aimed to gain confidence in the viability and value of the proposed solution and ensure that it would deliver the required level of service for such a critical piece of UK infrastructure.

ACTION

To address the requirements, tmc3 utilised the SOC-CMM (Security Operations Centre Capability Maturity Model) industry best practices. tmc3 conducted a comprehensive review of the maturity of the proposed SOC, evaluating its effectiveness based on the design and engaging in workshops with the management teams involved.

tmc3 performed a thorough assessment of both the existing limited SOC and the proposed solution through a combination of offline document reviews and workshops. Through meticulous analysis, tmc3 identified areas for improvement, with a focus on enhancing training programmes and other soft skills to retain skilled staff. While acknowledging the appropriateness of many of the proposed technical solutions, tmc3 recommended enriching the core toolset with additional data and service modules to enhance the effectiveness of the SOC. By leveraging superior threat intelligence feeds and other advanced technologies, the SOC could further strengthen the security posture of Airwave infrastructure.

RESULTS

The assessment coupled with the detailed report delivered significant results and enhanced value for Airwave Solutions. The independent review not only fulfilled the core objective of validating the proposed solution's value and service level but also gave Airwave Solutions opportunities to extract additional value from the tooling.

The independent review allowed Airwave Solutions to gain confidence in their proposed SOC solution. By following industry best practices and identifying areas for improvement, tmc3 helped optimise the effectiveness and value of the SOC, ensuring the ongoing security and reliability of the Airwave network. Our work provided Airwave Solutions with the necessary validation and guidance to make informed decisions and strengthen their critical infrastructure.

Service Information

As an SME, both in size and domain expertise, our approach is founded on adaptability, flexibility, and a commitment to meeting our customers' evolving needs. We knit multiple skills and requirements together for a tailored outcome. This is why we have a track record of successfully delivering projects and outcomes to UK authorities, which have instigated real change in society.

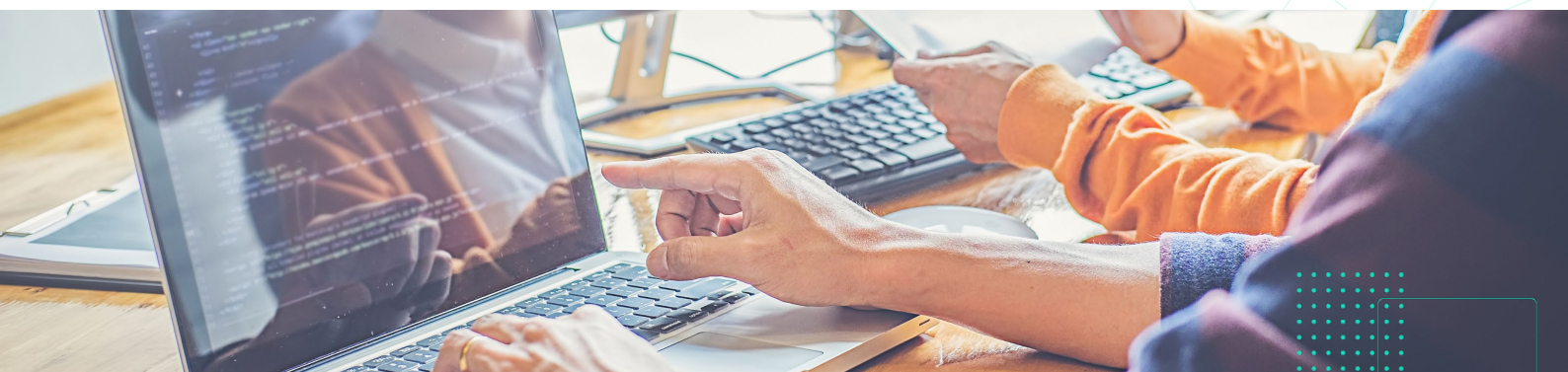
ONBOARDING/OFFBOARDING

We follow a non-intrusive process for project implementation (on-boarding), transition and handover to effectively and smoothly transition to business as usual (off-boarding). This is customised to each of our customers and projects.

We approach collaborative working in line with ISO44001. We know that with a collaborative approach all parties achieve additional value, and outcomes are achieved together. Beginning immediately following contract award, our team work to build and maintain meaningful relationships with all stakeholders. Adopting a 'one team' approach – we do not support an 'us and them' culture. Each member of the team is respected for the contributions they bring. Our approach will build a collaborative culture in every area of our delivery, encouraging teamwork,

facilitating open communication, and using collaborative tools and techniques to enhance team dynamics.

Our team maintain active handover logs right from implementation, updated at project / contract stage gates and finalised during the phases above. Handover documents includes details of agreed processes, key contacts, useful links and information, sign-off mechanisms, any work still in progress, and recommendations for future actions – we run through this document with key in-house team members and request sign-off individually prior to offboarding.



Service Information

CONTRACT MANAGEMENT

Our contract management is characterised by transparency, definition, and customisation to your specific preferences. We collaborate with you during contract commencement to establish a roadmap of workstreams. Each project is meticulously defined and agreed upon in a Statement of Work, with a pricing model tailored to your specific needs and preferences, such as Time and Materials, limit of liability, or Fixed Price.

As an agile supplier, our turnaround time, from discussion to action, is kept to a minimum as we swiftly grasp tasking requirements and promptly initiate the delivery process. As we scope and deliver the agreed Statements of Work, we will present the appropriately qualified and vetted resources, for review / approval by you, and deploy them to deliver agreed outcomes.

Our flat management structure and ability to build and maintain meaningful relationships means we are easy to work with. We pride ourselves on being responsive to our customers and partners. To achieve this, we allocate a dedicated and free-of-charge Engagement Partner to support you throughout the entire engagement.

Utilising the methods mentioned, they will work with you to understand your requirements and define a set of deliverables and, following our QMS, they will ensure they are delivered to you in appropriate time, to the appropriate standard.

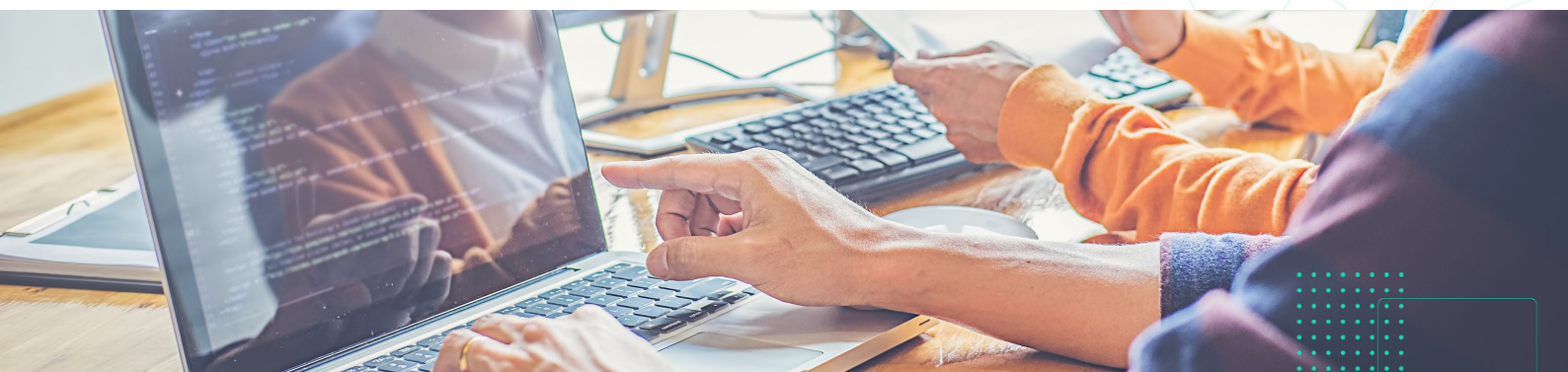
Flexibility

Our managed approach enables you to call down complex and interconnected Statements of Work across the year, often at short notice, and within tight timelines. demonstrating our ability to cater for, and flex with shifting customer needs.

Capacity and Scaling

As a specialist consultancy, we bring extensive industry experience, with over 30 employed security cleared specialists and a pool of quality assured associates, we can scale up/down to more than 50 SQEP resources, to support every aspect of your cyber security needs.

On an enduring basis, we can provide resources within 10 working days of the request, but usually sooner in practice. Where a shorter timescale has been required, we have achieved this.



Service Information

PROJECT MANAGEMENT

We adopt an Agile approach to project delivery, focusing efforts on productive areas and reallocating resources among work packages and sprints as needed. Our dedicated project support facilitates this approach, and we actively engage stakeholders throughout the process, ensuring their involvement at every phase, keeping you well-informed of progress and addressing any obstacles promptly. Our approach is designed to foster a sense of teamwork and shared purpose.

Our approach to project planning ensures projects are managed effectively, resulting in improved project outcomes and increased success.

We:

- Define project scope, identify stakeholders, and establish timelines and milestones to ensure that all project stakeholders are aligned to project objectives and expectations.
- Develop a work breakdown structure with allocated resources, ensuring that all necessary activities are accounted for and that the project stays on track.
- Provide weekly progress reports and hold weekly review meetings which provide a forum for progress to be tracked and timelines to be monitored to ensure outcomes are provided to the you at the earliest possible time, creating maximum value.
- Encourage team members to think outside the box during project delivery, allocating time for

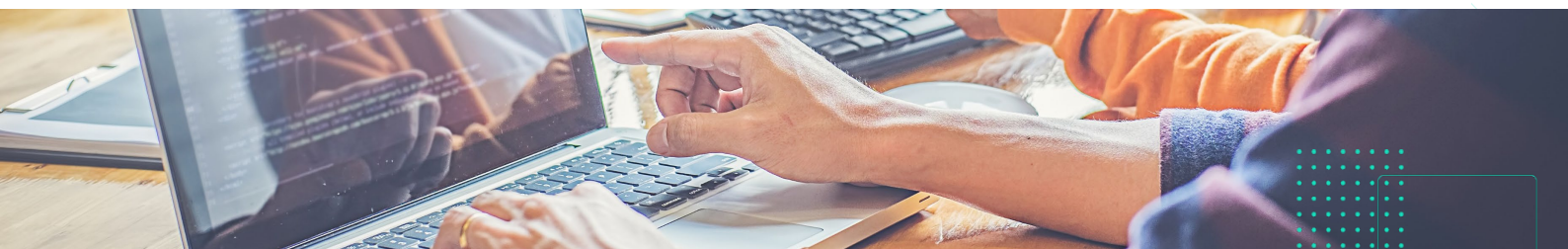
implementing innovative ideas that can improve project outcomes.

For longer-term engagements, we utilise our dedicated Engagement Partner to work with you to understand the pipeline of requirements for the next 1,3,6 and 12 months to create a project plan and resourcing breakdown structure. This proactive step is completed with the first two weeks of the engagement and will ensure tmc3 is ready to provide the expert resources at the time they are needed, helping provide enduring continuity.

Continuous Improvement

We are dedicated to continuously improving our services, processes and relationships through regular review, training and evaluation of our operations. We understand that customer satisfaction is the key to our success. We are committed to understanding our customer's needs, expectations and feedback to ensure that we deliver services that exceed your requirements.

Via our QMS, we regularly monitor and analyse our performance to identify areas for improvement and take corrective actions to address any issues. Your dedicated client success lead will be responsible for instigating surveys and feedback sessions to ensure we have objective and subjective suggestions for improvement.



Service Information

RISK MANAGEMENT

tmc3's agile approach to integrated project controls ensures that risk identification and mitigation is suitable to meet project needs and evolves as the project develops. Risks are identified throughout the life of the project through the agile ceremonies, such as daily stand ups and sprint planning. Agile risk management that provides the right degree of confidence is at the heart of our approach. Our approach provides an open space for the Delivery Team to raise any risks and ensures that they are managed and maintained using effective project risk management.

Regular monitoring and reporting of risks will ensure that mitigation strategies are being implemented effectively. Our goal is to empower you with the knowledge necessary to make informed decisions. We not only identify risks but also offer strategic recommendations on mitigation strategies. These recommendations are presented alongside the risk assessments, facilitating a holistic understanding of the situation. Equipped with this information, you will be well-prepared to make decisions that align with your organisational objectives and risk appetite.

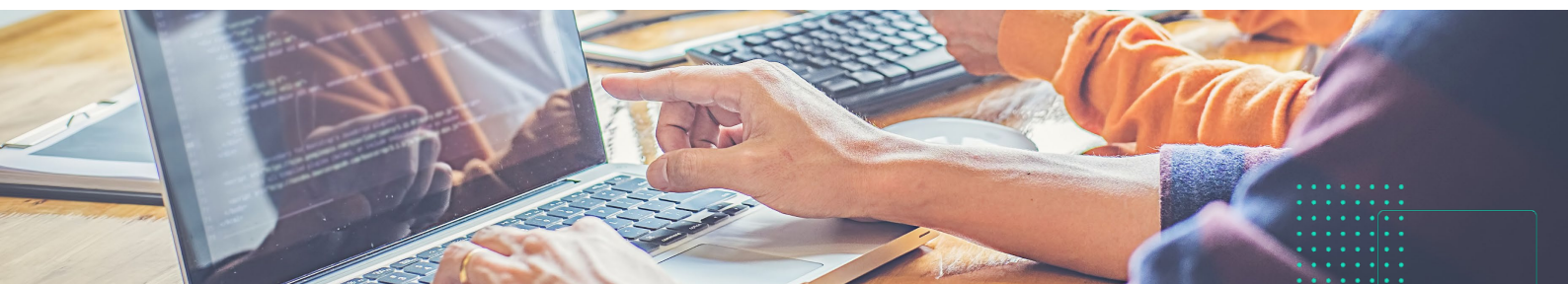
Quality Control

We have implemented robust Policies, Standards and Procedures across the business, which are aligned to Quality Management (based on ISO9001) and Information Security (certified to

ISO27001). Our established processes include delivery, project management and IP capture, ensuring that repeatable processes provide and retain value across the full delivery lifecycle. When delivering services, our teams have a seriousness about budgets and timelines with the same sensitivity as we apply to our own business. Our established processes are the basis on which we provide quality-assured outcomes.

Our Quality and Continuous Improvement Plan ensures that our deliverables exceed your requirements. We achieve this via:

- Regular reviews and checks throughout the project lifecycle ensuring that outputs are meeting requirements, and that they are fit for purpose.
- Quality assurance checks on all outputs prior to submission to ensure they meet our high standards for quality.
- Seeking feedback from the Authority throughout the project lifecycle and using it to improve our processes and outputs.
- Adopting the tmc3 change management plan to ensure successful change implementation, minimising disruption, and achievement of expected project outcomes.



Service Information

SECURITY

We are adept at working with classified material on a routine basis. We have a dedicated team of professionals responsible for ensuring the security and protection of all information under our control. Our team undergoes regular training and assessments to keep up-to-date with the latest developments in information security.

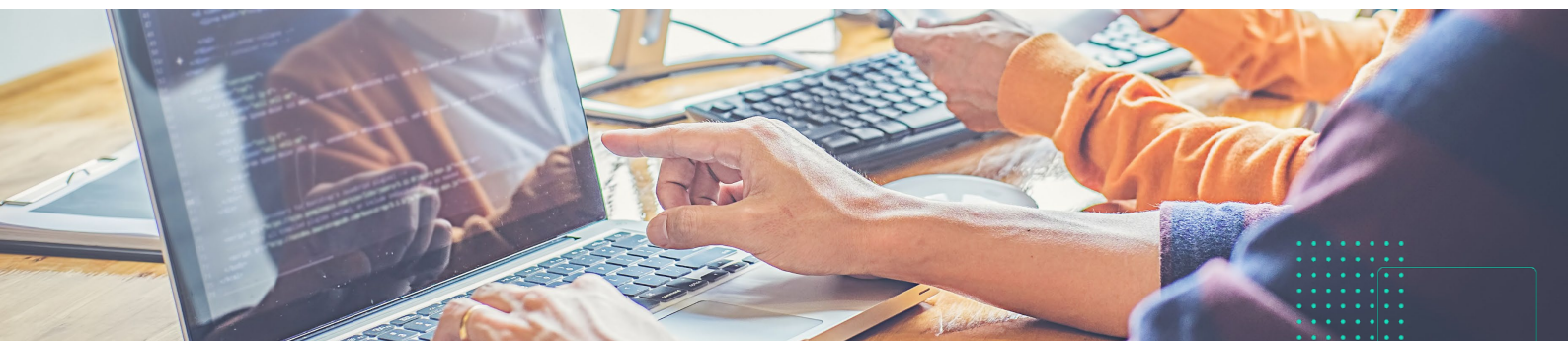
We have the ability to send and received material securely, via our email system, and hold all information within M365, hosted within the UK, securely encrypted in transit and rest, and hardened to industry best practice, such as CIS Benchmarks. Our comprehensive information security management system is ISO27001 certified and we hold Cyber Essentials+ providing you with the confidence that tmc3 systems comply with industry standards and best practices.

Security clearances

We have robust processes in place for managing clearances. Holding IPSC Accreditation, this allows tmc3 to achieve security vetting of its employees in a time effective manner ensuring the correct processes are always followed. For our security clearance pipeline, we maintain a forecast resource demand across our portfolio of work, split by skillset, grade and level of clearance required - which is informed by our client's requirements.

This helps us prioritise candidates for security clearances. Those employees working on, or planning to work on, government projects are automatically put forward for SC clearance which are processed via UK-SV.

tmc3 currently have a large pool of cleared individuals (90% of UK Staff). Should a resource be identified where clearance is needed, the tmc3 Security Vetting team will then process the individual through the relevant clearance procedure. The team can also validate all existing clearances held by tmc3 employees when requested.



Service Information

REPORTING AND COMMUNICATION

Having vast experience of working with stakeholders in the public sector at all levels and with differing skills and abilities, we know the importance of clear and actionable communication, in both verbal and written communications.

As agreed on an engagement by basis, we will present multi-dimensional management information to enable you to see trends and progress in graphical format suitable for presentation up to Ministerial level. We will in collaboration with you develop performance metrics that align with agreed milestones and outcomes.

Our methodology is to:

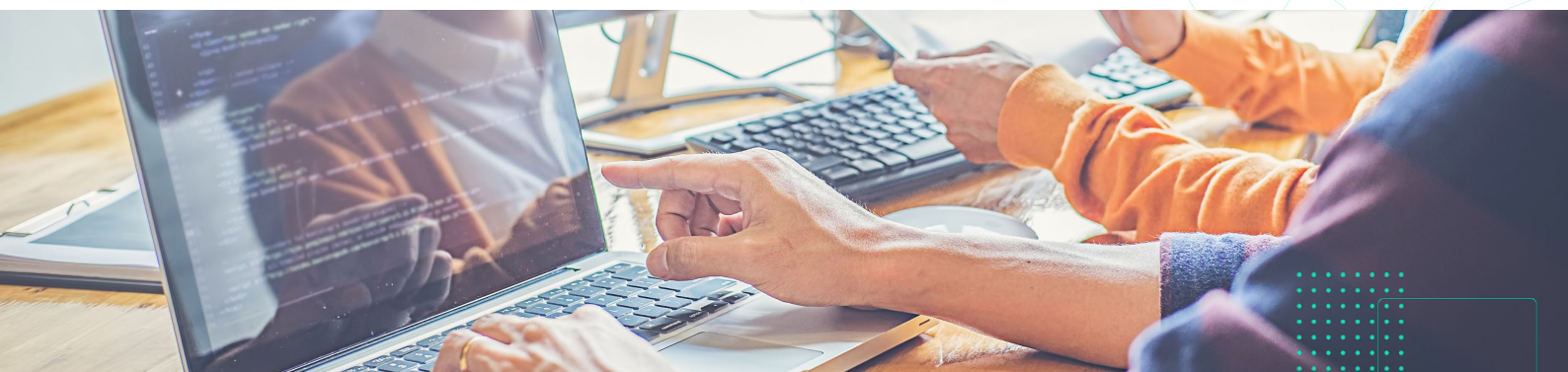
- Agree a set of benefits led KPI's aligned to success criteria;
- Define KPI's that best validates quality throughput and impact of project activity;
- Agree KPI metrics and measuring criteria (sources & timelines) including any baseline data;
- Embed KPI's into our delivery plan and dashboard reporting format;
- Agree reporting cadence and audience.

For stakeholder communications, we employ a range of approaches, including email and briefing webinars to explain the benefits of the programme; combined with follow-up meetings, where necessary. We engage regularly with key stakeholder groups to ensure that full buy-in is achieved.

Communication is at the heart of our security testing, we ensure customers are aware of issues identified during an engagement so that there are no surprises when reports are received. Reports are available within 5 working days of completed testing. Daily calls / washups are provided to keep the you informed and provide maximum value.

Invoicing

Invoicing is usually based on the submission of monthly timesheets and any expenses for consultants providing the services, along with our invoice, or against service delivery / milestones tied into the Statement of Work(s).



We Have The Qualifications and Certifications



EMPLOYER RECOGNITION SCHEME

SILVER AWARD

Proudly supporting those who serve.



Social Value

Social responsibility and supporting our communities are hugely important aspects of who we are. We are committed to ensuring Social Responsibility initiatives are at the forefront of our business, strategy and projects we work on.

ENVIRONMENT

tmc3 will achieve net-zero carbon emissions by May 2024. Since 2021 and tracked in our carbon reduction plan, we have reduced our footprint by 64% against the Science-Based Target. We are ready to bring this structured approach and experience to support you with your environmental protection and improvement.



WELLBEING

As a modern business, which operates in complex environments, we know the importance of health and wellbeing. We provide an Employee Assistance Programme including access to an online platform and 24hr confidential helpline. This provides counselling support and a library of wellbeing information, ensuring all staff have practical support for all aspects of physical and mental wellbeing.



ECONOMIC INEQUALITY

tmc3 have committed a minimum of 2 days per annum, for all employees to volunteer their time or service. We provide coaching and mentoring support, to underprivileged children, across the UK. This is aimed at supporting children, with zero prospects of gaining access to further education and recruitment opportunities.



YOUR CYBER SECURITY PARTNER



About tmc3

tmc3 is an award-winning, people-centric cyber security partner who helps organisations operate at the forefront of new technologies, frameworks, and regulations. Our focus spans Government, Defence & Security, Healthcare & Policing, and Critical National Infrastructure where we have a track record of successfully delivering outcomes, which have instigated real change in society. In partnering with tmc3, organisations choose to not only secure their present but strategically position themselves to thrive in the future, leveraging a foundation of trust and security to drive innovation and change.



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