2019 RETAIL CRIME SURVEY

MARCH 2019

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FOREWORD

Violence against employees is one of the most pressing issues retailers face, and yet again we have seen an increase in the overall number of incidents. The scale of the problem is huge - every day 115 employees are attacked in their place of work. Our members are clear that the incidents are becoming more severe, with weapons, particularly knives, posing a more significant threat than before.

Preventing crime remains a major concern for retailers. The Government's figures show retail is the industry sector which suffers the most crime by some distance.

These are not victimless crimes. They impact on the skilled, passionate, determined individuals who make the industry such a vibrant place to work; their families and loved ones; the communities to which they contribute so much; and those who rely on the public services retail indirectly supports.

The total cost of crime has again increased - to around £900 million. Together with the £1billion spent on prevention, crime now accounts for around £1.9 billion in losses to the industry. At a time when retail is undergoing a dramatic reinvention, with technology changing the way we shop, businesses can ill-afford to be burdened by these huge crime-related costs.

And the consequences of retail crime stretch even beyond the vast costs that retailers incur. Criminal activity in our local stores can both encourage and fund even more significant crimes elsewhere in the economy.

As we set out here, the industry response is becoming more ambitious in scope and nature. The 'Shop Safe Alliance', due to launch shortly, will see retailers combine their resources and expertise to tackle not only the symptoms of crime but to work with the communities they serve to tackle many of the deep-seated social causes of crime. And this is just one way in which retail is showing itself as a force for wider good.

But we cannot solve these problems alone. Whilst there has been progress, the outstanding challenges are very difficult. Retail crime presents a clear threat to the jobs and community cohesion our industry provides, and our partners must do more, and more quickly, to confront this.

HELEN DICKINSON OBE
Chief Executive, BRC

SECTION ONE

INTRODUCTION

This year's Retail Crime Survey is based on a survey of businesses turning over £103 billion, just under a third of the industry, and covers the period from 1st April 2017 to 31st March 2018. As ever, we are indebted to our members for providing their data, information and expertise.

This year's sample group tilts slightly more toward online retailing (both pure online retailers and mixed retailers) than previous years', reflecting wider industry trends. This may have affected some of the series trends slightly, but the survey still represents the single largest and most reliable barometer of the state of play, particularly given the quantity and quality of expert opinion it also rests upon.

For our members, violence remains by far the most significant type of crime, and is the area where we and they have most concentrated our crime reduction work and spend. Other priority crime types include customer theft, fraud and cyber-crime.

TIER 1	Violence/Abuse
TIER 2	Theft
TIER 3	Fraud/Cyber Crime
TIER 4	Burglary/Insider Crime
TIER 5	Data Hacks

THIS YEAR'S KEY FINDINGS ARE:

- the combined cost of spending on crime prevention and losses from crime to the industry is £1.9 billion;

- every day, including weekends, 115 colleagues are attacked, with many more threatened, across the industry;

- knives are seen as the most significant type of weapon;

- more than £700 million was lost to customer theft alone;

- although retailers are spending 17% more on cyber-security than last year, nearly 80% of the retailers surveyed have seen an increase in the number of attacks and/or breaches; and

- around 80% of respondents describe the police response to retail crime as poor or very poor, with opinions generally better for violence than customer theft or fraud.

SECTION TWO

WORK IN TRAIN AND NEXT STEPS

SAFER ENVIRONMENT
MORE EFFICIANT
AND SECURE INDUSTRY

At a strategic level, our approach to retail crime, particularly violence, is simply to create a safer environment for retail which creates a more efficient and secure industry, supporting better retail experiences and greater choice for consumers. To do that we and our members work with a range of partners to deliver initiatives in each of 4 core strands:

BETTER RETAIL EXPERIENCE GREATER CHOICE FOR CONSUMERS

SAFER ENVIRONMENT MORE EFFICIANT AND SECURE INDUSTRY

Partnership

Billing Legislation

New Technology

Human

Partnership – bringing the industry together with key partners to find shared solutions to common problems.

We have worked with a wide range of partners to improve business crime reporting by providing guidance on the key information and wording colleagues should use when they want to report a crime to the police quickly and accurately.

As well as the Home Office and our members, this work drew on the expertise of the National Business Crime Centre, whose strong positive influence on this area continues to be felt. We see continuing value in this organisation, and believe that it merits additional resources to enable it to even better discharge its duties. We look forward to working with them to, for example, better focus our joint efforts, matching the response to the real priorities for retailers.

Beyond that, we recognise that crime is not simply an industry issue but also a social one. Our members are playing an even stronger role in addressing the deeper social causes, and not just managing the symptoms, of the problems we as a society face. This is perhaps the most exciting area we work in, with retailers' mindsets moving from serving to supporting the communities in which they operate.

Taken together, these areas show how retail is coming together to bear down on crime. By fostering new partnerships with law enforcement, service providers and NGOs, and by using the latest technology sensitively and unobtrusively, retail is more than doing its bit to stop anti-social behaviour outside and inside its doors.

Our membership is, more than ever before, an industry focused on supporting the communities within which it operates, a sentiment that extends well beyond their stores.

Policy and legislative – working to create better laws and public sector initiatives against retail crime.

We work carefully and consensually with partners across Parliament, Government and the wider policy community to find better ways to tackle retail crime, notably through the Offensive Weapons Bill. We look forward to the Home Office's forthcoming Call for Evidence and wider package in response to this.

We continue to press for greater protection for retail colleagues in legislation. At present, the punishments simply don't fit the crimes, and any wide-ranging reforms around prison and community punishments must not lose sight of that.

New Techniques – helping the industry to explore and apply the potential of new techniques, technologies and thinking.

Considerable ingenuity is, for example, being applied to 'tagging' specific goods, minimising the chances of theft escalating into violence.

Additionally, over the last few decades, we've all become comfortable with fixed CCTV systems, and most of us would now be more concerned to shop in a store which doesn't have them than one that does.

Many retailers are now also making use of latest generation fixed and high-tech CCTV systems. Often managed from central hubs, these systems identify incidents and allow communication between the store and hub, including using the PA system remotely.

Retail fraud is seen as a growing way for criminal to convert stolen items into cash. Retailers are investing in solutions which given them greater end-to-end visibility of transactions, allowing them to detect illegitimately obtained items.

Our members are also being innovative over how they use existing laws to keep known troublemakers out of stores.

Human– helping people reduce the crime risk.

We at the BRC, and our members, see the impact of crime as a human issue. This strand is about supporting our people to better deal with crime. Many retailers are rolling out advanced conflict de-escalation training, helping to take the sting out of some flashpoints.

We also led on work under the Violence Reduction Working Group to draft up recently prepared guidance on providing Business Impact Statements, giving courts the information they need to more fully factor the impact of crime on the business when sentencing, which has now been published by the Home Office.

SECTION THREE

FURTHER WORK

PARLIAMENT CREATES
SPECIFIC STATUTORY
AGGRAVATION
AROUND ATTACKING
A RETAIL COLLEAGUE

THERE IS MUCH MORE THAT CAN BE DONE IN THIS SPACE. WE RECOMMEND THAT:

- Police and Crime Commissioners make explicit reference to retail crime in their Police and Crime Plans;

- the Home Office publishes the Call for Evidence (which must focus on retail crime, including 'casual dining') and should set out some possible options before the summer recess;

- in view of the trends and issues over police performance, the Home Office commissions a fully funded HM Inspectorate of Constabulary, Fire and Rescue Services' ('HMICFRS') thematic review of how forces deal with retail crime with a view to identifying and spreading best practice;

- Government focuses on supporting better reporting, including clarifying possible issues around licensing;

- Parliament creates specific statutory aggravation around attacking a retail colleague exercising their duties, as has been done for emergency workers;

- MSPs support Daniel Johnson MSP's forthcoming legislation on worker protection;

- the National Business Crime Centre ('NBCC') be given medium-term funding, with a specific renewed focus upon retail crime (as a part of business crime) given the specific issues around retail;

- whilst businesses in Northern Ireland are working productively though the NI Business Crime Partnership, a new devolved Government is needed to provide political leadership to the fight against retail crime;

- all police forces work with the NBCC, BRC and others to establish and share sustainable best practice models;

- Action Fraud continues its improvement plan with proper input from its key business users;

- Government, through the Joint Fraud Taskforce, ensures that the conclusions of the HMICFRS thematic review into online fraud are acted on quickly, and to limit the scope for fraudsters to set up and use 'ghost' bank accounts; and

- the NCSC and NCA continues their work to make the UK the safest place to do business, continuing working with us to build ever stronger and deeper relationships with the retail community.
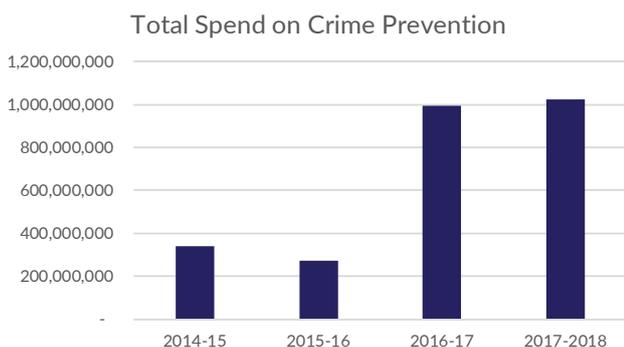
SECTION FOUR

RETAIL CRIME OVERALL: CONTEXT AND TRENDS

TOTAL COST OF
CRIME £900 MILLION

TOTAL SPEND ON CRIME PREVENTION

Our survey indicates that, despite the wider business conditions retail faces, spend on crime prevention across the industry is at a record level, reaching more than (for the first time) £1 billion. Although only a small growth on last year's £995 million figure, this is still nearly three times the figure for 2014-'15 and four times the 2015-'16 figure.

Total Spend on Crime Prevention

1,200,000,000	
1,000,000,000	
800,000,000	
600,000,000	
400,000,000	
200,000,000	
-	2014-15 2015-16 2016-17 2017-2018

The indicated spend on both non-cyber (essentially 'bricks and mortar retailing)and cyber crime prevention (including online retailing as well as 'back office' systems) has increased.

TOTAL COST

The BRC's Retail Crime Survey has, for the 4th successive year, shown a growth in the direct cost of crime. Applying our sample group to the entire industry, this year's figure stands at just under £900 million, an increase of 28% (not adjusted for inflation), over the previous year's.

900M

TOTAL £900 MILLION, INCREASE OF 28% IN A YEAR.

But that figure is certainly a significant under-representation of the true cost. First, the numbers do not include the indirect cost of retail crime, such as additional staff time or investment in profit protection, or the opportunity cost, such as what such as how such investment could make retailers more efficient.

Second, the near-universal view of our expert members is that there is a significant amount of loss to crime which is not recorded or reported. Both mean that the cost to the industry is significantly larger than that overall figure.

COSTS IN MORE DETAIL

Customer theft remains by far the largest area of loss, now accounting for just over £660 million.

But we have also seen growth in other types of loss, notably fraud, which returned to previous levels having fallen last year. There are indications, however, that such growth is as much a product of improved recording and reclassification as a new trend. It is, however, an issue we will monitor carefully into next year's survey.

FRAUD	ROBBERY
£163 MILLION, GROWTH OF £8 MILLION (5%)	£15 MILLION, GROWTH OF £9 MILLION (173%)
BURGLARY	CUSTOMER THEFT
£15 MILLION, GROWTH OF £1.5 MILLION (11%)	£663 MILLION, GROWTH OF £160 MILLION (32%)
CRIMINAL DAMAGE	
£3.4 MILLION, GROWTH OF £0.2 MILLION (6%)	

SECTION FIVE

VIOLENCE AND ABUSE

115 COLLEAGUES
ATTACKED VIOLENTLY
EVERY DAY,

Violence and abuse remains our members' key crime concern, and shows a continued increase. For this year, we have discontinued the process of separately recording violence with injury and violence without injury. In our view, this underplays the impact violence can have even where there is no immediately obvious physical injury. Emotional harm can be as serious a problem as physical injury, even if it may not be immediately apparent.

In total, we recorded just over 42,000 violent incidents for the industry.

When we look in more detail at the nature of the incidents, something which simple data cannot illuminate fully, we see a trend towards incidents becoming more violent and frightening, with an increasing willingness to use weapons to intimidate even for relatively small amounts.

From many, we have selected two anonymous case studies which illustrate some of the trends.

DAVE*, ELLA* AND JACK*'S STORY

Three masked men entered the store through the main entrance armed with pick axes. Dave* was in the Manager's office and heard a large bang from outside the room. Upon leaving the office Dave* was faced with the three males who had forced both Ella* and Jack* into the back office, threatening to use their axes.

They forced Dave* onto his knees and made him open the cash office door. Ella*, Jack* and Dave* were then forced into the office as Dave was made to empty the safe in there. Dave* was punched in the face three times while Ella* and Jack* watched. The males demanded the roll top safe to also be emptied, however Dave* explained that he couldn't open it.

In the office the offenders rolled an axe over John's* head, put it to his chin, and then tapped the axe onto the safe. Dave* thought quickly on the spot and led the males to the kiosk area, handing over the cash from the tills in order to ensure the offenders left the store.

Dave's quick thinking undoubtedly saved further injury on the day, but despite the available support all of them were affected emotionally as well as physically by the experience at work and at home.

JON'S* STORY

Three men in bandannas barged into the store, the first one armed with an axe. One of the men jumped over the kiosk and swore aggressively at Benjamin* screaming that he open the till now. Another masked man grabbed Sally* by the hair, made her open the door to the back office and once inside, threw her onto the floor. Two other colleagues were thrown into the back office and made to open the safe, which was cleared of cash, as the masked man at the checkout cleared the tills and the cigarette counter.

Sam* was one of the colleagues thrown into the back office. The masked man hit him with the axe. Sam put his arm up to protect his head, and the axe cut through his arm. There was blood everywhere. The masked robbers sped off into the night on mopeds, with £10,000 of cash and stock.

Sam* was rushed straight to hospital as he had lost a lot of blood. The police arrived and when the store manager got there he described it as "a scene from a horror movie". There was blood everywhere, and police tape covering the shop which was in an absolute mess.

The local police sent a prevention officer into store to help stop it from happening again, but in the fortnight that followed there were five attempted break-ins at the store. Three were successful. For the colleagues at the store it was awful – bringing up feelings from the first incident, over and over again.

The colleagues involved all dealt with it in different ways. Some pretended it hadn't happened, some were angry, others used humour as their way of coping. We were offered counselling support, but only the store manager Jon* took it to find out how he could support his colleagues who were involved.

"I wanted to do all that I could to help and support them. They didn't want to use [our supplier] themselves as they felt too embarrassed talking to a stranger about it, so I told them to talk to me and I asked [our supplier] for the tools to help. They were great."

The three masked men were caught as they repeated the incident at different retailers' store.

*all names have been changed to protect identities

THERE ARE THREE KEY TRIGGERS WHICH ARE MOST CONCERNING:

1 intentional use of violence to assist with theft;

2 as a response to -age-related sales challenges (including when required by law); and

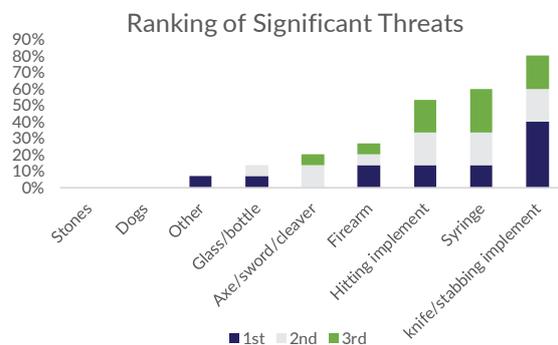**3** by intoxicated (drugs and/ or alcohol) criminals.

Each presents a real public policy challenge, and points towards greater prioritisation by strategic decision-makers in the criminal justice system and Parliament.

Whilst we do retain a distinction between violence and abuse, we do not wish to underplay the strong negative impacts abuse can have. There is no place for any type of abusive behaviour which can affect our colleagues severely. For the first time, the total number of abusive behaviour (when rounded to the nearest thousand) has reached 100,000.

THE TOTAL FIGURE FOR OUR SURVEY IS NOW AT 32 INCIDENTS PER 1,000 WORKERS, EQUATING TO 273 INCIDENTS PER ACROSS THE INDUSTRY, INCLUDING WEEKENDS.

For the second year, we asked about the significance of various weapon types. Again, our members saw knives as the most significant threat, with syringes the second and hitting implements the third. Guns were also concerningly high.

Ranking of Significant Threats

It would be wrong to assume that weapons are only used in the higher end incidents, or for very significant amounts. As the below example shows, criminals will use offensive weapons for relatively small amounts.

LILLY'S* STORY

It was 9.55pm, just five minutes before closing time. I was re-stocking the milk when my colleague Freya* shouted my name. I went over to her and saw two masked men, one holding a gun, the other a taser. They stormed over to Mary* who was on the till. Mary was brand new it was only her third shift. The man with the taser demanded Mary open the till. She picked up the keys, but they wouldn't work – because she was so new she had grabbed the shutter keys rather than the ones to open the till; she was terrified. I went to help, taking the right keys, but as I moved my arm the masked man panicked. He tasered me. It hit my arm. Then he tasered Mary.

There were four customers in store, and some of they shouted. The men robbers looked panicked, and thank God they ran away. They took £150 from the till with them. £150 – was it really worth it for them?

I locked the doors, scared that they might come back. We had raised the alarm using the panic button and called the police, but they were instructed not to come in store until armed backup arrived. So we were alone. Shaken. Our store manager reached us before the police did. He'd got a taxi from home to the store to be with us. It was another 30 mins before the police arrived.

When the police arrived they called the paramedics - as Mary and I had been tasered we were told that we were at a high risk of having a heart attack. We were hooked up to an ECG machine and checked over by the paramedics, and told to go straight to A&E if we had any chest pain in the weeks to come. We gave statements to the police and they took the CCTV footage away to review. It was 2am when I got home that night. Shaken and upset.

The next time I stood on the till thoughts of what I could have done, what I should have done ran through my head. Wondering what if. I was suspicious of every man who came to the till that day, wondering could it have been them? But you have to get over these feelings and get on with the job, you can't think like that.

Our employer offered us support, and put security on the door for the two weeks after it happened. This made me and my colleagues feel safer, but when the security guard left I felt vulnerable again. We had a risk assessment and it found that an extra security camera would help, and it should be installed soon.

*all names have been changed to protect identities

Notably, Just over 90% of our expert respondents had seen a growth in organised gang-related incidents, with the remainder viewing a broadly stable picture (none had seen a reduction).

We also looked at racially aggravated incidents, with over half our sample group having seen an increase, and none a decrease. Otherwise the amounts were broadly static.

SECTION 6

THEFT AND DAMAGE

CUSTOMER THEFT INCREASED BY 33%

This year's figures for the number of incidents, when scaled for the industry, show a growth in all of the major types of theft and damage, corresponding to increases in the cost as set out in earlier. In percentage terms there has been a near 40% growth overall, largely driven by 'Customer Theft' which represents just over 98% of all types by number of incidents.

We are also seeing links between customer theft and refund fraud.

CUSTOMER THEFT INCREASED BY 33%	**EMPLOYEE THEFT INCREASED BY 129%**
ROBBERY INCREASED BY 508%	**BURGLARY INCREASED BY 137%**
DAMAGE INCREASED BY 105%	

Some of these rises appear extremely high. It should be noted that the largest increases come in sectors that represent small proportions of 'theft and damage', where customer theft is more than 95% of the total. As such, a high percentage increase in a category can come from a relatively small increase in the number of incidents. There is also little doubt that some of the increase is driven by improved reporting, with retailers continuing to invest in upgraded recording systems across their estates.

For robbery, where the growth is largest, for the whole of England and Wales the number of robbery offences recorded has been growing, by 17% in the year to September 2018. Part of the increase in this survey may partially be a product of an increasing willingness to use weapons, meaning that a crime is more likely to be recorded as that rather than a simple theft. There is also a lower growth in the amounts lost, which could relate to the greater willingness of criminals to commit higher-level offences for smaller rewards. Although that is of little comfort, it does explain some of the rise.

We are, however, confident of the view that there is a genuine growth here, representing a significant challenge for the industry and public policy-makers.

[1]'Crime in England and Wales: year ending September 2018', Office of National Statistics.
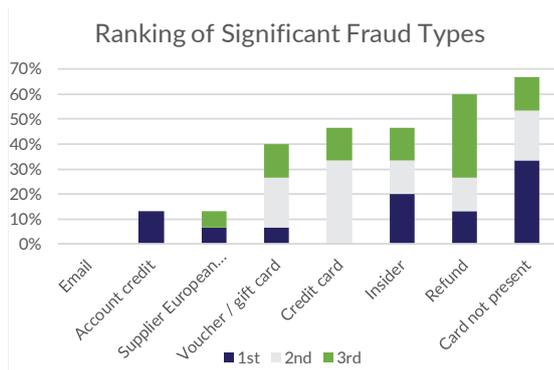
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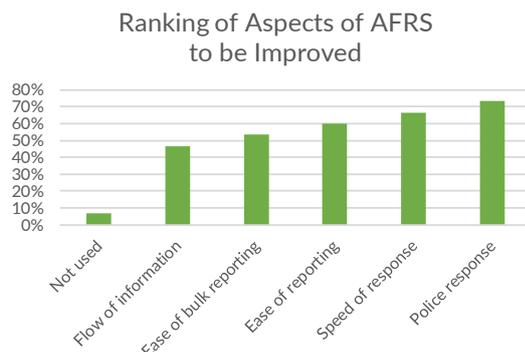
FRAUD

**COST OF
FRAUD UP 5%**

As set out earlier, following a fall last year there has been a growth in the cost of fraud to our members this year by just under 5%, although the figure is still lower than in 2014-'15 and 2015-'16. That limited change when, across the economy as a whole, fraud is growing highlights the volume of investment in anti-fraud systems and checks, and is an area we continue to work carefully on, for example as part of a review of how well police deal with Online Fraud and through our position on the Joint Fraud Taskforce.

In terms of prioritisation, expert opinion sees insider and credit card fraud as the most difficult types, closely followed by refund and card not present fraud.

Ranking of Significant Fraud Types

Despite recent upgrade work, opinions of the police's Action Fraud Reporting System ('AFRS') and associated police response remain strongly negative. We tested with our members which aspects they would like to see prioritised for improvement, providing the following results.

Notably, the only response with fewer than 50% (of those who chose to respond to this question) is 'Not used' which, according to our further conversations, is largely because the police response is weak.

Ranking of Aspects of AFRS to be Improved

7. 'Police Workforce Statistics, England and Wales: 31 March 2017', Table F1, Home Office, Published 20 July 2017.
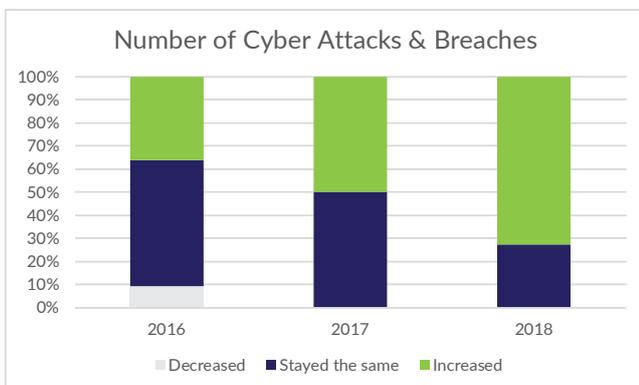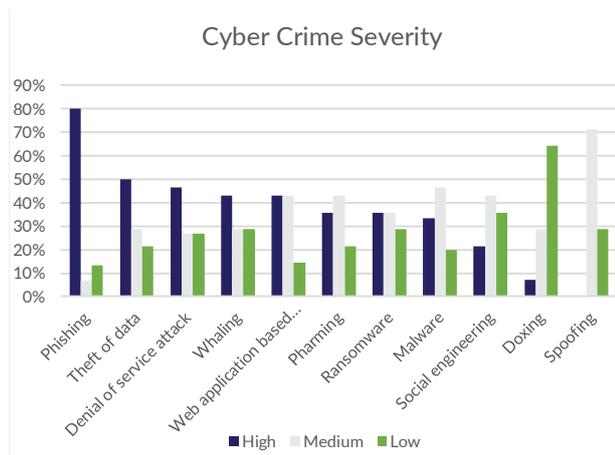
SECTION 8

CYBER SECURITY

£162 MILLION SPENT
BY RETAILERS

As set out earlier, there has been a very considerable increase in the amount our members spend on cyber-crime prevention, now at around £162 million for the entire industry, compared to around £139 million last year (an increase of around 17%). Hand-in-hand with this, our members are generally seeing a growth in the number of cyber-attacks and/or breaches, continuing previous years' patterns.

Number of Cyber Attacks & Breaches

Legend: Decreased · Stayed the same · Increased

Phishing is seen by virtually all respondents as a high risk type, as is theft of data. Conversely, spoofing and doxing are not generally seen as particularly challenging types.

Cyber Crime Severity

Legend: High · Medium · Low

SECTION 9

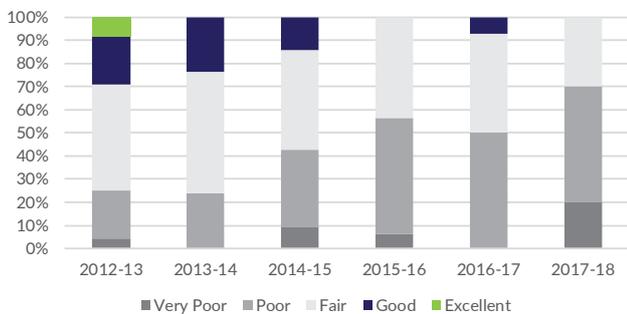## POLICE RESPONSE

**80% SAY IT IS POOR
OR VERY POOR**

Our starting point is one of absolute respect for serving police officers and their key colleagues (e.g. Police and Community Support Officers). Their work in extremely challenging and hazardous circumstances should never be underestimated. Their bravery, dedication and skill is of the highest order.

At a more strategic and tactical level, we understand that police forces face very difficult resourcing and prioritisation decisions, with certain crime types growing and demanding significant time and support (e.g. historic sex offences). Whilst these should, clearly and absolutely, be investigated, they have placed a strain on forces, and it appears that retail, as the most often victimised business type, continues to be significantly negatively impacted as a result.

These deteriorating views of police performance have associated implications for their and the public's confidence in the police and Criminal Justice System.
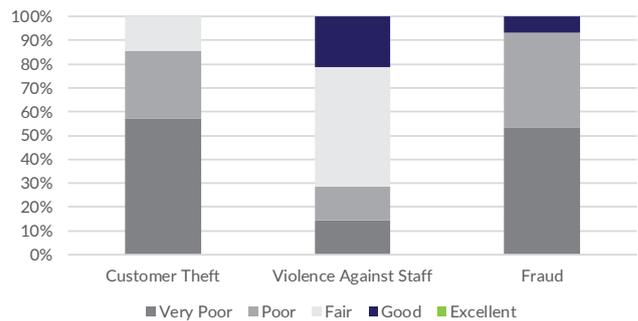
Our view is that the time has come for this to be reversed. Retail is in a precarious state, and retail crime is a burden the industry, and those who rely on it for employment, can ill afford to carry.

This year we have also looked in more depth at the quality of responses to three main crime types. Notably, and in a trend we welcome, the response to violence against staff is actually slightly better than to fraud and customer theft – which around 25% thought was good and, conversely, under 20% thought was very poor. For fraud and customer theft, however, around 50% thought the police response very poor, and over 80% (for both) very poor or poor.

Police Response by Incident Type

Opinion of Police Responses

ACKNOWLEDGEMENTS

In addition to our members, on whose data and expert opinion this report is based, and other key experts who assist our work in this space, on behalf of the industry we would particularly like to thank:

- VICTORIA ATKINS MP, PARLIAMENTARY UNDER SECRETARY OF STATE AT THE HOME OFFICE;

- LOUISE HAIGH MP, SHADOW MINISTER FOR POLICING;

- SIMON HOARE MP, PPS TO THE HOME SECRETARY;

- DAVID HANSON MP;

- ALEX NORRIS MP;

- RUTH GEORGE MP;

- ELEANOR SMITH MP;

- MARRION FELLOWS MP;

- LORD KENNEDY OF SOUTHWARK;

- DANIEL JOHNSON MSP;

- DR EMMELINE TAYLOR, CITY UNIVERSITY;

- DR SHANE JOHNSON, UNIVERSITY COLLEGE LONDON; AND

- DR LEWIS GRIFFIN, UNIVERSITY COLLEGE LONDON,

who have taken the time to meet with us, to make arguments on behalf of millions of retail colleagues in the chamber and beyond and to help us develop our programme of work.

GLOSSARY

ABUSE
Incidents of non-physical aggressive, intimidating or abusive behaviour

BURGLARY
Entry into a premises without permission with the intent to steal

CRIMINAL DAMAGE
Deliberate damage or destruction of property, including arson

CUSTOMER THEFT
Theft by customers or those purporting to be honest customers

CYBER-CRIME
Crime that committed through use of ICT (e.g. hacking, malware)

CYBER-ENABLED CRIME
Traditional crime increased in scale by the use of computers, networks

FRAUD
Wrongful or criminal deception intended to result in illegal gain

ICT
Information and Communications Technology

POLICE RESPONSE
Expert opinion of police responses to retail crime

ROBBERY
Force / threat of force used either during / before a theft, or attempt at one

THEFT
Where money, goods, property or services are stolen from the business

VIOLENCE
Assaults and robberies where physical injury may have been sustained

II. CYBER SECURITY TERMINOLOGY

DENIAL OF SERVICE ATTACK (DOS)
A method of taking a website out of action by overloading of 'flooding' the server.

DOXING
Discovering and publishing the identity of an internet user, obtained by tracing their digital footprint.

MALWARE
A program or malicious software that consists of programming, for example code or scripts, designed to disrupt the performance of PCs, laptops, handheld devices, etc.

PHARMING
A method of deceiving an individual into ending up at a fake website, even though the correct URL has been entered.

PHISHING
A method of accessing valuable personal details, such as usernames and passwords, often through bogus communications such as emails, letters, instant messages or text messages.

RANSOMWARE
A type of malware that prevents the use of a system, either by locking the system's screen or by locking the users' files unless a ransom is paid.

SOCIAL ENGINEERING
In a cyber security context, the general art of manipulating people online so they give up confidential information.

SPOOFING
Masquerading as another individual or entity by falsifying data, thereby gaining an illegitimate advantage.

THEFT OF DATA
Stealing computer-based information from an unknowing victim with the intent of compromising privacy or obtaining confidential information.

WHALING
A type of spear phishing (i.e. specifically directed) attack, such as an e-mail spoofing attempt, that targets senior members ('big fish') of a specific organization, seeking unauthorized access to confidential data.

III. ORGANISATIONS / PARTNERSHIP FORA

BRC British Retail Consortium	**CISP** Cyber-security Information Sharing Partnership (part of NCSC)	**NBCRH** National Business Crime Reduction Hub
NCA National Crime Agency	**NCSC** National Cyber Security Centre	**NRCSG** National Retail Crime Steering Group

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