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Thought
Leadership

The Future of Business Continuity and Resilience

FortressAS

bci Leading the way to resilience

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The Future of Business Continuity and Resilience

Since early 2020, the COVID-19 pandemic has sent shockwaves through the Business Continuity and Resilience industry. Much has been written by the BCI and others about the consequences of this global crisis and the varied reactions by organizations and communities. This report looks beyond the events of the pandemic to examine what the upheaval means for the BC and Resilience discipline and where it might take us. Based on survey responses from nearly 300 participants in 55 countries and a series of global focus groups, it considers the immediate and near-term future for BC and Resilience.

Over successive BCI surveys, our members have catalogued the significant disruption that COVID-19 has imposed on the profession. They have also understood that out of chaos, opportunities can arise. Some of the pandemic-induced changes are potentially beneficial. For example, BC professionals report that previously unconnected functions and departments came together to develop and deliver an effective pandemic response. What further opportunities exist, how can they be captured and how long do we have to embed them?

The report combines a wealth of statistical data, graphic illustrations, and practitioner insights that I hope will be of interest to any BC and Resilience professional with a stake in the future of the discipline.

BC and Resilience is a management activity and so some of the ideas put forward in the following pages relate to process and governance. What will a practitioner's role look like in the future, where is the BC and Resilience function best placed in larger organizations, and how should the relationship with Top Management be reconfigured in a post-pandemic world?

The pandemic has elevated awareness of BC and Resilience within organizations, providing an unfamiliar but valuable level of exposure. Many BC professionals are now confident that they will receive additional resources and financial support from their organization. Instead of chasing a reluctant audience, BCI members report that management are now 'knocking on our door'. What changes in approach might be required to sustain this level of attention?

Other suggested ideas deal with the capabilities and expectations of the individual practitioner. Experienced BC professionals already understand the importance of persuasion in their role. What further abilities might be required to effectively communicate, collaborate, and influence when working with multi-disciplinary groups? Having gained a voice at the executive level, what knowledge, skills and techniques will be needed to ensure we keep it?

COVID-19 has also challenged a few of our discipline's underlying principles and practices. Some priorities and plans created before the pandemic were found wanting. Assumptions about criticality had to be modified to accommodate the unexpected conditions. Flexibility and ingenuity became key success factors. Should these outcomes be treated as temporary anomalies or could they have a lasting influence on the discipline, its practices, and the tools we use?

The BCI greatly appreciates the generous support of FortressAS in producing the Future of Business Continuity and Resilience report. I also thank everyone who participated in the survey and focus groups and provided essential contributions to this insightful, forward-looking report.

Tim Janes, Hon FBCI
Chair of the BCI Board

FortressAS

Foreword

This global report outlining the many lessons learned in the very unusual early months of 2020 is, in my mind, one of the most important reviews of Business Continuity and Organizational Resilience in many years. We are very pleased to be partnering with the BCI to deliver this valuable information.

The report shows how Business Continuity, Crisis Management and the wider subject of Organizational Resilience are intertwined but different. It looks at the way in which we view these disciplines, how we should review our processes and the way in which we organize our businesses to make their output as effective as possible.

2020 has been a surprising year and not all were fully prepared for the pandemic and the changes in our way of working that resulted. However, we have seen that organizations with flexible, adaptable plans fared better than others, clearly demonstrating the competitive advantage of continuity planning.

The report makes clear that for any plans to be effective they must be the output of a process involving the board and key stakeholders — "the planning process is more important than the plan". These plans should be delivered out from a central point and align with the organization's strategy.

To achieve this the "new BC Professional" must be a communicator and collaborator with a strategic view, with top-down knowledge of the organization, able to influence and gain support for the planning process and output without direct power.

Staff across the organization must be trained in and exercise the business continuity and wider resiliency plans. The BC lifecycle process itself, especially this training and exercising phase, actually engenders a better understanding of the business and its critical processes and resources.

The survey contributors felt that we only had a short time, six months, to make improvements in the way we plan before the focus of our Boards move on to other things. A key decision is the appropriate reporting line for BC and Organizational Resilience and how to ensure relevant representation at board level. Many hoped for a Chief Resilience Officer. Time will tell how achievable this is.

The report looks across the spectrum of the Organizational Resilience but one of the areas most affected by the pandemic and one that we as a Work Area Recovery Service Provider have focused on, has been the workplace itself.

The availability of homeworking, intelligent workspaces, flex/choice seats and hot desks are not new but applying these so widely is. As a result, many have suggested that work area recovery will no longer be a requirement in the future.

However, this report clearly shows, and we are experiencing, that this is not the case.

We are seeing that the types of services required have changed. Most now need smaller numbers of recovery seats, with faster recovery times, and with the focus on Crisis Management and core functions.

The mental health of staff, being a higher priority, now results in need for brighter, modern, pleasant places to work in a crisis. We are lucky that our centres are brand new and fit this bill perfectly.

We know that FortressAS services will remain relevant as long as we are innovative and deliver value. To that end, and in line with the findings of this report, we have developed new services and contract terms that address the lessons learned from 2020 so that we can support the needs of businesses long into the future.

I hope that you find this report a valuable insight into the views of your peers in the industry globally and an understanding of the key lessons learned from this eventful year.

Andrew Lawton
Founder & CEO
FortressAS

The Future of Business Continuity and Resilience
## Executive Summary

Executive Summary

This report was produced after a number of BCI members believed COVID-19 could - and would - have a major effect on Business Continuity systems and processes, as well as changing the way that organizations look at resilience. The subject areas were defined by a series of global focus groups, with the findings of these groups both challenged and corroborated by a global survey of the membership.

Better role definition will ensure less conflict

Many Business Continuity (BC) practitioners felt they were sidelined at start of the response when key strategic decisions were being made. Although most practitioners agree that they should not be directly involved in strategic decisions, many feel that strategic decisions should be informed by existing BC plans and capability.

59.6%
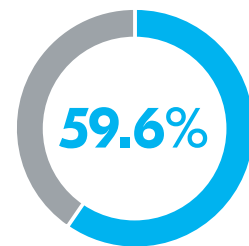
do not expect BC to be involved in strategic decisions, but they would expect strategic decisions to be informed by existing BC plans and capability.

Considerations for the future:

Debrief in the post-incident review meeting and ensure the role of BC in informing strategic decisions by 1) formalising the contribution of BC within the Crisis Management decision cycles and/ or 2) upskilling BC to effectively contribute to strategic decisions.

Adopting a centralized approach to BC planning is more effective for larger organizations

Many large, diverse or geographically dispersed organizations carry out BC planning activities on a site or operational business unit basis and only combine response capabilities at the crisis level. The rationale behind this is that the risk profiles are different and most operational disruptions are localised. However, less than half (46.4%) of organizations who carried out BC planning on a departmental, site or business unit basis reported their planning for COVID-19 to be a success. This suggests that although this approach allows individual business units to continue operations following local disruptive incidents, the ability of the organization to coordinate an agile response to a wide reaching incident with changing strategic requirements such as COVID-19 is limited. This compares to more than three-quarters (77.2%) who planned on an organizational level.

31.1%
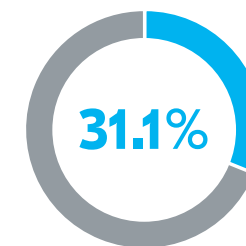
Perform planning at an organizational level and are equally able to respond to local incidents if necessary.

28.8%
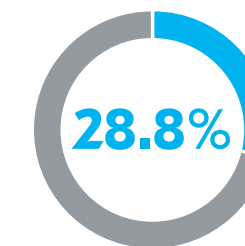
Perform planning at a site/ departmental/business unit basis and encountered no issues due to this practice in our response.

23.8%
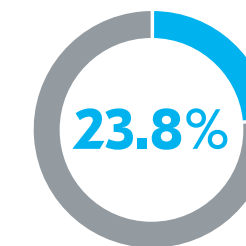
Perform planning at a site/ departmental/business unit basis and found the ability to adjust to changing strategic requirements was limited.

9.2%
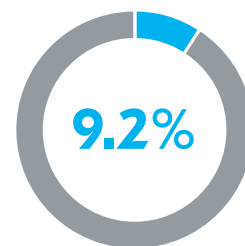
Perform planning at the organizational level, but local plans did not contain information at sufficient granularity to be useful.

Considerations for the future:

If your organization does not already have a centralized process, consider its feasibility in future. Allowing planning frameworks to be owned by a centralized team but deployed and executed by local teams was found to be particularly effective during the COVID-19 pandemic.

Board level representation is considered a "must have" for many BC professionals

A theme that has repeated across many BCI research reports over recent years is the desire to have a board level representative for Business Continuity. Frequently, BC is parcelled within another unit, and the requirements of BC become subservient to the department to which it is reporting (such as Risk or IT).
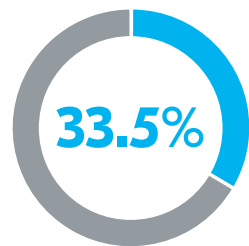
33.5% of organizations have a board member who is responsible for promoting resilience at all levels in the organization.

Considerations for the future:

A third of organizations have a board member in place within their organization who is responsible for promoting resilience (of which BC is a major component) at all levels across the organization. Consider raising this with Senior Management if this is not the case in your organization and seek case studies to emphasise the effectiveness of such a person in place.

The elevated position of BC which has been gained as a result of COVID-19 is likely to result in extra departmental resource

95.3% of those interviewed are confident of securing extra support for BC from a financial or resource perspective post-COVID due to increased awareness of the department by Management during the crisis.

40.7%
Confident of getting greater financial and/or resource support post-pandemic

49.4%
Possibly getting greater financial and/or resource support post-pandemic
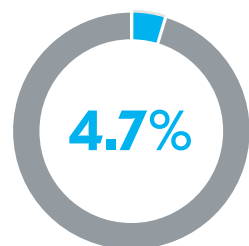
4.7%
Will not be getting any additional support post-pandemic

Considerations for the future:

Most BC professionals believe we have just six months before COVID-19 becomes yesterday's news. Putting a monetary value on the savings BC and/or the organization's resili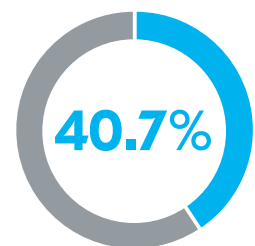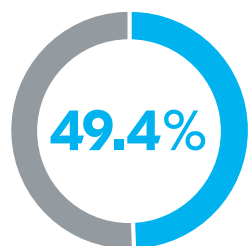ence strategy brought to the organization during the pandemic is an additional technique that some professionals are using.

Three-quarters of organizations have senior management who do appreciate the importance of BC, but less than two thirds are aware of the role BC plays in making their organization resilient

This suggests that some boards/senior management teams do still view BC as an "break glass in case of emergency" capability and consider it as more of an "insurance" policy rather being a key component of the organizational resilience jigsaw.
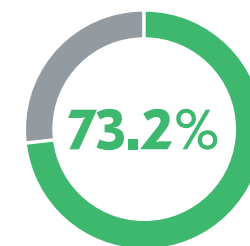
73.2% The board are aware of the value and role of BC in their organization
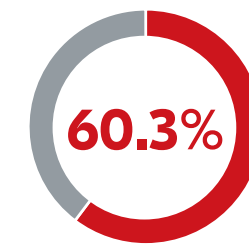
60.3% The board are aware of the role that BC contributes to the resilience of their organization

Considerations for the future:

BC Managers and the BC profession as a whole need to make sure the role they play in ensuring the organization is resilient is explicit. The BC Manager is one of only a few people in an organization who has a complete overview of how the organization functions and its vulnerabilities. They gather this knowledge to inform their BC planning process. However, teams who are trying to enhance the resilience of a particular element of an organization also need this information, so too does a corporate strategist. Going forward, the BC profession should seek to use their influencing and collaboration skills that are so vital in collecting this knowledge to ensure that the output of the BC process helps to inform and provide a foundation for the wider resilience of the business.

Organizational collaboration has increased during COVID-19

Many BC professionals reported greater collaboration between BC and other areas such as IT, HR and facilities during COVID-19, and more than three-quarters believe this will continue post-COVID-19. Around half feel there will also be better inter-office and inter-geographic collaboration. By increasing the levels of collaboration, previous silos between departments and other offices can be reduced, fostering a higher level of organizational resilience.
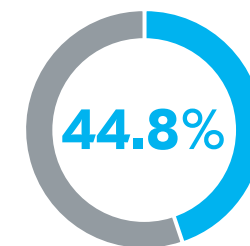
44.8%
There will be greater communication between sector peers in future.
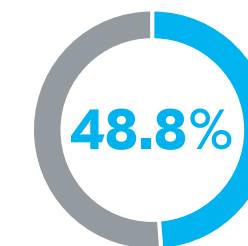
48.8%
There will be better inter-office and inter-geographic collaboration.
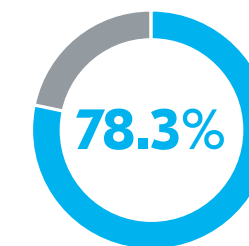
78.3%
There will be greater collaboration between business continuity and other areas such as IT, HR and facilities.
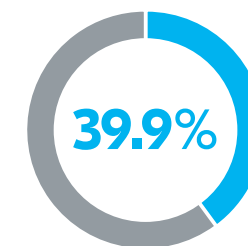
39.9%
The "walls" noted by some professionals between BC and crisis management during the pandemic will be broken down going forward.

Considerations for the future:

Consider continuing cross-functional working groups established during COVID-19 to increase collaboration going forward.

Impact- rather than hazard-based planning

A third of respondents believed that having an exhaustive plan for a major incident was not essential and a further quarter felt that plans should focus on the impact and should be threat/hazard agnostic. Many felt that having too many scenarios was "dangerous" as they would be impossible to maintain.

Considerations for the future:

In order to get plans fully digested by Management and different departments, many organizations are launching "light" plans which, although built from a central plan, only contain the detail needed for a particular area of the business.

The BIA process needs to involve Management

Several conflicts arose in organizations where BC wanted to stop a service (as outlined in the BIA) and the board disagreed with the decision. Given just 50% of respondents said that the Board/Executive Team were involved in the BIA process, it is easy to see why such conflicts arose.
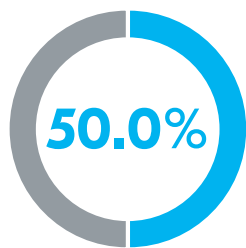
50.0% The percentage of BC departments who had collectively agreed priority services with Management

Considerations for the future:

Ensure the Board are involved in the BIA process and are aware of essential/non-essential services so there are no conflicts during an incident. Additionally, make provision within the Crisis Management procedures for a review of strategic priorities that involves both the Board and the BC expert to inform the "art of the possible".

Working from home became the norm for office workers during the pandemic, but many are now moving back to the office

Most office-based workers adopted a remote working model during the pandemic and, although many organizations reported eventual success in this strategy and plan to make use of the flexibility that this capability offers going forward, there was a widespread recognition that such a solution is not the answer to all operational disruptions to the workplace. Just 12.7% of respondents said they would be using work-from-home as their exclusive solution to a loss of workplace going forward, with 42.8% admitting they will only be using it in certain circumstances. With many large organizations admitting they plan to have a minimum of 50% of staff back in offices by September, it is clear that the era of the physical office is far from being over.
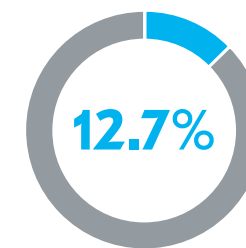
12.7%
Will be using work-from-home as their exclusive solution to loss of workplace
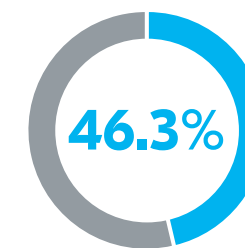
46.3%
Will not be using work-from-home as a primary solution to loss of workplace
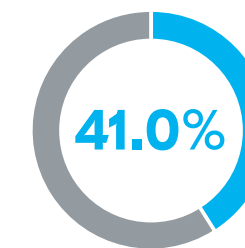
41.0%
Intend to use work-from-home as an option in their organization's BC response
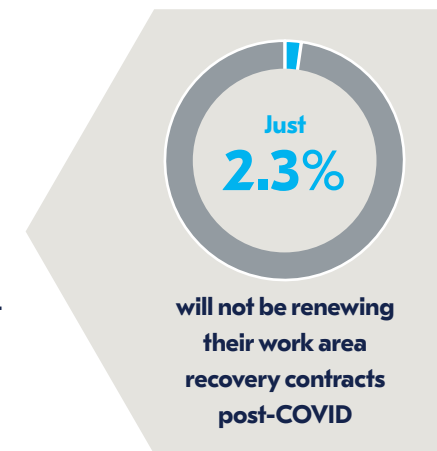
Just 2.3%
will not be renewing their work area recovery contracts post-COVID

Considerations for the future:

If working-from-home is to be your organization's only back-up for loss of workplace, you need to ensure that employee agreements, policies, processes, security, regular testing and insurance is in place as well as the technology and the leadership and management practices to make it work effectively. With just 2.3% of respondents admitting they intend not to renew their work area recovery contracts post-COVID, reviewing the work area recovery options now available to see which might better support your new working model may be beneficial.

The need to be agile and adaptive was critical for many organizations

Whilst 38.6% of respondents had ensured regular exercising and testing of their BC capability and plans using stretching scenarios helped them to adapt to the changing situation, over a quarter reported that practices changed so dramatically that BIA and RA processes had to be "improvised" to ensure new priorities and practices had effective BC cover.

Considerations for the future:

Consider the need to be agile and adaptable in future planning processes. Although some processes have been agreed as critical, priorities may change. Other services (e.g. cleaning in a pandemic scenario) were formerly not critical, but became crucial during the pandemic.

Resilience and Organizational Structure

Strategic vs Operational

- **The strategic impact of Coronavirus meant that Business Continuity (BC) was only brought in to manage the operational response.**

- **The role of "resilience" in terms of Board and BC activity should be defined in post-pandemic review meetings.**

- **The survey indicates that it is was the existence of IT resilience coupled with the leadership and culture to make use of it which has played the most major role in terms of overall organizational resilience during COVID-19.**

Just 8.5% of BC professionals were aware of the threat of COVID-19 prior to 2020 as part of a watching brief[1], so when news of the virus first hit the mainstream media in early January 2020 it caught many organizations by surprise. Indeed, the survey for the BCI's 2020 *Horizon Scan* report closed on 31 December 2019 and communicable disease was second from bottom of the list of professionals' concerns for 2020[2].

1. BCI, The (2020). Coronavirus: A Pandemic Response. Available at: www.thebci.org/resource/bci-coronavirus---a-pandemic-response-2020.html (Accessed 24 August 2020).
2. BCI, The (2020). Horizon Scan. Available at: www.thebci.org/resource/bci-horizon-scan-report-2020.html (Accessed 24 August 2020).

Although many BC professionals will have ensured the business had robust pandemic plans in place to be able to address the operational impact of a pandemic, the global scale of the crisis and its unpredictable path caused boardrooms to take a "closed door" approach to the response, particularly in the initial phase. For some organizations, this meant that management teams disregarded comprehensive BIAs and pandemic plans at the start of the crisis to ensure the strategic side of the business was fit for purpose. This meant some BC/Resilience professionals felt they were sidelined in the initial phase of the response, although Senior Management are likely to have felt they were following the correct process.

The BCI's *Coronavirus — A Pandemic Response report*[3] showed this was a major cause of concern amongst BC professionals: half (49.8%) of BC professionals were only engaged in their organization's response in February 2020 or later — more than a month after COVID-19 had become mainstream news. For many BC professionals, they considered this to be too late: whilst the board were leading the strategic response, they felt that BC should have had some involvement at the start of the crisis — not least so strategic decisions could be made based on operational plans.

Indeed, our survey revealed that just 12.0% of respondents felt that the BC Manager should not be involved at all in strategic decisions. This small proportion felt that BC was an operational activity and should therefore be involved purely in the operational side of the response. Nearly two-thirds of respondents (59.6%), however, believed that whilst the BC Manager should not be directly involved in strategic decision making, they did expect strategic decisions to be informed by any existing business continuity plans and capability. Nearly a quarter (22.1%) felt that a pandemic was primarily an operational issue and it should therefore be BC who were leading their organization's response with the board providing a level of top cover. Indeed, for organizations such as first responders or those with designated key workers, they had a regulatory responsibility to "continue" operations.

A potential way to circumvent the conflict of which teams should be working on the operational and which on the strategic elements of the response would be to define this in a review meeting. Such roles and definitions, if not already defined in the organization's crisis response structure, could be defined in a post-incident review involving all parties playing a role in the organization's pandemic response.

> **"There is a need to work out when different teams are invoked and where they sit in the organization — some teams view crisis management as operational, some as more strategic. You need to establish at the point when you invoke a certain level of response and who is involved in the response at that time."**
>
> Business Resilience Director, Consulting

Some BC Managers reported they were suddenly expected to step into a more strategic role and actively contribute the strategic plans of the organization as it sought to adapt. Whilst for many this had not been anticipated, many considered that this will now become the norm going forward.

> **"I am suddenly being asked about the financial impact on the portfolio. I realise now the need to have quality, compliance and finance in the room part of the BC teams' remit. The impact assessment really needs to be across all departments."**
>
> BC Manager, Pharmaceuticals (Global)

BCI research revealed that many Business Continuity Managers were not directly involved in strategic decisions regarding their organization's response to COVID-19. What is your own view of this?

12.0%
I would not expect the BC Manager to be directly involved in strategic decisions. Business Continuity is an operational construct.

59.6%
Whilst I would not expect the BC Manager to be directly involved in strategic decisions, I would expect strategic decisions to be informed by any existing business continuity plans and capability.

22.1%
A pandemic is a primarily an operational issue and therefore the response should be driven by the BC Manager with the exec team/board providing top cover.

6.3%
Other

Question 1. BCI research revealed that many Business Continuity Managers were not directly involved in strategic decisions regarding their organization's response to COVID-19. What is your own view of this?

Analyses of how organizations have modelled their pandemic response are still fairly limited: at the time of writing, many countries are at still in the first phase of lockdown, whilst others are experiencing second or third waves of infection. Therefore, even the boldest organization would be unwilling to trumpet their strategy as a success at this current point in time. Likewise, the aims, objectives and planning assumptions of many organizations have changed dramatically during the pandemic driven by a global economic environment that has veered and hauled causing organizations to follow as best as they can.

Business Challenges during a Pandemic

The BCI's *Pandemic Recovery Course*[4] highlights the main challenges a business faces during a pandemic:

- Reduced human resource supply, including regular employees or availability of subcontractors or temporary employees

- Customer orders cancelled or not fulfilled

- Interruption in getting supplies or materials (especially if imported by air or land, including goods that go through international borders and customs)

- Change in demands (for example, increased internet use, decreased tourism/travel)

- Reduction or restrictions on public meetings or gatherings (including sports, clubs, theatres, community centres, restaurants, religious gatherings, etc.)

- Restrictions on travel (regional, national or international)

- Restrictions on working arrangements

- Disruptions in other services such as telecommunications, financial/banking, water, power, fuels, medicine, or the food supply

3. BCI, The (2020). Coronavirus: A Pandemic Response. Available at: www.thebci.org/resource/bci-coronavirus---a-pandemic-response-2020.html (Accessed 24 August 2020).

4. BCI, The (2020). BCI Pandemic Recovery Course. Available at www.thebci.org/product/bci-pandemic-recovery-course.html (Accessed 24 August 2020).

Some of the challenges highlighted by the Pandemic Recovery Course are purely operational and can averted with operational resilience measures or solved with BC plans and capabilities. But some threaten the strategic outcomes and/or existence of the organization and require a change in business strategy.

Although no two companies are identical, strategic responses during the COVID-19 pandemic have fallen into the following four broad groups:

Group 1: These are the "key" or "front-line" organizations who have a legal and/or moral requirement to continue the provision of services to the citizens to the changed environment.

Group 2: These are organizations whose business operations are largely unaffected by the health risk interventions. For example, organizations that already operate remotely.

Group 3: Organizations who are flexible and adaptable and willing and able to adjust to the changing circumstances.

Group 4: Organizations whose business model is wedded to mass gatherings or social interactions such as hospitality, travel and leisure who are unable to adjust and therefore have to "wait it out".

When deciding which strategy to follow the course further suggests that leaders of the organizations take the following into account:

• **Legal and regulatory requirements** — do they need to continue?

• **Liquidity & Cashflow management** — what is the most financially beneficial option?

• **Workforce** — can a safe and secure environment be provided? (e.g. work from home or distancing and protection in the workplace)

• **Business, technology and cyber** — are there management and technology infrastructures to allow the business to continue profitably in a modified form?

• **Supply Chain** — can supplies by procured in a timely and profitable manner that is safe from fraud?

• **Tax & compliance** — as with liquidity - what is the most financially beneficial option?

Whilst these considerations are primarily strategic, it is clear that they need to be informed by Business Continuity and Operational Resilience. It is therefore perhaps not surprising that when respondents were asked which three levels of resilience had contributed most to the success of their organization's response (see question 2, page 18), it was the operational levels, and operational enablers, which professionals felt had contributed the most. For example, when respondents were asked which three levels of resilience contributed most to the success of their organization's response, "robust yet agile business operations" (operational resilience) ranked in second place, and the operational resilience-enabler, IT resilience, earned the top position in this particular question (59.8%).

New levels of resilience have emerged at the forefront in this pandemic – new priorities?

• **Staff have been adopting homeworking policies at levels hereto unseen – this has pushed the importance of resilient IT systems.**

• **The importance of IT resilience has resulted in some professionals believing IT resilience should be better represented in the Good Practice Guidelines (GPG).**

• **Personal resilience has come to the fore more than ever before: as the pandemic progressed, more companies added psychological issues to their response plans.**

Given the pandemic has resulted in individuals adopting work-from-home approaches at levels not ever experienced before, an effective IT strategy driven by management and leadership is one of the primary enablers to ensuring resilience. In the United Kingdom, some 46.6% of the country's workforce were working from home in April 2020, the height of the pandemic. Crucially, 86.0% were doing so as a direct result of the pandemic. In the United States where just 7% of the nation's workforce could work from home pre-pandemic[5], 35.2% of workers switched to a homeworking model by the beginning of April[6]. Meanwhile, a survey conducted in Argentina at the end of March showed 93% of the largest 250 Argentinian organizations had adopted teleworking as a result of the pandemic[7]. Indeed, some professionals have told the BCI that they would like to have IT Resilience better represented in the GPG as a direct result of the IT measures that had to be adopted during the pandemic.

The third and fourth places in the question also show the importance of human resilience in a response with the degree of severity and length of the COVID-19 pandemic. Team resilience and personal resilience were viewed as crucial to an organization's response by 55.0% and 51.7% of respondents respectively.

The unknown length of the pandemic and the resultant longevity of response requires the workforce to be able to demonstrate levels of resilience which had often not been considered in response plans. Indeed, at the beginning of the response, many executive teams and boards were so focused on ensuring their organization had a firm, strategic footing to be able to survive the threat COVID-19 posed to their businesses, the needs of the staff on the ground were ignored. The BCI's *Coronavirus Preparedness Report* backed this up: at the beginning of April, just 57.8% of organizations had ensured the psychological aspects of COVID-19 were included as part of their response plan[8]. By mid-May, the figure had increased to over three-quarters (75.4%)[9]. Mental health has been recognised as a major issue during the pandemic: a benchmark study conducted in Belgium in April 2020 showed just 25% of the population exhibited a "high [level of] resilience" at the start of lockdown, with 23% identified as having a "high risk of toxic stress"[10] demonstrating just how important personal resilience is in getting through a crisis. Team resilience too, also plays a key role: the ability of teams to be innovative, flexible and supportive is paramount when dealing with such a disruptive and uncertain incident with no defined endpoint. This evidence, coupled with that from the BCI surveys performed this year, suggests such aspects of personal resilience will have more consideration in plans going forward.

5. Desilver, D (2020. 'Working from home was a luxury for the relatively affluent before coronavirus - not any more'. World Economic Forum (21 March 2020). Available at: www.weforum.org/agenda/2020/03/working-from-home-coronavirus-workers-future-of-work/ (Accessed 26 August 2020)

6. Brynjolfsson et al (2020). 'COVID-19 and Remote Work: An Early Look at US Data'. The National Bureau for Economic Research (June 2020). Available at: www.nber.org/papers/w27344 (Accessed 26 August 2020)

7. Albrieu, R (2020). 'Evaluando las oportunidades y los límites del teletrabajo en Argentina en tiempos del COVID-19'. CIPPEC (April 2020). Available at: www.cippec.org/publicacion/evaluando-las-oportunidades-y-los-limites-del-teletrabajo-en-argentina-en-tiempos-del-covid-19/ (Accessed 24 August 2020)

8. BCI, The (2020). Coronavirus Organizational Preparedness Report; Second Edition (3 April 2020). Available at: www.thebci.org/resource/bci-coronavirus-organizational-preparedness-survey.html (Accessed 24 August 2020)

9. BCI, The (2020). Coronavirus Organizational Preparedness Report; Fifth Edition (15 May 2020). Available at: www.thebci.org/resource/bci-coronavirus-organizational-preparedness-survey.html (Accessed 24 August 2020)

10. Van Hoof, E (2020). 'Lockdown is the world's biggest psychological experiment - and we will pay the price'. World Economic Forum (9 April 2020). Available at: www.weforum.org/agenda/2020/04/this-is-the-psychological-side-of-the-covid-19-pandemic-that-were-ignoring/ (Accessed 24 August 2020)
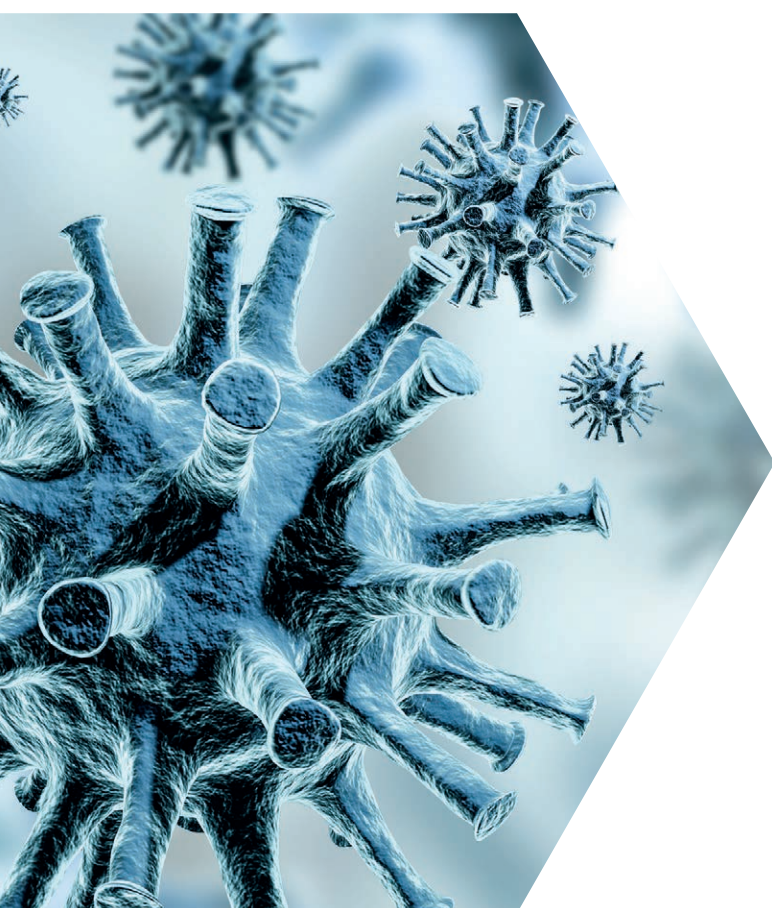
Which of the following levels of resilience contributed most to the success of your organizational response during COVID-19?

ICT Resilience	59.8%
Operational Resilience	58.4%
Team Resilience	55.0%
Personal Resilience	51.7%
Organizational Resilience	39.7%
Department/ Business Unit Resilience	39.2%
Community Resilience	14.8%
Supply Chain Resilience	14.8%
Economic Ecosystem Resilience	4.3%
Other	1.9%
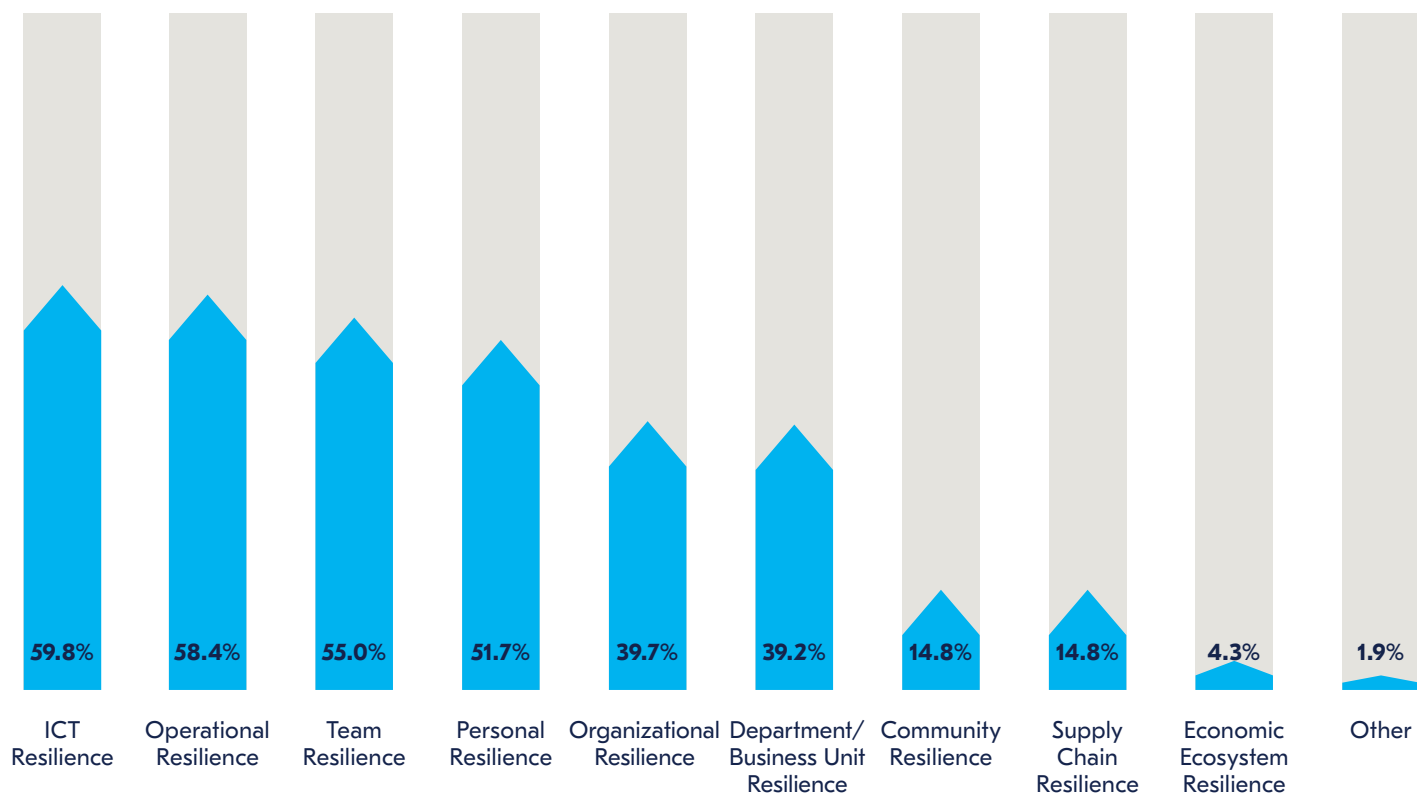
Question 2. Which of the following levels of resilience contributed most to the success of your organizational response during COVID-19?

Localization vs Centralization

- **Centralized planning was more effective in allowing an organization to conduct an effective response.**

- **Centralization also allowed plans to be adjusted better based on strategic priorities.**

- **A high degree of success was reported by organizations who adopted a centralized approach to planning but the deployment and execution of these plans was the responsibility of local teams.**

The survey revealed that 52.4% of organizations carried out their BC planning as standalone activities based on the individual operational priorities of different departments, sites and/or business units. Although 54.6% of organizations who carried out this decentralized planning method reported it to be a success during COVID-19, 46.4% claimed it inhibited the organization's ability to co-ordinate an organization-wide response and adjust it to changing strategic requirements. In contrast, of the 40.3% of organizations who carried out their planning on an organizational level (such as through a global centralized team), 77.2% reported that their planning was a success and they were able to respond to local incidents as effectively as they could global incidents.

Indeed, it should be highlighted here that the GPG suggests a properly conducted BIA is designed to ensure that everything is tied to strategic priorities and the BCMS is designed to ensure everyone works together. Page 38 highlights the different types of BIA that are required e.g. the initial BIA to set the scope, the product & service BIA to determine the organization's BC requirements at a strategic level in addition to the process and activity BIAs.

Many of those who had adopted a more centralized approach to planning reported that whilst each department, site and/or business unit had their own individual plan, they were co-ordinated by a centralized response team which helped to ensure a cohesive, efficient and effective result. In effect, the planning framework was owned by a centralized team but the deployment and execution of those plans was carried out by localized teams.Indeed, the focus groups which led the research for this report were universally in support of a more centralized approach to planning with some organizations already looking to adopt a more centralized approach directly because of the issues encountered during the COVID-19 pandemic.

> "[The organization has now] gone so far as to looking at centralizing the business continuity and resilience function at a group head office level. Going forward, it will be important to ensure that the business starts focusing more on this as an important and centralized function."
>
> Risk Manager, Financial Services (South Africa)

> "COVID-19 highlighted what many have been feeling for so many years. Many BC programmes focus so tightly on audit requirements that their practical application suffers. COVID-19 highlighted the need for teams to make decisions quickly and change operations in real time. I've found that many traditional BC programmes are not nimble enough, and COVID highlighted that weakness. Agility is not often reflected in BC Plans which has unfortunately created a divide between strategic management and business operations. I've also seen huge walls created between BC and crisis management for the same reason. One of the positive things to come out of COVID-19 is that it has forced various departments to work better together. The BC programmes often own important data that has been necessary for the quick decisions. BC programmes that were able to harness that valuable data were able to shine during the COVID response, but programmes that could not synthesize the data quickly unfortunately suffered."
>
> Managing Director, Professional Services (United States)

Discussions also noted that a centralized team may also provide the business continuity function with a more cohesive voice for better resonance at board level.

Research shows that it is commonplace for BC planning to be carried out by different departments/sites/business units as stand-alone activities based on their individual operational priorities. Is this the case in your organization?

28.6%
Yes, this is how we implement BC within our organization, and we did not suffer any issues due to this practice during our response to COVID-19.

23.8%
Yes, this is how we implement BC within our organization although our ability to coordinate an organization-wide response and adjust it based on changing strategic requirements was limited.

9.2%
No, we carry out BC planning at the organizational level, but we found that our local plans did not contain information at sufficient granularity to be useful.

31.1%
No, we carry out BC planning at the organizational level but are equally capable of responding to local incidents should we need to.

7.3%
Other

Question 3. Research shows that it is commonplace for BC planning to be carried out by different departments/sites/business units as stand-alone activities based on their individual operational priorities. Is this the case in your organization?

The differences highlighted in question 3 highlight how there is no distinct preferred way of organizing business continuity and resilience functions within organizations. Larger organizations with complex matrix structures are likely to reap significant advantage from an organized, centralized function whereas smaller, single-sited organizations may feel there is little need to change business continuity processes which are already serving the business well. Furthermore, many planning processes are dictated by the culture of the organization and the risks it faces. For example, if they have some of their operations in an earthquake or hurricane zone then a local plan for that risk would normally be advisable. However, if they are an elitist organization where the global brand is more important than operational output then a model where control is centralized is often better.

Regardless of an organization's favoured way of organizing its BC planning structures, having individuals assigned to promoting a resilient culture is helpful in raising the importance and relevance of business continuity and resilience and ultimately embeds a more resilient culture within an organization.

When respondents were asked who was responsible for promoting resilience within their organization, it is clear that the importance of operational resilience is being realized across organizations. As expected, a large proportion of respondents (68.9%) reported having a BC Manager who is responsible for ensuring "priority products and services can continue to be developed in the face of operational disruption", which is the core BC role. However, a similar proportion (62.2%) also indicated that they had an IT Manager who was responsible for ensuring the organization's IT systems are resilient and 61.2% had someone within the Operations department who was responsible for ensuring that business processes and equipment are resilient.

Despite this progress, one of the overriding comments by members within our recent focus groups was the desire to have a member of the board who was responsible for promoting resilience at all levels throughout the organization, not just operations or IT. However, the survey reveals there is still work to do before this becomes commonplace: just a third of organizations (33.5%) have a board member who is directly responsible for promoting resilience within their organization. In many organizations, this individual will be the Chief Risk Officer, although we are beginning to see many BC professionals' "ideal" of a Chief Resilience Officer starting to have a seat in some boardrooms.

A *Chief Resilience Officer* is still a new concept: the first mentions of it circulated within literature at around the start of the 2008 financial crisis[11]. The financial crisis itself provoked widespread discussion around resilience. At this point, however, it was largely around financial resilience and the ability of an economy to withstand and recover from unexpected difficulties[12]. Furthermore, regulatory requirements for financial services organizations have now been developed to meet certain requirements to protect customers which has resulted in operational resilience becoming part of day-to-day business. However, many BC professionals, particularly those outside the financial services sector, still feel that Business Continuity and resilience needs more attention at board level. Unfortunately, this survey shows that there is still a way to go.

Some encouraging data that has emerged from the survey however is that those who are responsible for promoting resilience within organizations are now more likely to work together than previously noted. 72.3% of those who have multiple departments promoting resilience do work together effectively, with only an eighth of respondents (12.3%) believing they do not work effectively together.

11. Google (2020). NGrams Reference Search.
   Available at: books.google.com/ngrams/graph?content=chief+resilience+officer&year_start=2000&corpus=26&smoothing=3&year_end=2019&direct_url=t1%3B%2Cchief%20resilience%20officer%3B%2Cc0#t1%3B%2Cchief%20resilience%20officer%3B%2Cc0 (Accessed 24 August 2020).
12. Ramsden, D (2020). 'Resilience: three lessons from the financial crisis'. Bank of England (30 May 2019).
   Available at: www.bis.org/review/r190603e.pdf (Accessed 24 August 2020).

Do you have people in your organization who are responsible for promoting resilience? (tick all that apply)

68.9%

Yes, we have a Business Continuity Manager who is responsible for ensuring priority products and services can continue to be delivered in the face of operational disruptions.

62.2%

Yes, we have a Manager in the IT Department who is responsible for ensuring that our ICT systems have multiple redundancy, no single points of failure and back-up and disaster recovery.

61.2%

Yes, we have a someone within Operations who is responsible for ensuring that our business processes, technology, equipment and people who work in operations are robust, agile and have contingency capabilities to ensure we are able to prevent, adapt, respond to, recover and learn from operational disruptions.

56.9%

Yes, we someone in our HR department who looks after the health and wellbeing of our employees.

39.2%

Yes, we have someone in our Procurement department who makes sure we have multiple suppliers for critical products and services.

33.5%

Yes, we have a board member who is responsible for promoting resilience at all levels within our organization

24.4%

Yes, we have a Corporate Social Responsibility Manager who works with the community in which we are based.

6.2%

No, we do not have anyone who is responsible within our organization.

Question 4. Do you have people in your organization who are responsible for promoting resilience? (tick all that apply)

If yes – do they work together?

15.4%

12.3%

72.3%

72.3% Yes

12.3% No

15.4% Unsure
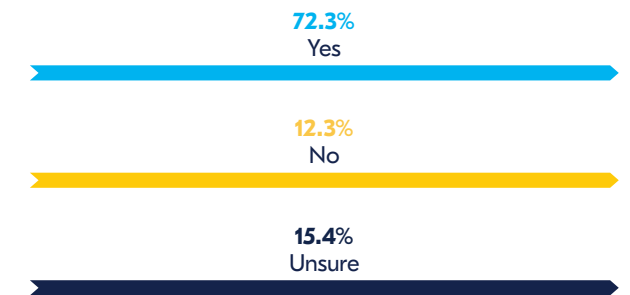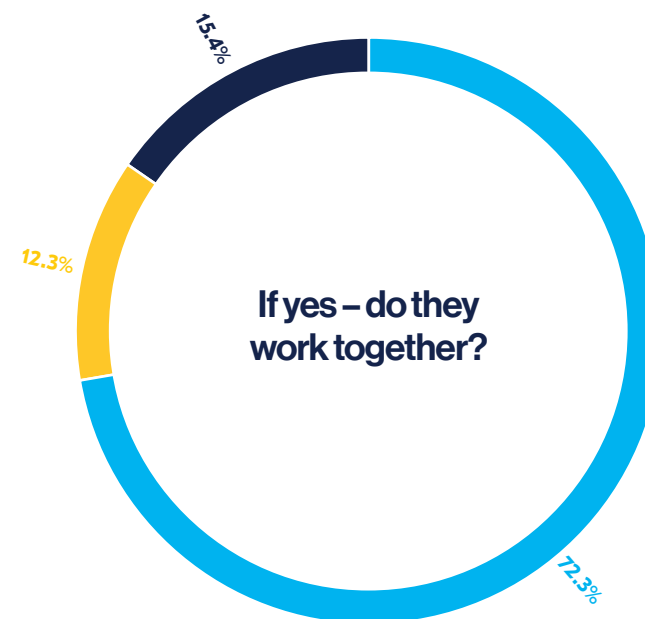
Question 5. If yes — do they work together?

Resilience at Board Level
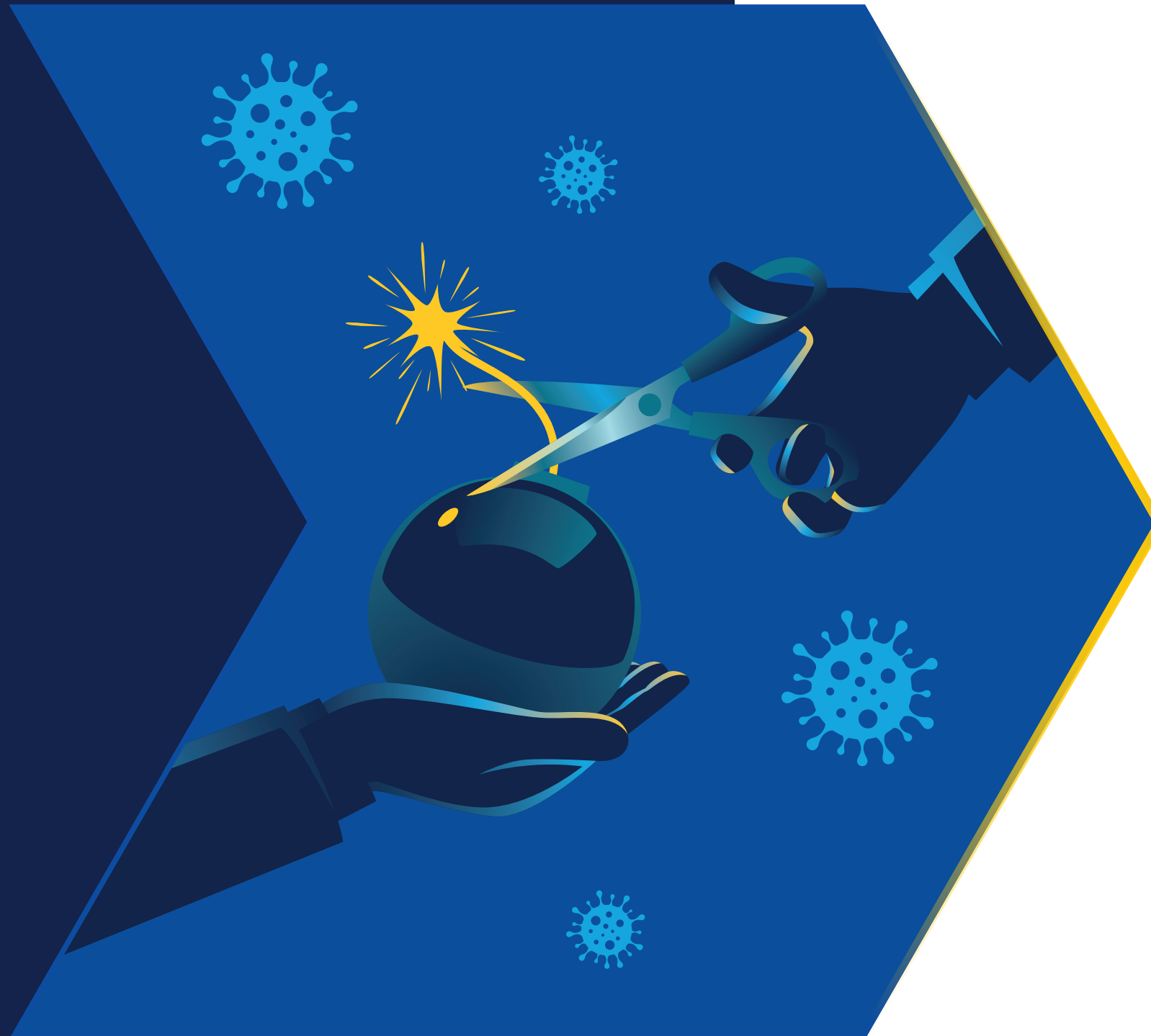
Representation at board level is needed, but many organizations will find this difficult to achieve

- Business Continuity professionals want better representation at board level, but many find it difficult to get support to have such a role in place.

- Professionals note that BC is frequently parcelled within another department (such as IT or Risk) and becomes subservient to the role it reports to

- Most professionals feel individual departments should be incentivised to look after their own resilience to ensure they do not only disrupt the rest of the organization, but are able to adapt and respond for the greater good of the organization when another part fails.

It was touched upon in the previous section, but the most frequent topic raised by professionals in the research for this report was the need for BC and Resilience to have better representation at board level. Whilst a third of respondents (32.3%) responded that there was a board member within their organization who was responsible for promoting resilience across all levels, a further third (28.9%) believed that it would be difficult to get support for a such a role to be created within their organization — even though they thought it would be a positive step for the company.

During the research for this report, industry professionals commented that BC was frequently parcelled under Risk, HR, IT or Operations and became subservient to the discipline to which it reports to. The Chief Risk Officer (CRO) is the position to which the majority of BC professionals report to (according to the survey) and respondents reported that the wide nature of the CRO's work meant the work of the BC department is often not given the priority that BC Managers feel it deserves in the Boardroom. This lack of representation was cited as a reason for the board/executive team disregarding Business Continuity plans as strategic goal posts had moved at the start of the crisis.

> "All too often, the BC department reports into risk — but the risk department, who answer into the Chief Risk Officer, do not necessarily place any importance on business continuity. Until this happens, nothing will change. The ideal is to have a Chief Resilience Officer but only a few organizations have done this so far."
>
> Business Resilience Director, Consulting

> "Business continuity is now often aligned with physical security in Canada, particularly in government and other public sector organizations."
>
> Senior BC Professional, Canada

What is your opinion regarding a board level appointment who is responsible for promoting resilience at all levels and ensuring all resilience building efforts are aligned?

- 7.0%
- 32.3%
- 6.0%
- 28.9%
- 25.9%

32.3%
We already have such a person in our organization

6.0%
We are looking to create this new role post-pandemic

28.9%
I would like this role to be created, but it will be difficult to get support for it in my organization

25.9%
There is no need within my organization; the various resilience levels are so different that coordination is not needed and they already have reporting lines to the board

7.0%
My organization is too small to warrant the creation of this role

Question 6. What is your opinion regarding a board level appointment who is responsible for promoting resilience at all levels and ensuring all resilience building efforts are aligned?

Indeed, the survey indicates that most BC professionals (59.2%) feel that having someone at board level who is responsible for promoting resilience would be a positive step in helping to achieve a resilient culture. This compares to 11.8% of respondents who said that the type of resilience required in their organization is purely operational and there is no need for any input at board level.

59.2% of respondents also felt that each part of the organization should be incentivised to look after its own resilience to ensure it does not disrupt the whole organization. Given the equal support to have a board level "promoter" of resilience in the organization, such an individual could also ensure each department's resilience aligned and could share any relevant notes between departments if necessary. This would help to prevent silos being created between departments.

How do you suggest raising awareness of the different levels of resilience within your organization?

- **59.2%** We should ensure that each part of the organization is incentivised to look after its own resilience to ensure that it does not disrupt the whole organization.
- **59.2%** We should have someone at board level who is responsible for promoting resilience right across the organization
- **11.8%** The only type of resilience we need is operational in the face of operational disruptions and therefore it should become the responsibility of the BC Manager.
- **7.7%** Other

Question 7. How do you suggest raising awareness of the different levels of resilience within your organization?

Senior Management underestimates the importance of Business Continuity for a resilient culture

- Most boards are aware of the importance of Business Continuity and Resilience, but under two-thirds are aware of how Business Continuity can contribute to a resilient culture.

- The BC professional needs to be a communicator, a collaborator and an influencer to ensure BC's role is better understood by senior management.

- Over half of BC professionals are going to seek to achieve a direct reporting line to the Board post-COVID.

- Ensuring the Board are better involved in BC planning (such as identifying critical products and services) means better engagement can be achieved during a major incident.

Whilst there was agreement in the discussions that Business Continuity needed to be better represented within the boardroom, the method into how this could be achieved is something which continues to vex many Business Continuity professionals.

Interestingly, the number of respondents who felt that the board were aware of the importance of Business Continuity was just shy of three-quarters (73.2%), whilst 75.5% believed the board were aware of the value of resilience to their organization. Whilst recognition in a relatively high proportion of organizations is something to be applauded, the close percentages suggest a lack of appreciation of the difference between BC and organizational Resilience, even amongst BC/Resilience professionals themselves. However, given just 10.1% and 11.5% of boards respectively are currently not aware of the value and role of BC and Resilience, the appetite for investment in resources, tools and training should be elevated.

> "It has been a good opportunity for business continuity and resilience professionals to demonstrate their competence at a senior level. They will have had lots of interaction at the most senior level in their organization or the organizations they've been working with. This will make them be considered a valued partner that's brought an expertise that wouldn't have necessarily been found at a senior level. I see that as a huge positive."
>
> Business Resilience Director, Consulting

Do you feel that the board are aware of the value and role of resilience in their organization?

- 14.4%
- 10.1%
- 75.5%

75.5% Yes

10.1% No

14.4% Unsure
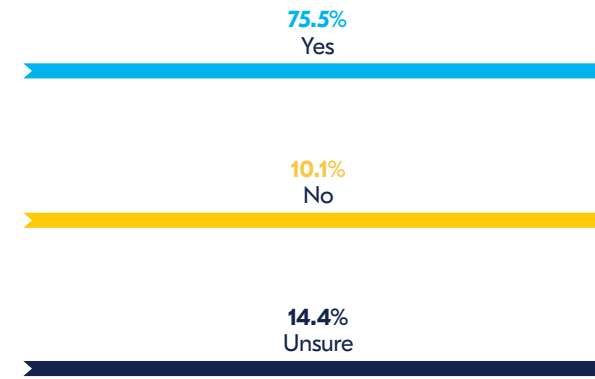
Question 8. Do you feel that the board are aware of the value and role of resilience in their organization?

Do you feel that the board are aware of the value and role of business continuity in their organization?

- 15.3%
- 11.5%
- 73.2%

73.2% Yes

11.5% No

15.3% Unsure
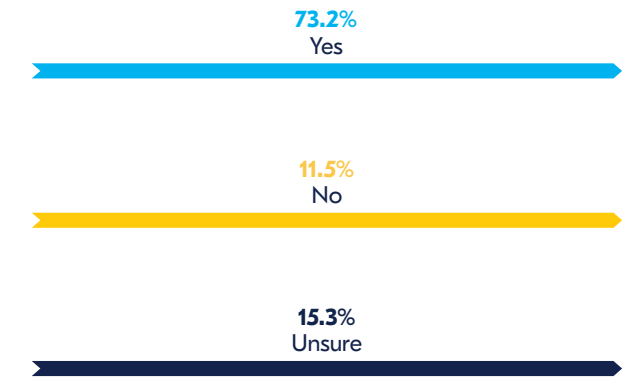
Question 9. Do you feel that the board are aware of the value and role of business continuity in their organization?

Despite senior management teams' appreciation of the importance of BC and Resilience, there is a lesser understanding of the importance that BC contributes to the resilience to their organizations. Under two-thirds (60.3%) of respondents felt their board was aware of the role that BC plays in ensuring their organization is resilient suggesting it is still perceived as an operational division responsible for getting the business up and running after an incident; an "insurance" provision.

Do you feel that the board are aware of the role that BC contributes to the resilience of their organization?

21.1%

18.7%

60.3%

60.3% Yes

18.7% No

21.1% Unsure

Question 10. Do you feel that the board are aware of the role that BC contributes to the resilience of their organization?

One of the methods that could be used to ensure the board is better aware of the role of Business Continuity is to communicate its importance effectively to the board. The focus groups conducted for this report discussed how being a good communicator and even a good salesman was a vital skill for Business Continuity and Resilience professionals in the current era.

> "The most effective BC professionals need to be good communicators. The role needs to connect all the strands [of resilience] to establish and maintain multiple benefits. Look at the competency framework, particularly for engaging with company 'decision makers', and see how relevant competencies can be further developed to maximise the softer skills to your benefit."
>
> BC Consultant (UK)

> "The best BC manager needs to employ an element of persuasion and influence. They should not merely be regarded as an offshoot of facilities."
>
> Business Resilience Director, Consulting

Indeed, such sentiments were echoed in the survey: whilst "planning" was considered to be the most important attribute of a BC Manager with 93.2% of respondents marking it as "very important" or "important", the second and third most important attributes were considered to be "inspires others to solve problems" and "collaborator". In contrast, being "process orientated" — which is arguably essential to ensure documentation is maintained to a high level — was only rated as being "very important" or "important" by less than two-thirds of respondents (63.4%).

Planning and plans – what's the difference?

Planning is an inclusive activity that requires the collection, analysis and interpretation of information from various stakeholders. It requires their needs, wants and desires to be balanced which often means a strong competency of diplomacy is necessary. Drafting plans is a more process-oriented activity that happens once all the knowledge is shared and a common way forward is agreed.

Practical experience was also rated as more important than having a high level of qualification: a high level of experience was regarded as a "very important" or "important" attribute by 91.3% of respondents whereas a high level of academic qualification and a high level of professional qualification was seen as "very important" or "important" by just 21.7% and 54.8% of respondents respectively.

Coming out of the pandemic, please rate the importance of the following attributes in a BC Manager on a scale of 1-5 (with 1 being very low importance and 5 being very high importance):

Attribute	No importance	Low importance	Medium importance	High importance	Very high importance
Planning		1.9%	4.8%	44.4%	48.8%
Inspires others to solve problems		1.0%	5.7%	50.2%	43.1%
Collaborator		2.0%	10.3%	40.2%	47.6%
High level of experience		1.9%	6.8%	49.5%	41.8%
Solves problems		2.4%	8.2%	47.1%	42.3%
Organizing		1.5%	10.2%	49.3%	39.0%
Motivating		1.4%	12.9%	47.9%	37.8%
Strategizing	1.0%	2.4%	16.1%	42.4%	38.1%
Relationship manager	1.5%	3.0%	17.3%	41.6%	36.6%
Empowering		3.4%	17.6%	47.3%	31.7%
Goal orientated	1.0%	4.9%	11.8%	51.5%	30.9%
Coaches	0.5%	1.5%	20.8%	48.5%	28.7%
Leading people	0.5%	4.9%	17.5%	45.6%	31.6%
Delegating	0.5%	5.0%	17.3%	52.0%	25.3%
Empathetic	1.0%	5.0%	20.3%	46.0%	27.7%
Consultant	1.0%	9.8%	20.0%	39.5%	29.8%
Directing		3.8%	29.7%	43.5%	23.0%
Process orientated	0.5%	5.9%	30.2%	43.9%	19.5%
High level of professional qualification		2.4%	7.7%	35.1%	38.9%	15.9%
Risk averse	6.4%	17.7%	42.7%	25.0%	8.3%
Risk taking		3.5%	15.8%	57.6%	18.2%	4.9%
High level of academic qualification		3.4%	17.4%	57.5%	20.3%	1.5%
Gives orders	7.8%	33.5%	39.8%	12.6%	6.3%

% 0 10 20 30 40 50 60 70 80 90 100

No importance   Low importance   Medium importance

High importance   Very high importance

Question 11. Coming out of the pandemic, please rate the importance of the following attributes in a BC Manager on a scale of 1-5 (with 1 being very low importance and 5 being very high importance)

When respondents were asked the methods they will consider going forward to raise awareness of BC with the board/senior management, over half (51.2%) said they will actively seek to ensure a direct reporting line is created to senior management post-pandemic. A post-incident review could help to highlight the importance of such a reporting line being created, although if no post-incident review has been planned yet, tackling the issue now would be better than delaying: capitalising on the enhanced visibility that Business Continuity has gained as a result of COVID-19 means senior management are likely to be more receptive to creating a new reporting line at this current time.

> "We were fortunate to have a simple recovery organization structure. An executive team provided programme oversight and also served as a Crisis management team. It was headed by the Vice Chairman of the bank, who owned the accountability, providing us a clear reporting line to the top of the organization."
>
> Senior BC Professional, Canada

In the focus groups, it was suggested that post-incident reviews should be more of an "ongoing debrief" during an elongated incident such as a pandemic which would help the review process to be more dynamic and allow shifts in direction if required.

> "We have to do the debrief on an ongoing basis; we have to look at the lessons identified throughout it. The stakeholders will be asking for assurance that we are addressing these lessons and we need to start a good practice audit trail. It's a really positive message — the companies that survive are those that are able to adapt to, reshape and respond quickly to market demand. This could be a BC strapline."
>
> Managing Director, Consultancy (UK)

Another area of increased interest from the board/senior management is that of training and exercising: many of our members told us that senior management are now requesting that staff take time away from their working day to ensure they are fully trained and exercised in business continuity plans and procedures. A BC Manager interviewed as part of the project reported that the board were now "knocking on her door" to get staff involved

in remote training programmes to ensure they are fully abreast of BC procedures. The same Manager said that getting the board to agree to staff taking time away from their desk for training and exercising prior to the pandemic was "nearly impossible" and this represents a total change of direction. 51.2% of respondents said that they planned to use this increased interest in training and exercising to establish regular training programmes with staff going forward.

A similar proportion (49.4%) said they plan to ensure the board are fully involved in the BC lifecycle by, for example, involving them in the production of the BIA. Whilst many organizations are already doing this, our research suggests many are not. Ensuring the board are better involved will help to ensure future conflicts are not created when another incident occurs.

Case studies was a major talking point in the focus groups, and over a third (35.1%) plan to use case studies to exhibit good practice examples of Business Continuity to the board. Case studies can provide a reinforcement of "what works well" and can provide an excellent tool for reinforcing the positive change that Business Continuity can make to an organization's resilience:

> "The BCI could help us provide case studies to provide to Management. They would be really good to raise awareness of Business Continuity and what it can do for an organization."
>
> Emergency Planning and Business Continuity Professional, Emergency Services (UK)

However, many BC Managers understand that any talk of cost saving resonates well with the Board/Senior Management and nearly half of respondents (48.2%) reported they will sell the positive quantitative impact business continuity has helped to deliver throughout the crisis to the board.

> "What we need to be working towards is the value that should be placed on business continuity and resilience. It's that exact value that is going to elevate us. I think that there is a perceived and actual value to business continuity and resilience at the moment, on the back of COVID-19. And what we need to be doing is taking advantage of that as an industry."
>
> Business Resilience Director, Consulting

What methods will you consider going forward raise awareness of business continuity within the board? Please tick all that apply.

52.4%	51.2%	49.4%	48.2%	35.1%	7.1%
Ensuring a direct reporting line is created directly to the board/ executive team	Ensuring a regular training and exercising process is established now whilst the board are favourable	Ensure the board are involved in the BC lifecycle (e.g. by involving them in the BIA process to agree critical services, are aware of the operational risks and that the BC measures are based on their Risk Appetite)	Selling the positive quantitative impact business continuity has helped to deliver throughout the crisis	Using case studies to demonstrate examples of BC failure and success	Other

Question 12. What methods will you consider going forward raise awareness of business continuity within the board? Please tick all that apply.

Business Continuity and Resilience professionals are hopeful of more resource post-pandemic

- **The pandemic has elevated the position of BC meaning that most professionals are confident of acquiring additional resource or financial support post-pandemic.**

- **Just one in 20 respondents admitted that extra resource would not be feasible at this time.**

Nearly a third (31.7%) of Business Continuity and Resilience professionals are hopeful of getting additional support from a financial and resource perspective post-pandemic, with a further 2.3% believing they will get extra resource from a financial perspective only, and another 7.0% expecting more from a resource perspective. A further 49.4% think they could "possibly" acquire extra resource. Less than 1 in 20 respondents (4.7%) a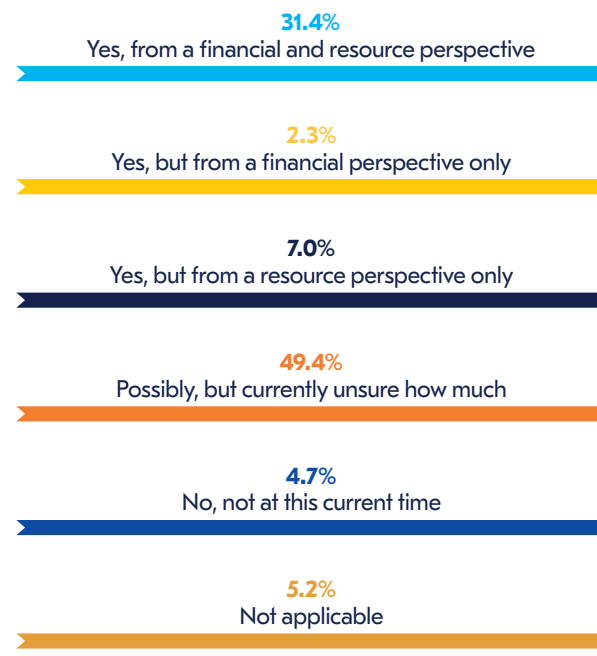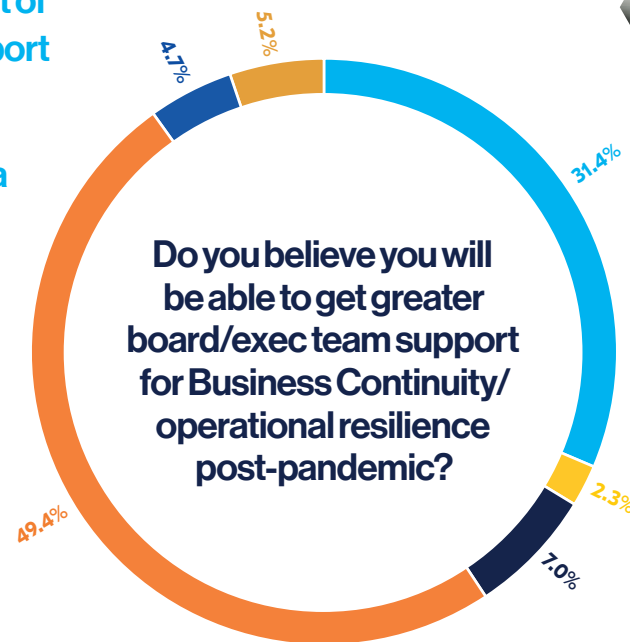dmitted extra resource would not be feasible at this time. There are a number of ways extra support could be utilised for the good of the organization's future resilience. An extra resource, for example, could allow the BC function to focus more effort on the creating of situational awareness within the organization which will, in turn, mean there is a common understanding across the organization of how it all fits together and is therefore better able to respond to unexpected events and shocks. Extra funding, however, could allow for single points of failure within IT systems to be eliminated and increase the resilience of the organization as a whole.

For some organizations, they are already reaping the benefits of BC's elevated status.

> "Now is the time to ask for budget! I have been able to recruit one more team member as a direct result of our actions taken during COVID."
>
> BC Manager, Pharmaceuticals (Global)

This confidence BC professionals have in obtaining extra funding suggests that despite complaints that senior management had "ignored" BC in the early part of the response, there has been a greater appreciation and heightened interest of the work of the department during the pandemic.

Do you believe you will be able to get greater board/exec team support for Business Continuity/ operational resilience post-pandemic?

- 5.2%
- 4.7%
- 31.4%
- 2.3%
- 7.0%
- 49.4%

31.4%
Yes, from a financial and resource perspective

2.3%
Yes, but from a financial perspective only

7.0%
Yes, but from a resource perspective only

49.4%
Possibly, but currently unsure how much

4.7%
No, not at this current time

5.2%
Not applicable

Question 13. Do you believe you will be able to get greater board/exec team support for Business Continuity/operational resilience post-pandemic?
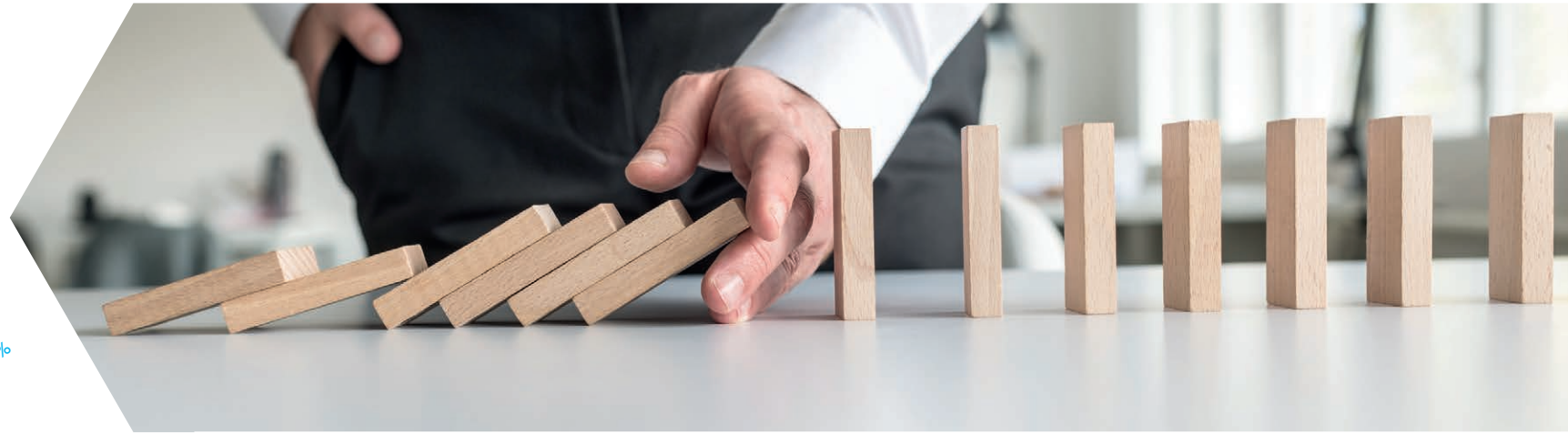
Post-incident reviews will be crucial to drive resilience post-COVID

- **Most organizations have tried and tested crisis management arrangements already in place which dictate the correct post-incident review procedure to follow.**

- **More than a third of organizations conduct reviews on a departmental basis and do not have a centralized review process in place.**

COVID-19 has caused more disruption to organizations than many of its staff have experienced in their lifetime, and the importance of capturing the knowledge gained throughout the crisis is critical. Such knowledge can then be shared in post-incident reviews and used as learnings for future incidents. Nearly two-thirds of organizations (65.3%) have crisis management arrangements already in place which dictate the correct procedure to follow which is led by senior management.

Just over a third of organizations (34.9%), however, said that their organization had different review procedures for each department/unit/site without a centralized process being in place. Although such a procedure will undoubtedly be constructive for individual departments, it would be considered good practice to ensure primary learnings can be shared across the organization to increase the organization's resilience to future large-scale incidents.

Nearly one in ten respondents (8.1%) said they would be bringing in outside expertise to ensure all the learnings from the pandemic can be captured such as the effectiveness of BC preparation and planning for operational disruptions, risk methodology, the overall resilience of the organization and the effectiveness of the response.

4.6% of respondents said they did not feel it necessary to carry out a review within their organization, although all those responses, except for a single response, came from those who worked in micro-organizations (less than 10 employees).

Whatever method an organization uses to carry out a post-incident review, ensuring that comprehensive notes of lessons learned are taken throughout the pandemic is vital to ensure overall organizational resilience can be improved post-pandemic.

> "Recording everything is crucial so learnings can be made from it and applied post-pandemic."
>
> Operational Resilience Manager, Financial Services (United Kingdom)

> "There has never been a more critical time to make notes and take minutes."
>
> BC Consultant, Technology, Spain

Will your organization have a post-incident review (PIR) and how will it be conducted? Please tick all that apply:

65.3%	34.7%	8.1%	4.6%	4.1%
As part of our crisis management arrangements we have a procedure to follow that is led by the exec with input from across the organization.	Different parts of the organization have different review procedures. For example, BC will carry out a review on any contingency capability implemented and IT will look at their response, but we don't have a central process.	We will be bringing in outside expertise to ensure that we capture all the learnings from the pandemic from, our BC preparation and planning for operational disruptions, our risk methodology, our resilience and our response.	We do not feel it necessary to conduct a PIR within our organization	We will not be conducting a PIR within our organization due to the nature of the business (e.g. independent consultant)

Question 14. Will your organization have a post-incident review (PIR) and how will it be conducted? Please tick all that apply

There is little understanding of the difference between "Business Continuity" and "Resilience"

- Half of all professionals believe the attributes of a "Resilience Leader" are the same to those of a "Business Continuity Leader."

- Some BC Professionals have had their job titles changed to "Resilience", but roles have remained operational and not changed in scope.

- A lack of appreciation of how Business Continuity can assist and advise in the strategic element of a response means professionals are often brought into the response "too late".

When respondents were asked if the attributes required of a "Resilience Leader" were different to those required of a "Business Continuity Leader", the answers were mixed: analysing the text based answers show that exactly 50% of respondents perceive a "Resilience Leader" to require exactly the same attributes as a "Business Continuity Leader", whereas 50% believe they require a different set of attributes. The most frequently cited attributes of a "resilience leader" mentioned by survey respondents are as follows:

- The ability to engage stakeholders across the entire business to create a more resilient business

- A "top down" knowledge of the organization

- Having a more strategic outlook

- The ability to engage and influence senior colleagues

- Less process-orientated, driven by the "bigger picture"

- A strong communicator and salesperson

There were a number of respondents who said that all Business Continuity jobs within their organization had been rebranded as "Resilience", but there was no actual change to the scope of their roles which remained primarily operational.

Research carried out at for the BCI report, *Coronavirus: A Pandemic Response*[13] shows that many BC professionals were brought in to help with the operational response to Coronavirus up to a month after the news of the virus was first mentioned in mainstream media. By the end of January 2020, under half of BC professionals (49.2%) had been engaged in their organization's response, primarily because Management teams were dealing with the strategic elements of the response before they engaged operational teams.

Respondents interviewed for this report told of their exasperation at being left out of the early stages of the response and not being able to guide Management at the outset. Many Management teams built up their own plans before engaging Business Continuity departments, turning their back on the BIAs and plans put together by BC professionals. Although Management may argue that this may be due to the need to change the strategic priorities of the organization in the face of the health risk protection measures, it is the lack of communication of these changes to the BC department which caused frustrations.

> "Managers are now becoming BC experts; they sometimes try to redo things that have already been done as they don't fully understand the whole BC system. It can be frustrating."
>
> Emergency Planning and Business Continuity Professional, Emergency Services (UK)

By using some of the soft skills highlighted in this question, BC professionals may find it easier to acquire the voice they require on the board. Whilst many would argue that Business Continuity does not have a place in the strategic decision making of an organization, it should be able to advise and guide Management on the consequences of new strategic plans from a Business Continuity perspective — and it should be top of Managements' mind to include such input.

13. BCI, The (2020). Coronavirus: A Pandemic Response.
     Available at: www.thebci.org/resource/bci-coronavirus---a-pandemic-response-2020.html (Accessed 24 August 2020).

Collaborating for Resilience

COVID-19 to drive better organizational collaboration

- COVID-19 is helping to drive better inter-departmental collaboration as well as more effective industry collaboration.

- Some BC professionals reported that "walls" between Business Continuity and Crisis Management had been "knocked down" during the pandemic and were confident this would remain going forward.

One of the subjects which has been discussed at length in BCI research over recent years are the frustrations which arise from departments becoming information silos and people within teams not communicating with each other. The recent BCI report, *Coronavirus: A Pandemic Response,* showed that less than half of organizations (47.2%) had a planning process involving all departments, leading to many adopting a "siloed" approach to planning.

The focus groups held for this report revealed many organizations are already moving towards a more centralized model, with COVID-19 being the prime instigator for this change.

> "The "big thing" that [BC professionals] have been waiting for has finally happened. The senior exec team have been very reliant on BC professionals in the organization and they have very much supported them in leading the response. They've had an integral part in leading and advising on the recovery. The organization as a whole has now become very centralized as a result of COVID-19."
>
> Emergency Planning and Business Continuity Professional, Emergency Services (UK)

Despite the disappointment voiced by many BC professionals about the lack of communication from the Board in the early part of the response, most remain positive about the changes that COVID-19 will help to instil within their organizations: over three-quarters (78.8%) believe there will be greater collaboration between BC and other areas such as IT, HR and facilities and nearly half (48.8%) believe there will be better inter-office and inter-geographic collaboration.

Throughout the pandemic, we have heard about how organizations within different industries have collaborated for the "greater good" of their industries: we heard about how companies within the pharmaceutical industry, for example, had collaborated to ensure they not only work together to produce vaccines to COVID-19, but have also joined forces to guarantee a continued supply of raw materials from key geographies such as China. Organizations within the live events industry have also set up industry-wide lobby groups to try and obtain financial support from their Governments[14].

Encouragingly, it does appear that many organizations will be looking to continue this level of collaboration post-COVID-19, with 44.8% of respondents believing that there will be increased levels of communication between sector peers in future.

One of the issues cited by professionals within the focus groups conducted for this report were the "walls" that had been created between BC and Crisis Management during the response due to conflicts in procedures which were not unearthed until the pandemic. Encouragingly, 39.9% of those surveyed believe the greater collaboration forced between departments during the pandemic will continue post-pandemic.

> "We can no longer operate in silos. The comment that "this will never happen" will not be phrased again. Not only can this kind of incident happen, it can also happen at the same time as other incidents. We need to work together more so than ever before."
>
> BC Consultant (Australia)

> "I agreed to join the occupational health and safety committee. The opportunity to come in and be part of this virtual team has really helped with cross functional working. Many roles are so interchangeable. You just need take a chance and while need to put in work you will reap the rewards."
>
> BC Manager, Media & Advertising (Australia)

How do you believe organizational collaboration will change post-pandemic?

| 44.8% | 48.8% | 78.3% | 39.9% |
| There will be greater communication between sector peers in future | There will be better inter-office and inter-geographic collaboration. | There will be greater collaboration between business continuity and other areas such as IT, HR and facilities. | The "walls" noted by some professionals between BC and crisis management during the pandemic will be broken down going forward. |

Question 15. How do you believe organizational collaboration will change post-pandemic?

14. Lavin, W (2020). 'UK live events industry takes part in 'Red Alert Day' to call for sustained government support'. NME (11 August 2020). Available at: www.nme.com/news/music/uk-live-events-industry-announces-red-alert-day-to-call-for-sustained-government-support-2725651 (Accessed 24 August 2020).

The importance of community resilience has been elevated due to the pandemic

- **Large-scale failures in community resilience during the pandemic have encouraged organizations to better build it into plans going forward.**

- **Over a third of organizations considered they already had good levels of communication with other organizations within their community, but an additional 42.8% will be seeking to do this post-pandemic.**

Community resilience was an area which would normally fall outside the remit of the BC department but its importance has been elevated as a result of the pandemic. Members have indicated to us that failures in community resilience resulted in avoidable spread of the virus: the docking of a cruise ship in Sydney, Australia in March which caused a major outbreak of COVID-19 that spread across Australia, for example, was documented as a major communication failure between the cruise company, port authorities and local government[15]. Increasing levels of communication between other organizations, Government bodies and stakeholders within the local area can help to create better levels of resilience within their own organization.

Over a third (38.7%) of respondents admitted to already being linked to local government, sector peers, physical neighbours and other stakeholders to ensure a more cohesive and more resilient response to an incident. A further third (28.9%) reported having some links with others in the community and would be seeking to improve relationships post-COVID, whilst 13.9% said they had minimal or no links with others within their local community and would be actively seeking to increase their relationships their relationships going forward. Less than one in ten organizations (9.8%) admitted to already having little or no links with the community and will not be seeking to increase this going forward.

The timely publication of the 22396:2020 Community Resilience ISO standard in February this year offers principles, framework and a process for information exchange between organizations and could help those who are looking to improve information exchange between others within their community[16].

Some professionals told us that whilst levels of resilience within their local community were high, it was the communication line between national and regional Government which was often the point of failure and this is also something which Governments should be giving more attention to going forward.

> **"[Community resilience] has already been laid out in my organization through the civil contingencies act. The local resilience forum has worked really well. The part where it has failed is between the Government and the local resilience forums. This needs significant improvement."**
>
> Emergency Planning and Business Continuity Professional, Emergency Services (UK)

Community resilience was an area where many professionals felt there were failures during COVID-19 and directly resulted in avoidable spread of the virus. Do you consider community resilience when making business continuity plans within your organization?

7.5%
9.8%
38.7%
13.9%
28.9%

38.7%
Yes, we ensure we are linked up with local government, sector peers, our physical neighbours and other stakeholders to ensure a cohesive response.

28.9%
We have some links with others in the community (e.g. local government) but we will be seeking to improve this post-COVID.

13.9%
We have minimal or low links with others in the community but will be seeking to improve this post-COVID.

9.8%
We have minimal or low links with others in the community and will not be looking to increase these links going forward.

7.5%
Not applicable

Question 16. Community resilience was an area where many professionals felt there were failures during COVID-19 and directly resulted in avoidable spread of the virus. Do you consider community resilience when making business continuity plans within your organization?
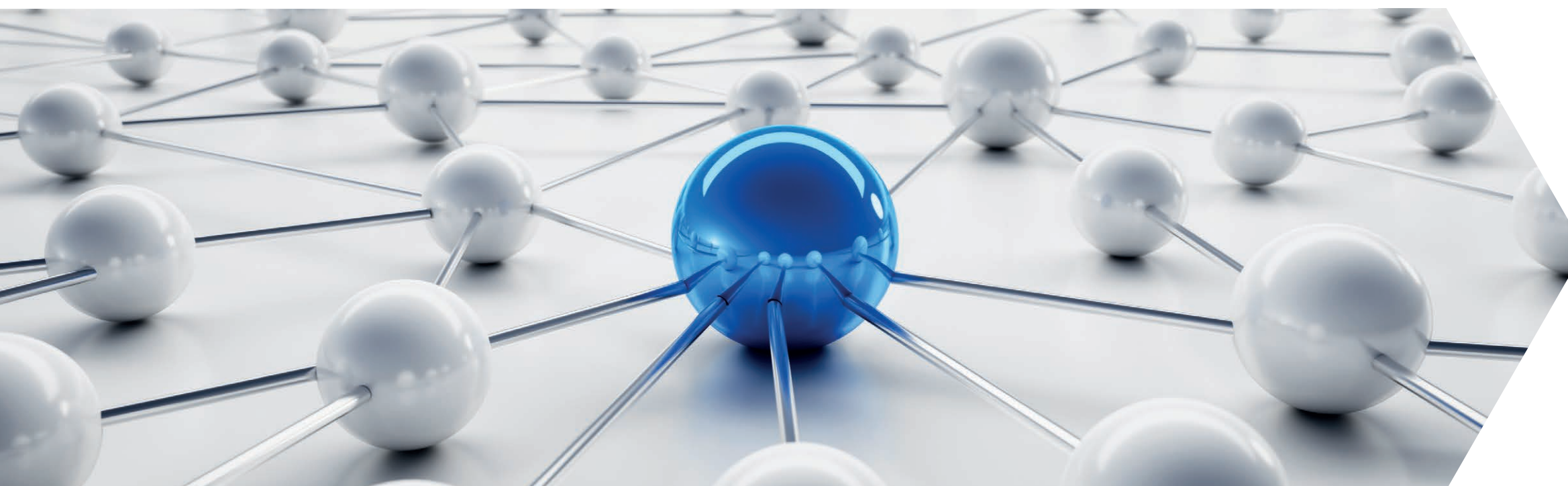
15. Mercer, P (2020). 'Australia Probes COVID-19 Cruise Ship Infection Scandal'. VOA, 18 August 2020.
     Available at: www.voanews.com/covid-19-pandemic/australia-probes-covid-19-cruise-ship-infection-scandal (Accessed 24 August 2020).

16. ISO (2020). 'ISO 22396:2020. Security and resilience — Community resilience — Guidelines for information exchange between organizations'.
     ISO (February 2020). Available at: www.iso.org/standard/50292.html (Accessed 24 August 2020).

Business Continuity and Resilience – is regulation the way forward?

- **Business Continuity is already heavily regulated in the Middle East and Latin America, but respondents are unsure it would work elsewhere.**

- **Despite the doubts, some two-thirds of respondents believe having some kind of regulation would be valuable.**

- **A third of respondents believe that BC is a competitive advantage and organizations should be able to decide the level of investment required.**

One of the points raised in many of the focus groups was regulation. Some of those in the groups felt the industry should be regulated given its importance in ensuring companies' survival through a crisis such as a pandemic. In some global regions such as the Middle East and Latin America, the industry is already subject to regulation but for those regions where it is not, opinion is mixed.

A pertinent comment made by a senior practitioner within the group commented it should not be used as a tool to promote Business Continuity/Resilience within an organization, but rather a discipline which organizations should have to adhere to in order to "protect and benefit people, businesses and the environment and to support economic growth[17]".

A third of respondents were against the idea of regulation, with 25.5% believing that BC can be a source of competitive advantage and organizations should be free to decide the level of investment required, with 6.0% harbouring an even stronger view that organizations should be able to compete for market share at all times, including during scenarios such as COVID-19.

The survey echoed concerns from practitioners that regulation could lead to BC/Resilience becoming another "tick box" exercise. A survey respondent commented that if "a business only considers business continuity to meet a regulatory requirement then they have no place being in business." Where the industry was already regulated, some gave examples of how it had failed during the recent COVID-19 crisis.

> "Health and safety is regulated, but that doesn't mean it's at the highest level in an organization. It sits as a technical discipline; one that is there and needs to be completed — but it's also incredibly important to the organization. Business Continuity is going to come down to that."
>
> Business Resilience Director, Consulting

> "Although it is a great idea, Government regulation rarely helps. Example, school boards [in our country] are regulated to have a BCP. Most failed miserably as they did not consider an infectious disease [in their plans] and were and continue to be ill prepared."
>
> Survey Respondent (anonymous)

Survey responses were mixed, although just shy of two-thirds of respondents (62.5%) were in favour of regulation of some kind for the industry: 34% believed that making BC the legal responsibility of everyone in the organization is a good idea, whilst 28.5% believe regulation should only be reserved for those products and services which are critical to the ongoing health and wellbeing of citizens.

Going "above and beyond" standard templates and interrogating plans is a theme which also emerges each year in the BCI Supply Chain Resilience report and the same appears to apply here. Regulation can bring some benefit, but it is the interrogation of plans and the finer details which turn a plan which meets regulatory requirement into one which is truly fit for purpose.

With respect to regulation, do you think Business Continuity should be regulated across all sectors?

- 34.0%
- 28.5%
- 25.5%
- 6.0%
- 3.0%

34.0%
Yes, making BC the legal responsibility of everyone in the organization is a good idea.

28.5%
Yes, but only for the provision of products and services that are deemed by governments to be critical to the ongoing health and wellbeing of citizens.

25.5%
No, BC can be a source of competitive advantage, and unless failure impacts the health and safety of others, then organizations should be free to decide the level contingency that they invest in.

6.0%
No, resilience at the national and global level depends on private sector organizations being able to compete for market share at all times, including during disruption.

3.0%
Unsure

Question 17. With respect to regulation, do you think Business Continuity should be regulated across all sectors?

17.   National Audit Office (2017). 'A Short Guide to Regulation'. NAO (September 2017).
Available at: www.nao.org.uk/wp-content/uploads/2017/09/A-Short-Guide-to-Regulation.pdf (Accessed 24 August 2020).

Planning and Process

COVID-19 is proving a catalyst for change in the planning process

- **Many professionals found their pandemic plans were not fit for purpose during COVID-19 with those following impact-based plans reporting a high degree of success.**

- **Professionals believe some scenarios are beyond the remit of BC.**

- **Having a plan for every different type of incident was deemed too time consuming to be effective.**

- **Some believed that BC plans were operational and did not need to cover pandemics (for example) in detail, but resilience plans should.**

The BCI's *Coronavirus: A Pandemic Response*[18] report showed that just 40.4% of organizations had a pandemic-specific plan in place at the start of the pandemic, whilst 48.9% had more generic, impact-based plans which they followed — as recommended by the GPG. However, for those organizations that did have a pandemic plan in place, less than two-thirds (65.0%) reported the plan was a success for COVID-19. Many pandemic plans were built around previous pandemics or epidemics such as H1N1 or SARS and did not effectively tackle the planning issues unique to COVID-19 such as the requirement for *all* staff to work away from the office and the longevity required in the response. The global reach of the pandemic has also wreaked havoc with supply chains which many organizations had failed to address.

18. BCI, The (2020). Coronavirus: A Pandemic Response.
    Available at: www.thebci.org/resource/bci-coronavirus---a-pandemic-response-2020.html (Accessed 24 August 2020).

However, whilst most would assume that having a plan that was not fit for purpose would be an issue in ensuring business continuity, some professionals believe certain scenarios are beyond the remit of Business Continuity. Some even expressed that having too many scenarios is dangerous as they become impossible to maintain.

> **"Scenario planning is dangerous. Having too many scenarios is impossible to maintain. We have the pillars and we have a crisis management plan. We have a close relationship with the government. We will have a new section on homeworking. We will have a section on what is learnt in the past few weeks. This is all we need from our perspective."**
>
> BC Manager, Public Sector (Belgium)

> **"The GPG says that we need to plan for the consequences rather than the event itself. I've noticed that a lot of the plans in an organization duplicate themselves and hazard specific checklists could be more applicable."**
>
> Risk & BC Director, Consultancy (Australia)

However, 56.5% of respondents believed that not having a plan in place is a problem and one that needs to be addressed: nearly a third of respondents (30.4%) said that outline measures associated with COVID-19 (such as social distancing) should have been addressed in plans as the World Health Organization itself defines pandemics as predictable but recurring events. Just over a quarter of respondents (26.1%) felt that although a plan was vital, it should be threat/hazard agnostic and should focus on the impact of the pandemic (such as 100% of staff moving to a working from home model) rather than the cause. Indeed, the BCI's *Coronavirus: A Pandemic Response*[19] report showed that many organizations successfully used an impact-based plan during the pandemic and would continue to do similar going forward.

However, a sizable minority of respondents (32.1%) believed that having an exhaustive plan was not an essential requirement. A small but significant minority (14.7%) of respondents agreed that as Business Continuity plans and capability was driven by the risk appetite of the board, Crisis Management arrangements should be in place to deal with situations that are beyond BC planning assumptions. A further 17.4% of respondents believed that Business Continuity is an operational construct designed to deal purely with operational disruptions. Because the COVID-19 pandemic posed additional strategic and fundamental impacts for business, there are many issues which are beyond the scope of BC.

> **"It's not that we didn't have Business Continuity, it's that we didn't have a business to continue; our revenue streams were eliminated. The assumptions in pandemic plan did not have a scenario that said the entire country would be in lockdown. We were able to continue critical functions — but they were not revenue generating."**
>
> Risk Manager, Transport and Logistics (New Zealand)

Some additional comments highlighted by survey respondents broached the difference between BC and Resilience when considering the answer to the question. Many believed that BC was an operational activity and should only be concerned with operational disruptions. However, an effective resilience plan should consider pandemics in more detail with every aspect — operational and strategic — covered within the plan.

> **"When BC fails, you get into crisis management. Organizational resilience needs to involve the range of resilience capabilities in order to respond coherently and adapt to the changing business environment."**
>
> Managing Director, Consultancy (UK)

Flexibility of plans was another topic raised within focus groups and amongst respondents, together with the importance of having "light" plans which, although dictated from a central plan, contain only the detail needed for a particular area of the business.

> **"I would [base plans] on consequences first, then on impact. However, it is important to be mindful that there will be specific threats that require a different set of actions. If you have a high enough risk, you need a plan for that risk."**
>
> **"The more plans you have, the less likely they are to be read. The longer the plan, the less likely it is to be used."**
>
> Business Resilience Director, Consulting

Indeed, as a reminder, the GPG states the following about implementation of plans:

> ## Implementation.
>
> Business continuity plans are not intended to cover every eventuality as all incidents are different. The plans need to be flexible enough to be adapted to the specific incident that has occurred and the opportunities it may have created. However, in some circumstances, incident specific plans are appropriate to address a significant threat or risk, for example, a pandemic plan, or a product recall plan.


19. BCI, The (2020). Coronavirus: A Pandemic Response.
   Available at: www.thebci.org/resource/bci-coronavirus---a-pandemic-response-2020.html (Accessed 24 August 2020).

Many professionals told us that their pandemic plans were not fit for purpose for the current pandemic. Do you think this a problem?

14.7%

No, BC plans and capability are driven by the risk appetite of the board and Crisis Management arrangements are there to deal with situations that are beyond the BC planning assumptions.

17.4%
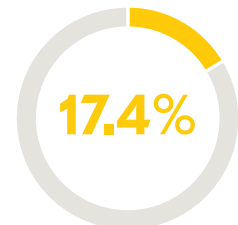
No, BC is an operational construct designed to deal with the impact of operational disruptions. The current pandemic additionally posed strategic and fundamental impacts for business that are beyond the scope of BC.
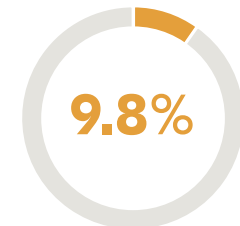
30.4%
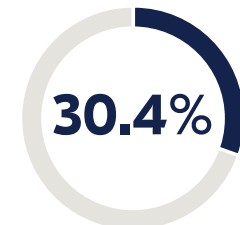
Yes, the WHO defines pandemics as "unpredictable but recurring events" and outline measures (e.g social distancing measures) should have been accounted for in pandemic plans.

26.1%
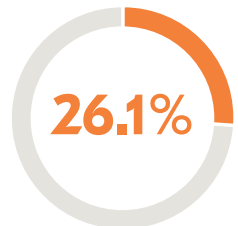
Yes, BC plans should be threat/hazard agnostic. It is the impact that is important — not the cause.

1.6%

Unsure

9.8%
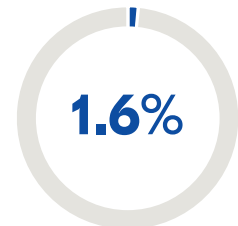
Other

Question 18. Many professionals told us that their pandemic plans were not fit for purpose for the current pandemic. Do you think this a problem?

Is planning more important than the plan?

- Engaging Senior Management in the planning process is vital for operational success.

- Only 50% of respondents reported that the definition of critical products and services had been jointly agreed with Business Continuity and Senior Management.

- The majority believe the BIA should continue to remain at the heart of Business Continuity activities.

- Adaptability and agility of planning has been crucial during the COVID-19 pandemic.

During focus groups, a frequent topic for discussion was the importance of the Board and/or Senior Management Teams' involvement with BC planning to ensure a successful response. One group discussed how Senior Management objected to BC stopping what they deemed to be a critical service, even though it was not a critical service according to BC plans. In this particular organization, Senior Management had not been involved in the production of the BIA which caused understandable conflict when Business Continuity wanted to pause a non-critical service.

"Planning is more important than the plan" is a phrase which many BC professionals have used in situations like this, and the importance of engaging senior management is just one aspect of this. Indeed, for this particular point, just 50.0% of respondents reported that priority services had been collectively agreed during the BIA process which shows why so many reported a disconnect between Senior Management and Business Continuity. Given the GPG states that top management should sign off the BIA, it is concerning that top management are so often not involved in the BIA process.

> "The value of following the BC Lifecycle, and the BIA in particular, is more about the process than the output. We listed every service on a flipchart then analysed them with the right people who understood the business and had the authority to make decisions. It is very important to get senior executives involved in this process to avoid conflicts further down the line."
>
> Managing Director, Consultancy (UK)

A more positive finding of this question was that over two-thirds of respondents (69.6%) reported that their BC planning process had helped to inform the more strategic, resilient measures of their organization's plans which resulted in their organization being able to adapt their operations quickly and effectively in the face of the pandemic.

Training and exercising is also an issue which has come to the fore during the pandemic. The BCI's *Coronavirus: A Pandemic Response*[20] report revealed that just 35.0% of organizations felt their staff were prepared for the pandemic if they had never rehearsed a plan, whereas 72.7% of organizations felt their staff were prepared if they had rehearsed a plan within the last six months. The positive effect of exercising was echoed in this survey, with over a third of respondents (38.6%) reporting that regular exercising and testing of BC capability and plans using challenging scenarios has helped to ensure staff have collaborated effectively during the pandemic, and were also able to adapt to the changing situation.

Over a quarter (27.2%) of respondents reported that organizational priorities and working practices changed so dramatically that BIA and RA processes had to be "improvised" to ensure these new priorities and practices had effective cover from the BC team. Indeed, adaptability and agility are two words which were heard frequently during the research for this project, and professionals consider it a theme which is likely to resonate in future BC practice.

> **"COVID-19 really challenged the validity of existing BIAs. Some processes not previously defined as time critical like cleaning, for example, became most critical. Other processes previously thought of as important were stopped completely because they were not deemed to be providing or supporting essential services during COVID-19."**
>
> BC Consultant, Australia

However, whilst there has been much discussion about fluidity and adaptability, the majority of those who took part in the research for this report were very much in agreement that the BIA should still remain at the heart of BC activities — even if departmental "lite" plans are developed around it.

The survey did highlight, however, the importance of communication during the planning process: some 11.4% of respondents reported that Senior Management found BC documentation was inaccessible as it was written solely from the perspective of BC planning, and the same percentage found that BIAs had been carried out at a department/site level and were therefore unfit for purpose.

10.9% of respondents reporting experiencing anger from senior management that plans did not cover the exact scenario encountered during COVID-19, whilst 9.2% reported that previously agreed plans were "ignored" by senior management. 8.7% reported they had failed to get senior management involved in the BC planning process and BC priorities conflicted with Management priorities, causing conflict within the organization.

Documenting these issues is critical to ensuring improvement in processes in future. Although conflicts can serve to create additional barriers between departments, Business Continuity and Resilience Managers could look to capitalise on the increased awareness and appreciation of Business Continuity by Senior Management gained during the crisis to ensure better lines of communication are in place in future.

How was the BC planning process used in respect to the recent pandemic? (tick all that apply)

69.6%	50.0%	38.6%	27.2%	11.4%	11.4%	10.9%	9.8%	9.2%	8.7%
The BC planning process had informed many of our resilience measures and therefore we were able to quickly adapt our operations in the face of the pandemic	The fact that that through the BIA process we had already collectively agreed our priority services ensured that everyone was working toward the same goal.	We regularly exercise and test our BC capability and plans using stretching scenarios and therefore our staff were used to working together and adapting to the situation.	During the pandemic our organizational priorities and working practices changed and we had to improvise a BIA & RA process to ensure that the new priorities and working practices had BC cover.	Our exec/board found that our documentation (such as the BIA or Risk Assessment) was inaccessible as it was written solely from the perspective of BC planning.	Our BIA process is carried out at department/site level and we found that people had conflicting goals which hampered our response.	We regularly test and exercise our plans based on the scenarios that we have planned for and we encountered anger that we had not anticipated this exact scenario.	During the pandemic our organizational priorities and working practices changed which meant that they no longer had BC cover.	The agreements and knowledge gained during the BC planning process were completely ignored.	We had been unable to get the exec/board involved in the BC planning process and therefore the priorities that we had planned for did not match their priorities.

Question 19. It is often said that "planning is more important than the plan" because the act of planning creates agreed aims, demands a thorough exploration of options and contingencies, and the knowledge gained through the process can be used to select appropriate actions in actual situations. How was the BC planning process used in respect to the recent pandemic? (tick all that apply)

20. BCI, The (2020). Coronavirus: A Pandemic Response. Available at: www.thebci.org/resource/bci-coronavirus---a-pandemic-response-2020.html (Accessed 24 August 2020).

BC planning should involve the wider business

- **Better engagement from departments in the planning process should lead to greater organizational engagement with resilience.**

- **Writing shorter and more accessible plans for individual departments based off a larger, centralized plan, as recommended by the GPG, should also increase engagement.**

- **Two-thirds believe BC plans should be continually reviewed during a prolonged incident (such as a pandemic) to ensure continued BC cover as strategic priorities shift.**

- **Nearly three-quarters of respondents would welcome the creation of a "Resilience GPG" bring all aspects of resilience activity together in the organization so that they were all aligned.**

Previous questions have highlighted the need for the wider organization — particularly other resilience-orientated functions and the board — to become better engaged with BC planning. Wider engagement will ensure greater organizational buy-in and should result in a more cohesive response during an incident.

One of the topics discussed within focus groups was how the planning process could be adapted to ensure better organizational adherence and could become a prime tool in creating a resilient organization. Nearly three-quarters of respondents (71.1%) felt that BC planning should be reviewed and made more accessible for other purposes such as resilience building and crisis response. Whilst this should not involve an inherent change to current planning practices, providing more accessible plans (which respondents have frequently termed "lite plans") will help to provoke a better understanding of documentation, as well as engendering a better appreciation of the planning process. It should be noted, however, that 7.8% of respondents felt that BC documentation should be used for BC planning purposes only as they felt it would be dangerous to use information gained for one purpose for an entirely new one.

Nearly two-thirds of respondents (60.0%) thought the planning process should be reviewed during a prolonged incident such as a pandemic to ensure continued Business Continuity cover for priority business activities if circumstances dictate that priorities should change during the disruption. The BCI's Pandemic Recovery Course provides guidance on how this can be done effectively[21]. Many organizations reported a significant shift in business direction during the pandemic which resulted in a change in priority business activities — many of which were implemented without Business Continuity being informed of the change. This meant that these new priorities were implemented without any consideration to BC. Ensuring processes are continually reviewed during the pandemic should help to eliminate the issue occurring in future incidents.
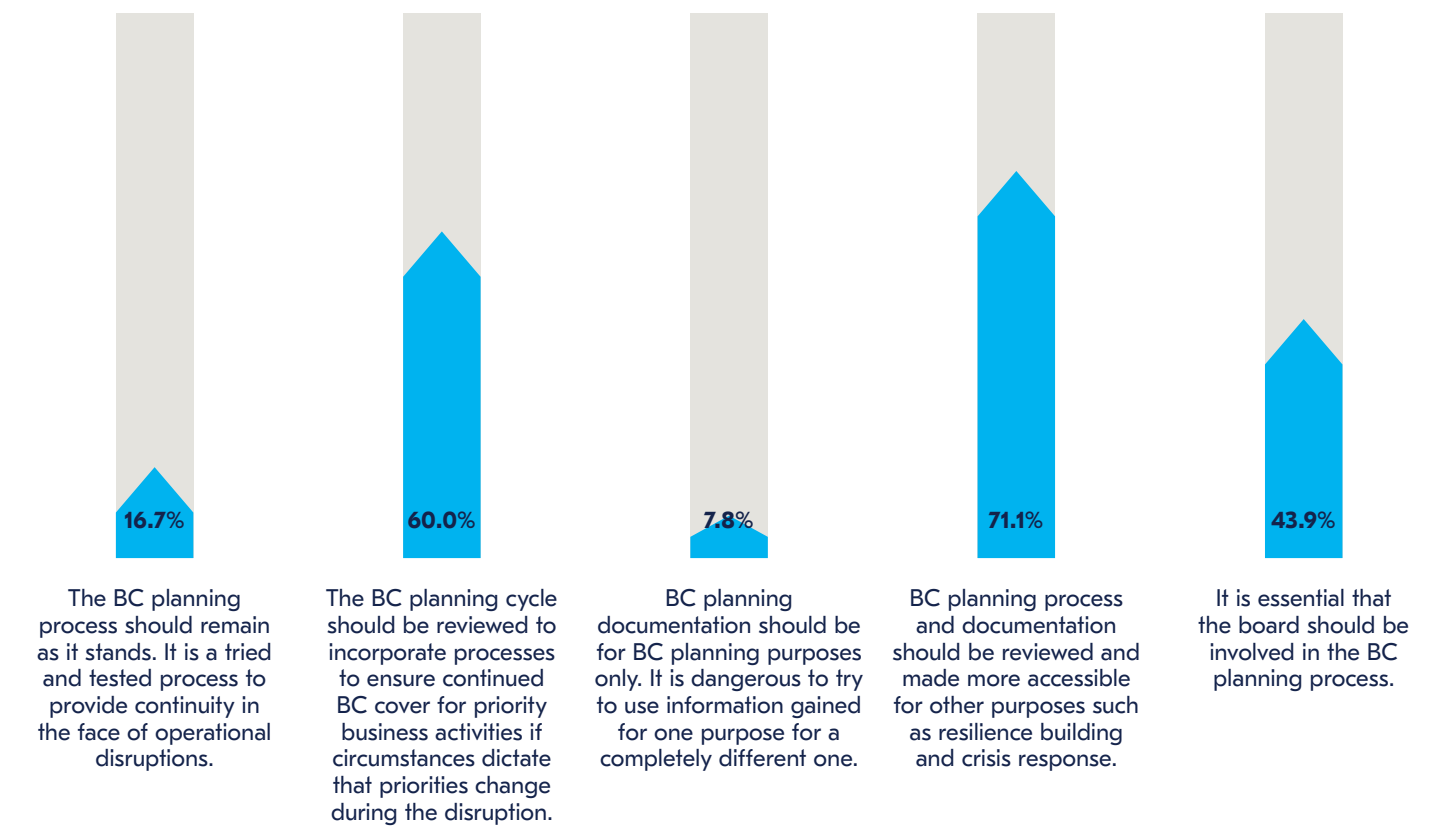
43.9% of respondents felt it "essential" that the board/senior management are involved in the BC planning process. As previously mentioned, engaging the board at an early stage will result in less conflicts when identifying priority services, will ensure plans are understood by Management and will ultimately ensure Business Continuity are correctly engaged when an incident occurs.

> **"It is about having a short, one-pager plan for a more specific threat and one that can guide people to more specific sources of information if required. You have to know your audience"**
>
> BC Manager, Media & Advertising (Australia)

21. BCI, The (2020). 'BCI Pandemic Recovery Course'. https://www.thebci.org/product/bci-pandemic-recovery-course.html (Last accessed 26 August 2020)

However, there are a significant minority who feel the planning process should not be changed: 16.7% of respondents believed the planning process should remain as it stands as it is a tried and tested process to provide continuity in the face of operational disruptions. Although not indicated by the survey, it may well be that these respondents are following the GPG and continuing to involve the board and the rest of the organization in the planning process.

For those organizations where there the process already works well, an unwillingness to change should be expected. However, for those BC Managers which are struggling to obtain organizational buy-in and a misunderstanding or underappreciation of the work of BC by other parts of the organization, some simple changes to the planning process could make significant difference.

How do you think the BC planning process should change?

16.7%	60.0%	7.8%	71.1%	43.9%
The BC planning process should remain as it stands. It is a tried and tested process to provide continuity in the face of operational disruptions.	The BC planning cycle should be reviewed to incorporate processes to ensure continued BC cover for priority business activities if circumstances dictate that priorities change during the disruption.	BC planning documentation should be for BC planning purposes only. It is dangerous to try to use information gained for one purpose for a completely different one.	BC planning process and documentation should be reviewed and made more accessible for other purposes such as resilience building and crisis response.	It is essential that the board should be involved in the BC planning process.

Question 20. How do you think the BC planning process should change?

It was discussed in the previous question how most BC professionals believe BC plans should be reviewed and made more accessible for other purposes such as resilience building and crisis response. When survey respondents were asked how the BC lifecycle should inform resilience building at all levels within the GPG (e.g. people, team, operations, organization, community), a similar proportion to the previous question (70.1%) believed that the "BC lifecycle generates information, knowledge and resilience building opportunities for all levels of resilience in an organization and therefore its role in this purpose should be made explicit". 12.5% thought BC should work closer with resilience builders at all levels in the organization to ensure BC requirements are not hampered by poor resilience.

2.7%

6.5%

3.8%

12.5%

4.4%

Do you think there is a place to describe how the BC lifecycle should inform resilience building at all levels within the GPG? (e.g. people, team, operations, organization, community etc.)

70.1%

70.1%
Yes, the BC lifecycle generates information, knowledge and resilience building opportunities for all levels of resilience in an organization and therefore its role in this purpose should be made explicit.

4.4%
Yes, but this should be limited to areas such as IT and Procurement to which BC has an enabling dependency.

12.5%
No, but I believe business continuity should work closer with resilience builders at all levels in the organization to ensure business continuity requirements are not hampered by poor resilience.

3.8%
No, the primary role of BC is to put plans and capability in place based on the vulnerabilities, threats and hazards that are presented to them.

6.5%
Unsure

2.7%
Other

Question 21. Do you think there is a place to describe how the BC lifecycle should inform resilience building at all levels within the GPG? (e.g. people, team, operations, organization, community etc.)

A further related topic that emerged from focus groups was the idea of the BCI creating a Resilience GPG which would be targeted at the Executive and would cover how to bring all aspects of resilience activity together in the organization so they could be aligned.

Nearly three quarters of respondents (71.9%) believed this would be a good idea. They felt that the pandemic has highlighted the interplay between Business Continuity and all levels of resilience in the organization and there was therefore a need for such a document to be created. 15.2% of respondents were unsure about the idea, and just 9.2% believed such a document was beyond the realms of the BC profession.

3.5%

15.2%

9.4%

Do you feel that it would be timely for the BCI to champion a "Resilience GPG" targeted at the executive covering how to bring of all levels of resilience activity in a business together so that they are aligned.

71.9%

71.9%
Yes, the recent pandemic has highlighted the interplay between BC and all levels of resilience in an organization and therefore the BCI should take the initiative.

9.4%
No, such a document is beyond the realms of the BC profession.

15.2%
Unsure

3.5%
Other

Question 22. Do you feel that it would be timely for the BCI to champion a "Resilience GPG" targeted at the executive covering how to bring of all levels of resilience activity in a business together so that they are aligned.

Ensuring Resilience in a New Working World

Working from home became the norm for many organizations during the pandemic – but how was this addressed?

- Only half of organizations (52.4%) had a work-from-home policy in place which ensured the necessary IT infrastructure, policies and management processes were in place.

- Working-from-home is set to continue as a contingency going forward, but only 12.7% will be using it as their only contingency for loss of workplace.

- Security risks remain for remote workers: only two-thirds of organizations will be ensuring that remote workers are compliant with transaction, data and IT security processes and regulations

Many organizations had pandemic plans which included multiple staff absences due to illness, but the nature of COVID-19 meant that the primary upheaval was not actual absence — but the way in which people work. As offices closed, working from home became the norm for most office workers. In the United States where just 7% of the workforce could work from home pre-pandemic, nearly half the working population ended up working from home in the height of the crisis. In the UK, just shy of half the workforce were working from home in April 2020, with 86% of those doing so as a direct result of COVID-19.

The fast-developing nature of the virus meant many businesses had to revert to a working from home model overnight and, whilst some were prepared, many found they were not. Some organizations did not have laptops available for all staff, others lacked the IT infrastructure capacity to ensure all staff could work from home and several organizations did not have the necessary cyber security arrangements in place for staff to move to a homeworking environment.

The survey shows that unpreparedness for working from home was a more widespread problem than perhaps anticipated. Only just over half of organizations (52.4%) had a work-from-home policy in place which ensured the necessary IT infrastructure, policies and management processes were in place.
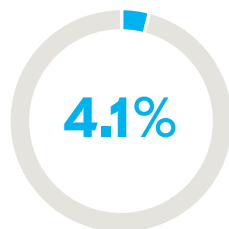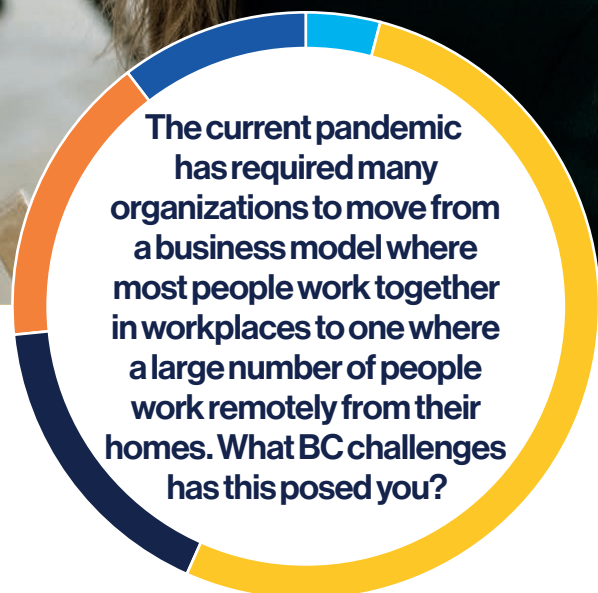
16.8% admitted that they did have a work-from-home policy in place, but it was so seldom used it did not consider the scale of working-from-home required and BC plans did not cover the eventuality of priority services being carried out from home.

A similar number of organizations (16.2%) were even less prepared, admitting to not having a work-from-home policy and one had to be quickly implemented from scratch.

Meanwhile, just 4.1% of respondents said that creation of their priority products and services had to be carried out in a specific environment meaning it was not possible for staff to work from home during the pandemic.

Other respondents reported they had reverted to a hybrid model with some staff working from home, and those who oversaw key processes had to remain in the office. Some had to make urgent purchases of multiple laptops and others admitted to having to having to relax IT security procedures to ensure staff could work from home quickly. Such measures, whilst obviously threatening the security and resilience of the organization, also created divides between staff in the business where some could work from home and others could not.

Whilst COVID-19 has clearly become a force for change in the way businesses operate, it is also likely to be a precipitator to build more robust remote working plans for those organizations which did not have sufficient plans in place.

The current pandemic has required many organizations to move from a business model where most people work together in workplaces to one where a large number of people work remotely from their homes. What BC challenges has this posed you?

Do you think that your organization will make more use of working from home as part of your BC or resilience stance based on their pandemic experience?

42.8%
41.0%
12.7%
1.7%
1.2%
0.6%

4.1%
The business activities involved in the creation of our priority products and services require us to be in a specific environment. We have therefore not been able to use a work from home model as part of our BC response.
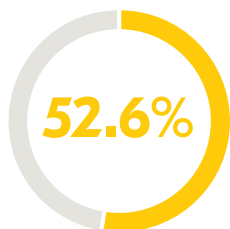
52.6%
We already had a voluntary BAU work from home policy, together with the IT infrastructure, policies and management processes in place. We were therefore able to transition to this way of working quickly in the knowledge that we still had contingency cover.

16.8%
We already had a voluntary BAU work from home policy, together with the IT infrastructure but it was used rarely, was not scalable and our Business Continuity plans and capability did not cover the eventuality of priority activities being carried out from the home.
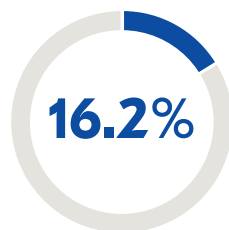
16.2%
We did not have a work at home policy or capability either as part of BAU or BC and therefore had to implement one from scratch.

10.4%
Other

The survey further shows that working from home is likely to become a contingency solution for many organizations post-COVID-19. However, only a small proportion of respondents (12.7%) admitted that they would now be using work-from-home as their exclusive solution to a loss of workplace. According to this survey at least, working-from-home is unlikely to become the universal "new way of working" for most organizations.

A further 41.0% of respondents said that working from home had provided them with a level of organizational and operational resilience that they had not experienced before and would be incorporating it as an option into their BC response going forward, but not as a universal response.

42.8% of respondents admitted that working from home had provided them with greater organizational flexibility and agility, but did not plan to incorporate working-from-home as a solution to loss of workplace going forward as it was not best suited to the operational issues faced by the organization.

Surveys carried out by the BCI at the beginning of the pandemic pointed to a significant change in the way people work: the BCI's *Coronavirus: A Pandemic Response*[22] indicated that just 24.8% of organizations planned to go back to the same working model they used pre-COVID. This survey suggests that whilst most businesses will seek to make better use of technology and will be using work-from-home solutions more readily, the traditional workplace and associated workplace recovery solutions look set to stay for the time being, even if in a modified status.

22. BCI, The (2020). Coronavirus: A Pandemic Response. Available at: www.thebci.org/resource/bci-coronavirus---a-pandemic-response-2020.html (Accessed 24 August 2020).
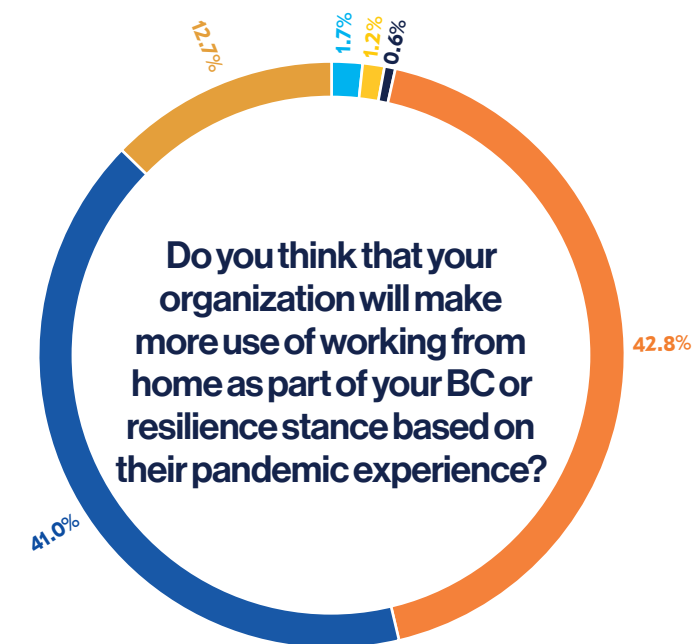
1.7%
No, our business activities require a specific physical environment, tools or machinery, or proximity to others.

1.2%
No, this way of working does not suit our culture.

0.6%
No, it was something that we needed to do for this particular (rare) risk, but we face many other disruptive risks that are better managed if we organize ourselves centrally.

42.8%
This experience has shown that having a working from home capability provides us greater organizational flexibility and agility. However, we plan to keep continuity methods and techniques best suited to the operational issues we face

41.0%
Yes, working from home has provided us both an organizational and operational resilience that we didn't have up to now. We also plan to incorporate it as an option into our BC response.

12.7%
Yes, we have found that working from home works perfectly for us and, as we don't face any operational risks that require an immediate continuity response, we plan to use it exclusively as a BC solution to loss of workplace.

Question 23. The current pandemic has required many organizations to move from a business model where most people work together in workplaces to one where a large number of people work remotely from their homes. What BC challenges has this posed you?

Question 24. Do you think that your organization will make more use of working from home as part of your BC or resilience stance based on their pandemic experience?

In order to move towards a new working environment, organizations will have to ensure their working environments are managed correctly otherwise there is a risk that the chain will be broken due to physical or mental injury, or through failure to meet compliance requirements.

Currently, the number of organizations that have considered the risk within remote environments is lower than would be expected. Of those organizations who will be adopting remote working technology, less than two-thirds (63.8%) will be ensuring that workers are compliant with transaction, data and IT security processes and regulations. Although some respondents have stated in comments that they have no need to make these checks as systems are already compliant for remote working, there are still clearly some security holes remaining in some organization's remote working strategies.
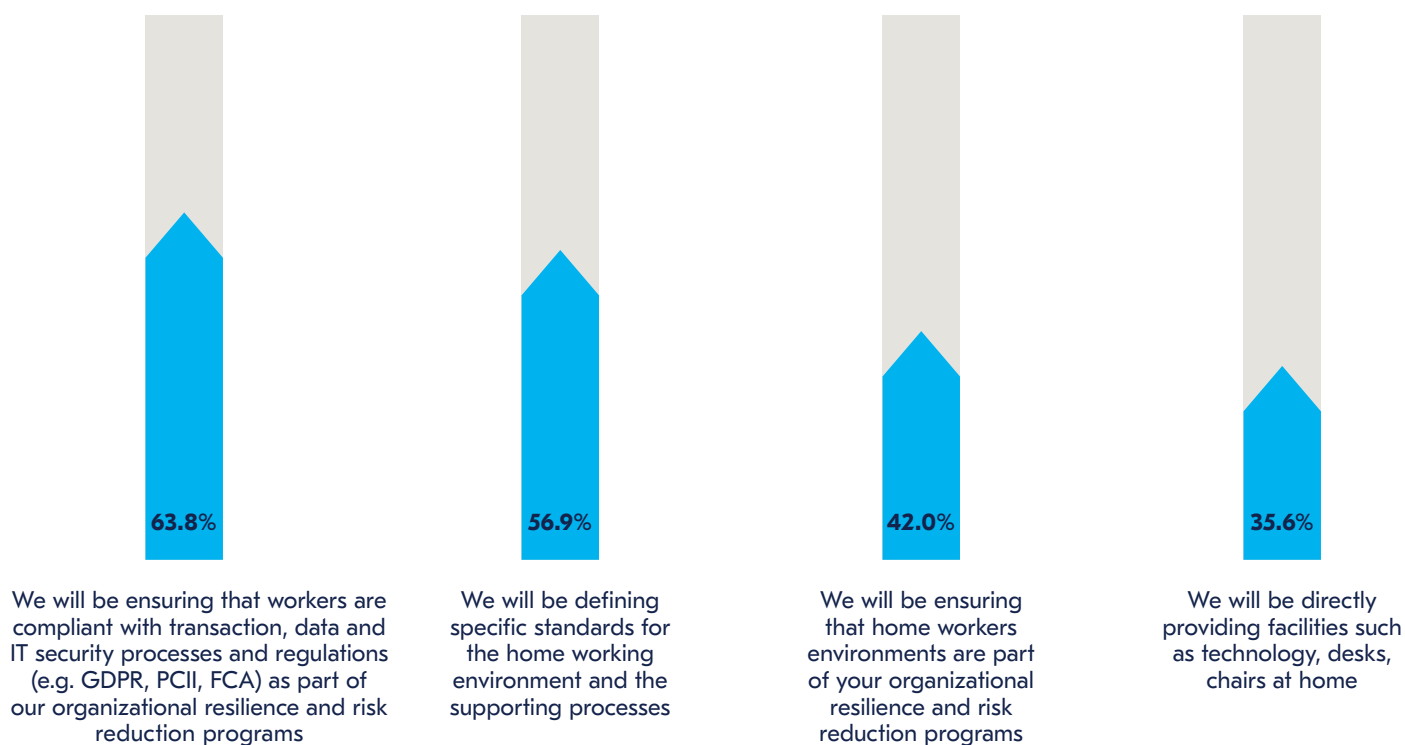
Just over half (56.9%) of organizations will be defining specific standards for remote working and the supporting processes. Most countries will have minimum standards that have to be met

by law for those who have staff working from home, so ensuring these standards are met together with those that are required for the business would be a wise consideration to ensure workers' home environments are fit for purpose.

42.0% of respondents will be going a stage further and ensuring that home workers' environments become part of their organization's organizational resilience and risk reduction programmes and 35.0% will be directly providing facilities to staff such as technology, desks or chairs to ensure they have better control of employees' working environments.

Although the figures are low, it is likely that many organizations will only consider which methods to adopt once the business has made a strategic decision about the extent of mobile working and how it will apply to their own organization. Even ACAS, the UK's government funded independent body which works with employers and employees to improve the workplace, agrees it is not feasible for organizations to carry out the standard home health and safety checks in the current COVID-19 environment[23].

Work area recovery still has a positive future

- Despite a large proportion of office-based staff working from home during the pandemic, most larger businesses plan to have around 50% of staff back in offices by September.

- Only 2.3% of respondents will not be renewing their contract with the Work Area Recovery provider, whilst 18.1% will be scaling back the level of service.

- A fifth of respondents would like to see Work Area Recovery providers be more innovative with their solutions going forward.

Methods organizations are using to ensure remote working environments are managed correctly

63.8%	56.9%	42.0%	35.6%
We will be ensuring that workers are compliant with transaction, data and IT security processes and regulations (e.g. GDPR, PCII, FCA) as part of our organizational resilience and risk reduction programs	We will be defining specific standards for the home working environment and the supporting processes	We will be ensuring that home workers environments are part of your organizational resilience and risk reduction programs	We will be directly providing facilities such as technology, desks, chairs at home

Question 25. As remote working technology is successfully deployed it is often the people that represent the weakest link in the chain of production. If they and their work environments are not managed correctly in this "new normal" there is an increasing risk that they will break the chain through physical or mental injury, or through failure to meet compliance requirements. Please indicate which of the following you organization is either already doing or is considering

With organizations moving towards working from home as a solution for loss of workplace, it would be natural to question the future for Work Area Recovery providers. However, the research suggests that organizations are not ready to turn their backs on the industry, with most either considering how their contracts can be reworked or how they will use their Work Area Recovery provider in future.

Just 2.3% of respondents said that they will now not be considering renewing their Work Area Recovery provider contract, whilst a further 6.4% said they will be exploring different methods to ensure backup to working methods. 18.1% of respondents said they would be looking to scale back their contract so all those who could work from home would work from home, and Work Area Recovery could be used for teams which had to be located in an office.

The BCI *Coronavirus: A Pandemic Response*[24] discussed how some BC Managers interviewed for the report had tried to invoke the services of their Work Area Recovery provider to implement a split team working policy when COVID-19 hit and found they were unable to as their primary office had not been closed. Although some of this was down to organization not fully checking their contracts, there were some providers who had led their customers to believe they would be able to use their Work Area Recovery solutions if the primary office was still open. It is therefore not surprising that nearly a fifth (18.1%) of respondents commented that they would now be reviewing their contract to ensure that their recovery provider could provide a solution for split team working, even if the main office were to remain open.
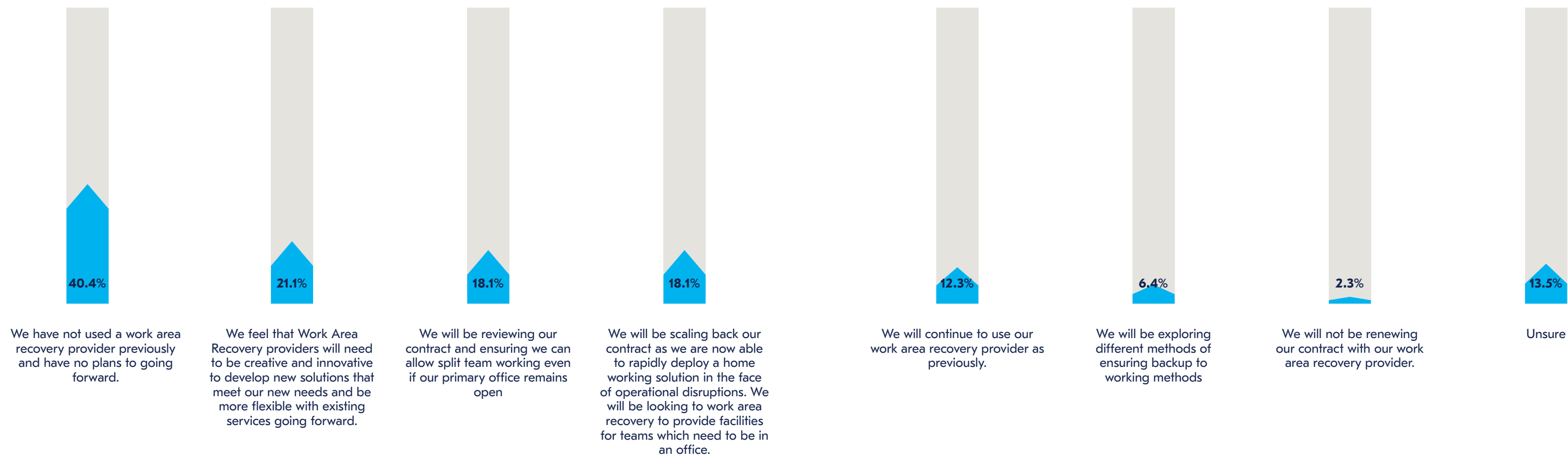
21.1% also answered that they would like to see Work Area Recovery providers be more innovative with the services they are providing to customers given the new working environment, and also be more flexible with the services that they provide.

Large organizations which have primarily office-based staff are now actively looking at getting their staff back into offices: many banks started to introduce skeleton staff into offices in July, with some expecting to reach 50% capacity by September[25]. A separate survey carried out by CNBC in North America also backs this up with most large corporations revealing they expect to have more than half their employees back in offices by September[26]. In some areas of mainland Europe, most workers are now back in the workplace: in France, the figure is as high as 83%[27]. It appears that whilst many organizations have had their eyes opened to the possibilities of remote working during COVID-19, the office will continue to remain the primary location for office workers post-COVID-19. This adds further evidence to suggest that there is a future for Work Area Recovery, albeit an adapted one.

24. BCI, The (2020). Coronavirus: A Pandemic Response.
    Available at: www.thebci.org/resource/bci-coronavirus---a-pandemic-response-2020.html (Accessed 24 August 2020).

25. Morris, S., Noonan A., Walker, O., Megaw, N. (2020). 'How banks are planning to bring staff back to the office'. Financial Times (23 June 2020).
    Available at: www.ft.com/content/391b67a7-4a80-41f2-8229-6a0a554444ab (Accessed 24 August 2020).

26. Dienst, N (2020). 'This is when major companies say many employees will start coming back to the office'. CNBC (24 June 2020).
    Available at: www.cnbc.com/2020/06/24/when-major-companies-say-many-employees-will-be-back-in-the-office.html (Accessed 24 August 2020).

27. Wood, P (2020). 'UK workers slowest in Europe to return to the office'. CityAM (9 August 2020).
    Available at: www.cityam.com/uk-workers-slowest-in-europe-to-return-to-the-office/ (Accessed 24 August 2020).

23. ACAS (2020). 'Working from Home'. Available at: https://www.acas.org.uk/working-from-home (Accessed 24 August 2020).

What are your views about the future of work area recovery?

40.4% — We have not used a work area recovery provider previously and have no plans to going forward.

21.1% — We feel that Work Area Recovery providers will need to be creative and innovative to develop new solutions that meet our new needs and be more flexible with existing services going forward.

18.1% — We will be reviewing our contract and ensuring we can allow split team working even if our primary office remains open

18.1% — We will be scaling back our contract as we are now able to rapidly deploy a home working solution in the face of operational disruptions. We will be looking to work area recovery to provide facilities for teams which need to be in an office.

12.3% — We will continue to use our work area recovery provider as previously.

6.4% — We will be exploring different methods of ensuring backup to working methods

2.3% — We will not be renewing our contract with our work area recovery provider.

13.5% — Unsure

Question 26. What are your views about the future of work area recovery? Please tick all that apply
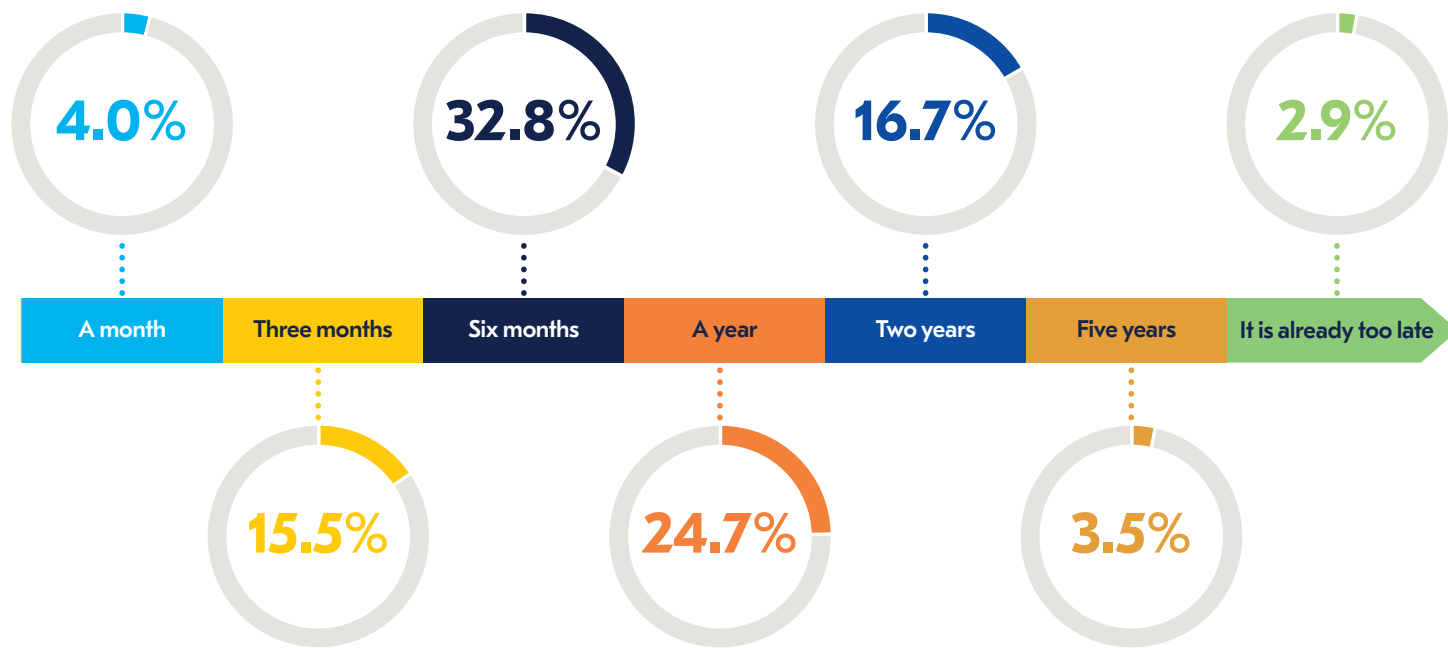
We only have six months to make a change

As lockdowns start to be lifted and people start to return to offices, there is concern that the elevated position Business Continuity has gained through the COVID-19 crisis will soon diminish and any changes that have to be made such as the organizational position of Business Continuity, new planning processes and procedures and acquiring additional resource need to be made now.

More than half of respondents (52.3%) believe we have six months or less to take advantage of the learnings of COVID-19 before it becomes yesterday's news. A further quarter (24.7%) believe we have up to a year, and a fifth (20.2%) have an even more positive outlook, believing we have between two and five years to benefit from the learnings.

What is clear, however, is that the pandemic has been the force for significant global organizational change and Business Continuity is set to become a major driver in helping ensure the new environment we are now in is more resilient than the former.

How long do you feel we have to take advantage of the learnings of COVID-19 and shape the industry before it becomes yesterday's news?

4.0% — A month

32.8% — Six months

16.7% — Two years

2.9% — It is already too late

15.5% — Three months

24.7% — A year

3.5% — Five years

A month | Three months | Six months | A year | Two years | Five years | It is already too late

Question 27. How long do you feel we have to take advantage of the learnings of COVID-19 and shape the industry before it becomes yesterday's news?
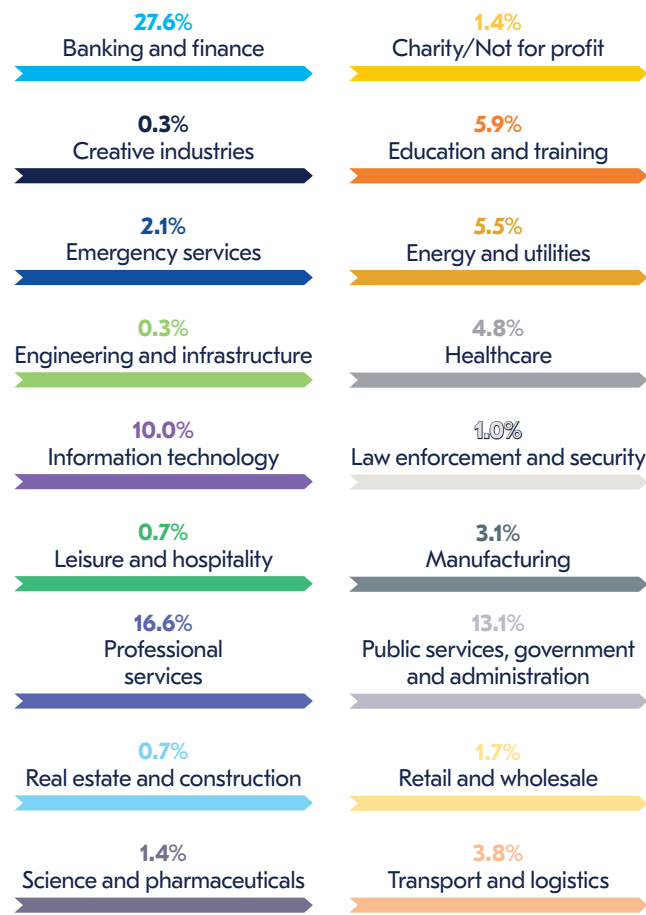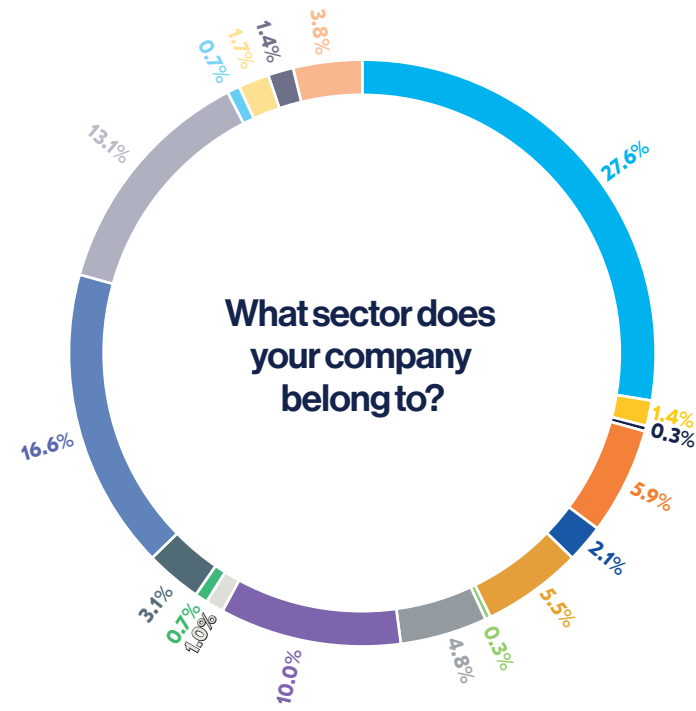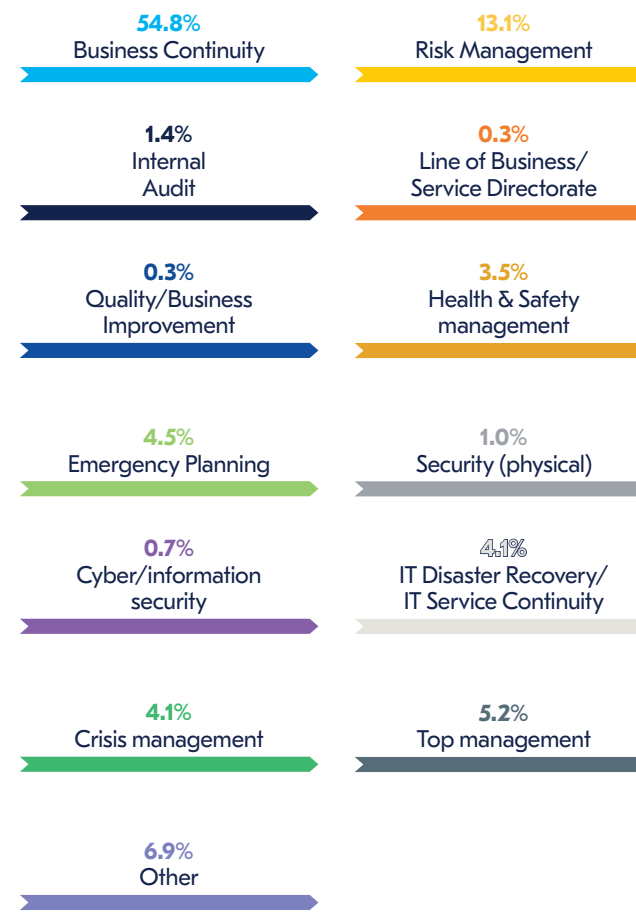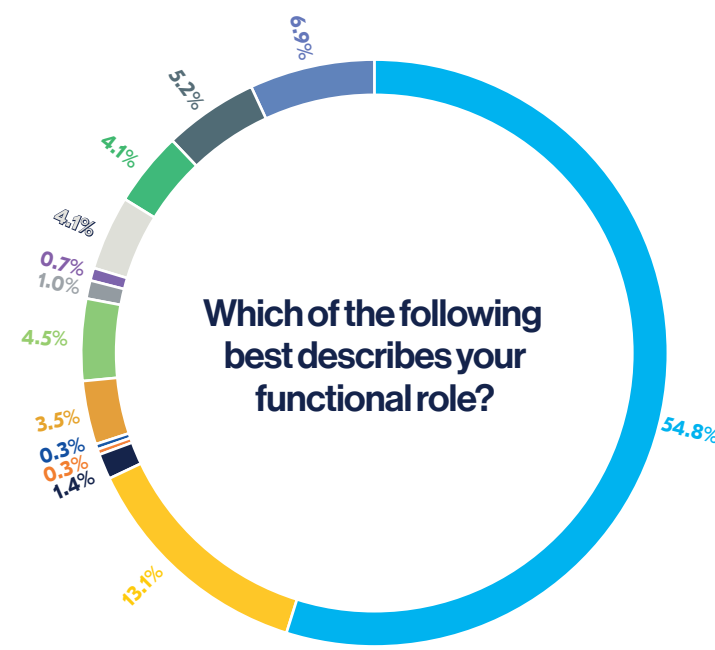
Annex

290
Respondents

55
Countries

19
Sectors

6
Global focus groups

30
Focus group participants

What sector does your company belong to?

- 27.6%
- 13.1%
- 16.6%
- 3.1%
- 0.7%
- 1.0%
- 10.0%
- 4.8%
- 0.3%
- 5.5%
- 2.1%
- 5.9%
- 0.3%
- 1.4%
- 3.8%
- 1.4%
- 1.7%
- 0.7%

27.6% Banking and finance	**1.4%** Charity/Not for profit
0.3% Creative industries	**5.9%** Education and training
2.1% Emergency services	**5.5%** Energy and utilities
0.3% Engineering and infrastructure	**4.8%** Healthcare
10.0% Information technology	**1.0%** Law enforcement and security
0.7% Leisure and hospitality	**3.1%** Manufacturing
16.6% Professional services	**13.1%** Public services, government and administration
0.7% Real estate and construction	**1.7%** Retail and wholesale
1.4% Science and pharmaceuticals	**3.8%** Transport and logistics

Which of the following best describes your functional role?

- 54.8%
- 13.1%
- 6.9%
- 5.2%
- 4.1%
- 4.1%
- 0.7%
- 1.0%
- 4.5%
- 3.5%
- 0.3%
- 0.3%
- 1.4%

54.8% Business Continuity	**13.1%** Risk Management
1.4% Internal Audit	**0.3%** Line of Business/Service Directorate
0.3% Quality/Business Improvement	**3.5%** Health & Safety management
4.5% Emergency Planning	**1.0%** Security (physical)
0.7% Cyber/information security	**4.1%** IT Disaster Recovery/ IT Service Continuity
4.1% Crisis management	**5.2%** Top management
6.9% Other	
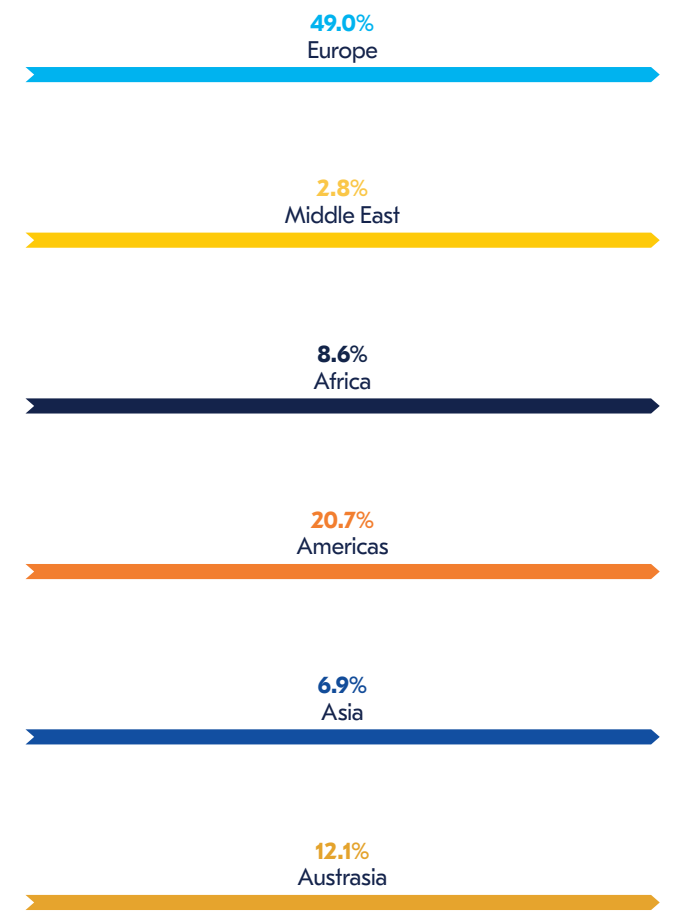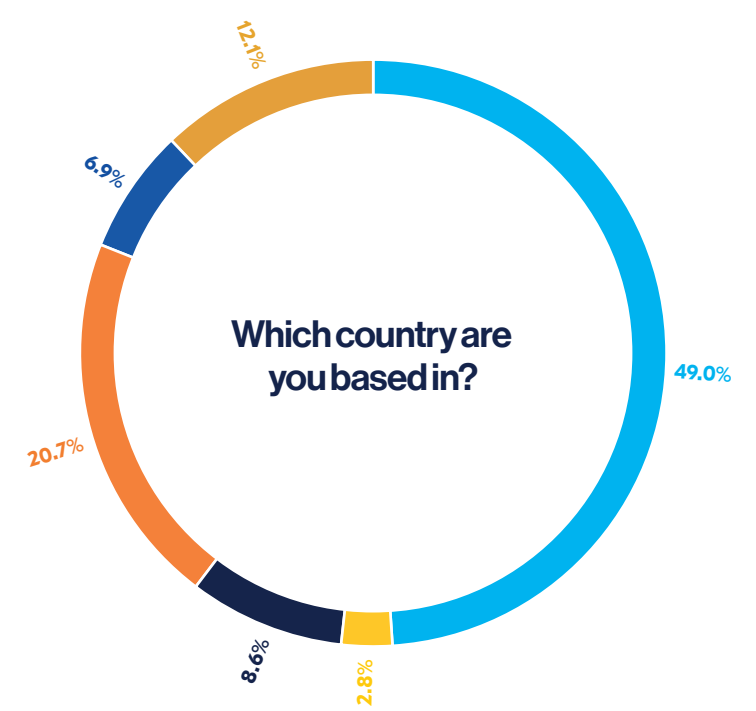
Which country are you based in?

- 49.0%
- 2.8%
- 8.6%
- 20.7%
- 6.9%
- 12.1%

49.0% Europe

2.8% Middle East

8.6% Africa

20.7% Americas

6.9% Asia

12.1% Australasia

Approximately how many employees are there in your organization globally?

10.7% 1-10	**1.4%** 11-20
1.4% 21-50	**1.4%** 51-100
4.1% 101-250	**5.9%** 251 - 500
7.2% 501 - 1,000	**25.5%** 1,001 - 5,000
13.5% 5,001 - 10,000	**12.8%** 10,001 - 50,000
7.9% 50,001 - 100,000	**8.3%** More than 100,000

What is the approximate global annual turnover of your organization?

12.1% Less than €1 million	**3.5%** €1-10 million
4.5% €11-25 million	**4.8%** €26-50 million
3.8% €51-100 million	**5.9%** €101-250 million
5.2% €251-500 million	**3.5%** €501 million-€1 billion
9.3% €1-10 billion	**6.9%** €11-50 billion
5.9% Greater than €50 billion	**34.8%** I don't know

Question 4. Approximately how many employees are there in your organization globally?

Question 5. What is the approximate global annual turnover of your organization?

About the Author

Rachael Elliott (Head of Thought Leadership)

Rachael has twenty years' experience leading commercial research within organizations such as HSBC, BDO LLP, Marakon Associates, CBRE and BCMS. She has particular expertise in the technology & telecoms, retail, manufacturing and real estate sectors. Her research has been used in Parliament to help develop government industrial strategy and the BDO High Street Sales Tracker, which Rachael was instrumental in developing, is still the UK's primary barometer for tracking high street sales performance. She maintains a keen interest in competitive intelligence and investigative research techniques.

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About the BCI

Founded in 1994 with the aim of promoting a more resilient world, the Business Continuity Institute BCI has established itself as the world's leading Institute for Business Continuity and Resilience. The BCI has become the membership and certifying organization of choice for Business Continuity and Resilience professionals globally with over 9,000 members in more than 100 countries, working in an estimated 3,000 organizations in the private, public and third sectors. The vast experience of the Institute's broad membership and partner network is built into its world class education, continuing professional development and networking activities. Every year, more than 1,500 people choose BCI training, with options ranging from short awareness raising tools to a full academic qualification, available online and in a classroom. The Institute stands for excellence in the Resilience profession and its globally recognised Certified grades provide assurance of technical and professional competency. The BCI offers a wide range of resources for professionals seeking to raise their organization's level of Resilience, and its extensive thought leadership and research programme helps drive the industry forward. With approximately 120 Partners worldwide, the BCI Partnership offers organizations the opportunity to work with the BCI in promoting best practice in Business Continuity and Resilience.

The BCI welcomes everyone with an interest in building resilient organizations from newcomers, experienced professionals and organizations. Further information about the BCI is available at **www.thebci.org**.

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About FortressAS

Fortress Availability Services Limited (FortressAS) is an award-winning innovator in the field of Operational Risk and Workplace Resilience.

Back in 2016, we had a blank sheet of paper and, after consulting with over 200 London companies, designed services and solutions that reduce the risk of and mitigate the impact of crises on businesses.

We continue with this drive to innovate and to deliver customer satisfaction. Our recent win of the Service Provider of the Year for Operational Resiliency Services bears testament to the team's commitment and focus delivering on this mandate and ensuring our Customers see real value from working with us.

We support some of the world's biggest names in Financial Services and Law.

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