

pwc

Organisational Resilience

Not just another buzzword

A practical three-phased approach to increase resilience

April 2022



We live in a world of constant disruption, keeping our leaders awake at night

PwC 2022 Global CEO Survey

49% of CEOs are very concerned about cyber risks, making them the top threat to growth

1

PwC 2022 Global Digital Trust Insights Survey

60% of executives expect a surge in reportable cyber incidents in 2022 compared to 2021

2

PwC 2021 Global Crisis Survey

7/10 organisations stated that they are planning to invest more in building resilience and breaking down silos in their core resilience functions

3

If you think your organisation is immune to disruption, think again.

Disruption can come in many forms:

● A costly ransomware attack that disrupts every part of your operations

● A financial crisis – either within your organisation or a key third party

● A fire that interrupts your business and causes issues with customers

● Natural disasters that endanger your employees and put business continuity at risk

● Supply chain disruption threatening your ability to produce and provide

● Regulatory enforcement imposing large fines and damaging your company's reputation

● Misinformation threatening your organisation's brand and reputation

● Unexpected loss of key personnel

What is organisational resilience and why does it matter?

What is organisational resilience?

Organisational resilience is an organisation's ability to prepare for and adapt to changing conditions, and to withstand and recover from disruption – whether this is a deliberate attack, an accident, or a natural threat or incident.



By 2025, **70%** of CEOs will mandate a culture of organisational resilience to survive*

Why should leaders care about organisational resilience?

Well, simply put, why should you care about your health?

No organisation is immune to disruption.

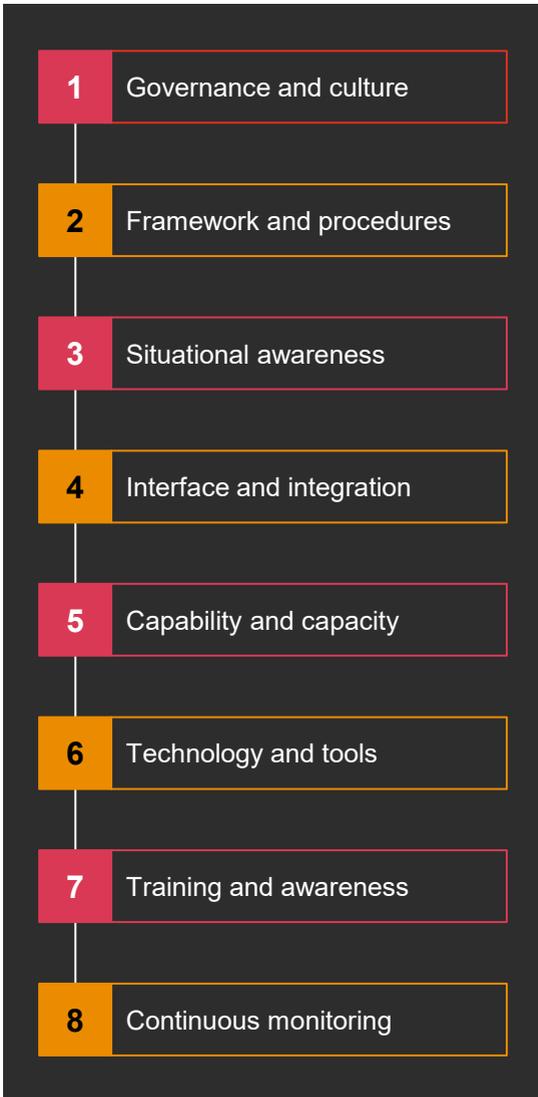
Leaders have a responsibility to ensure that risks, threats and their effects on the business are minimised, and to protect stakeholders, the organisation's brand and its reputation.

Organisational resilience is no longer just a “nice-to-have” – it's now a “must-have” for organisations to **stay in the game**.



*Source: Gartner Research 2021, Predicts 2021: Organisational Resilience

PwC's proprietary resilience framework



1. Governance and culture

Clearly articulate a resilience mission, purpose, strategy and objectives. Assign clear ownership, roles and responsibilities across core management disciplines. Create a resilient mindset and culture.

2. Framework and procedures

Implement a robust resilience framework and link it to the organisation's risk management framework. Establish key policies and procedures, identify and formalise key touchpoints.

3. Situational awareness

Gain an overview of enterprise-wide risks, threats, critical assets/business units and key vulnerabilities – including third parties and supply chains. Plan for future incidents and crisis scenarios, and analyse for possible actions.

4. Interface and integration

Identify and coordinate interfaces and relationships between core resilience management disciplines.

5. Capability and capacity

Develop sufficient capabilities and capacity for effective response to key threats. Prioritise allocation of resources according to the risks in question.

6. Technology and tools

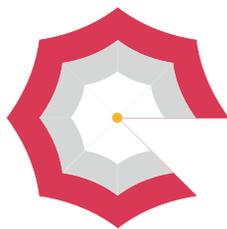
Implement appropriate technology and tools to identify, assess, monitor and evaluate threats. Undertake continuous, technology-enabled monitoring of overarching risks.

7. Training and awareness

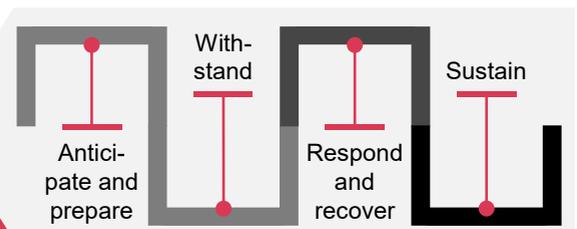
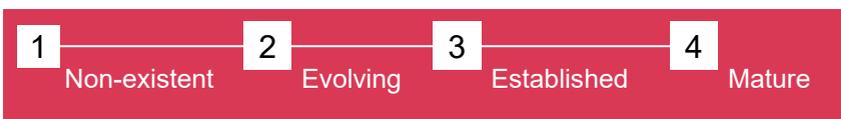
Provide relevant personnel with adequate training. Develop a culture of awareness of resilience and knowledge sharing throughout the organisation.

8. Continuous monitoring

Validate, test and update key plans and playbooks on a regular basis. Record and reflect on lessons learned from incidents and crises before the next incident occurs.



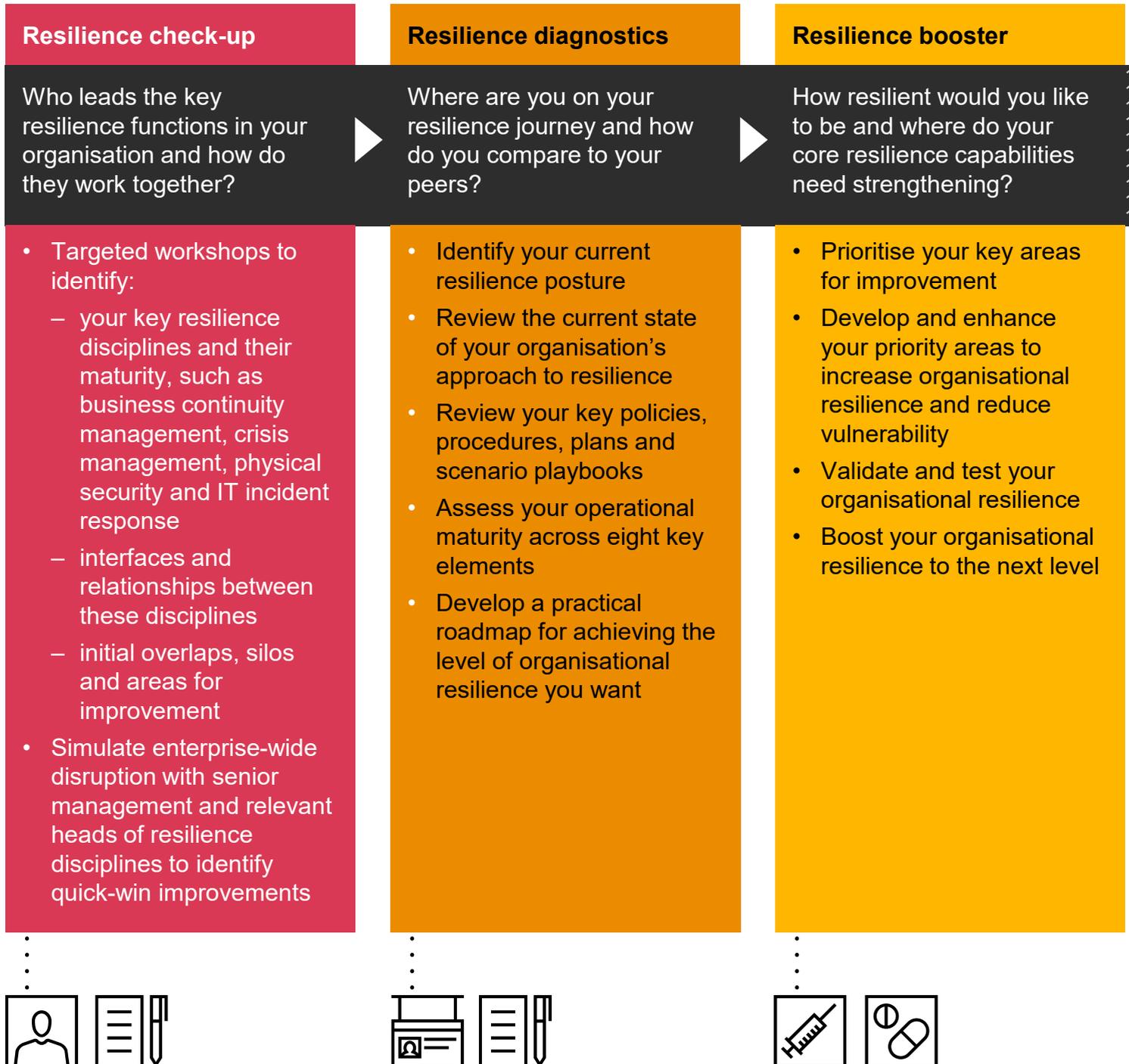
Maturity level:



How can PwC support you?



We can offer you a truly unique value proposition: a multi-disciplinary, best-in-class team of incident response, business continuity, crisis management and corporate security experts who can rapidly assess your current exposure to a particular risk, and help you plan to improve your resilience.



Contacts

PwC Germany's crisis and resilience team provides a wide range of resilience-related expertise in areas such as **incident response**, **business continuity management**, **crisis management** and **corporate security**.

We leverage our resilience capabilities and get industry experts involved to advise you and support you in all resilience-related topics, regardless of the industry you operate in.



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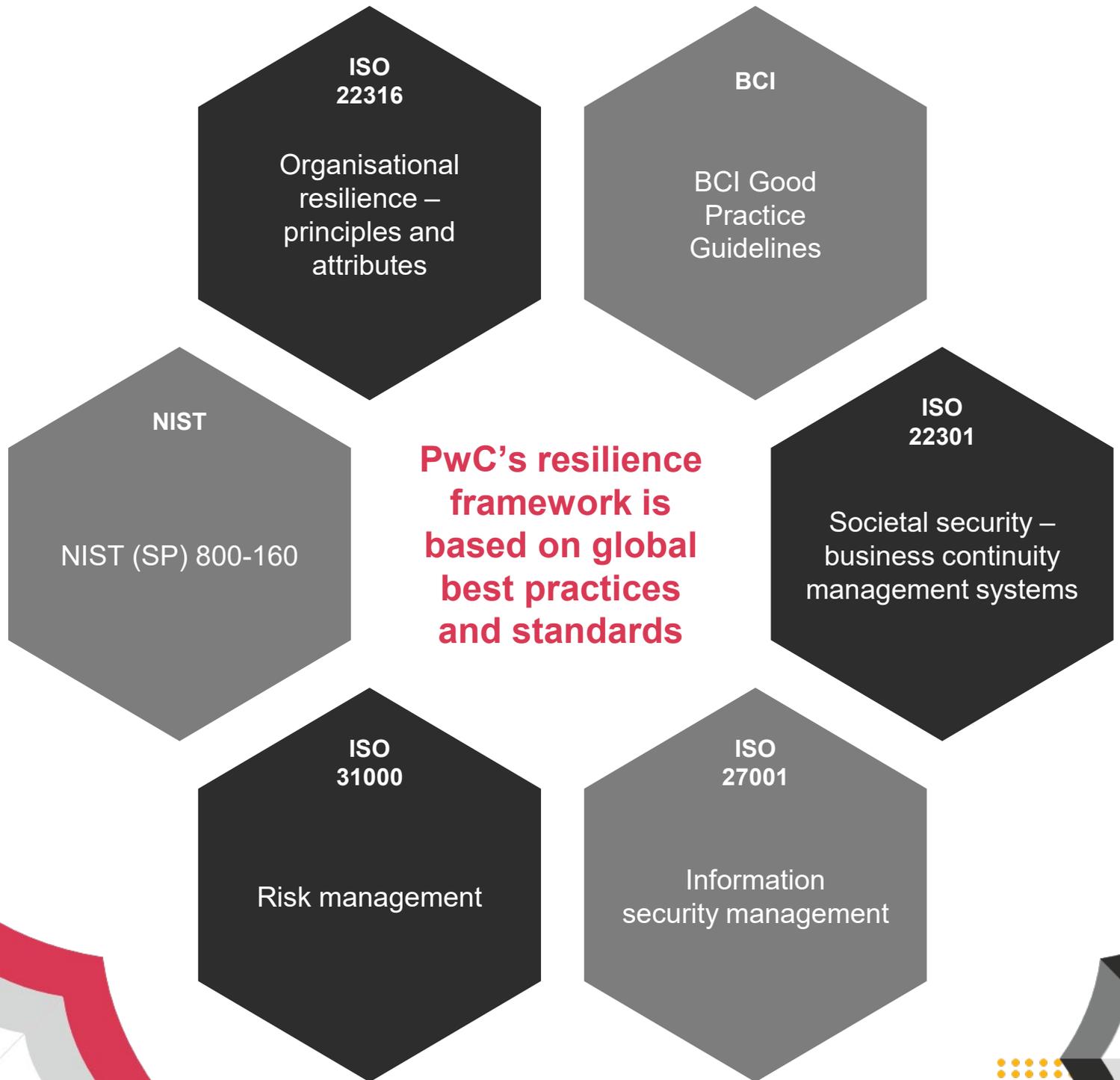
Appendices



Appendix 1: Core resilience management disciplines



Appendix 2: Resilience-related standards



Thank you.



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