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● BSI Organizational Resilience Index Report 2021

Contents

Foreword

I'm pleased to share the latest BSI Organizational Resilience Index Report with you, offering valuable insights into how organizations survived, stabilized and began to build back better in 2020 – a year that challenged resilience more than any other.

In addition to the devastating loss of life, Covid-19 brought widespread disruption to many organizations. It provided a global test of the practice of Organizational Resilience, demonstrating the increasing importance of an organization's ability to prepare for, and respond to, unexpected or sudden disruption.

In our fourth annual Organizational Resilience Index, we surveyed and interviewed more than 500 global business leaders to better understand how they perceived their organization's performance across four categories – Leadership, People, Product and Process. Overall, we've seen a shift in the views of senior leaders as to which business areas have had the greatest impact on Organizational Resilience.

While agile leadership remains a defining factor, it has been the People and Process elements that have seen the greatest increases in perceived importance. Prioritizing the health, safety and wellbeing of employees, clients and communities were strongly indicated to have had a positive impact. And, whilst the last 12 months have undoubtedly been incredibly difficult for many, the report data suggests some remain a cautiously optimistic about the future in their 'next normal'.

The resilience and adaptability demonstrated by many organizations globally over the last 12 months should not be underestimated. I trust our annual Organizational Resilience Index benchmark continues to provide you with the insights, foresight and inspiration to seize the opportunities ahead and ensure your organization remains resilient in the future.

I am hugely grateful to all those who gave their time to be interviewed for this report, and like them, I am looking forward with a renewed sense of confidence toward the year ahead.

I look forward to working alongside you.

Susan Taylor Martin, 2021

**Susan Taylor Martin,
Chief Executive, BSI**

Executive Summary

In this fourth annual Organizational Resilience Index we had the opportunity to explore how organizations have coped and continue to cope with the global disruption triggered by COVID-19.

Organizational Resilience is, as defined by BSI standard BS 65000; "the ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper".

It reaches beyond risk management towards a more holistic view of business health and success. A resilient organization is one that not only survives over the long term, but also thrives – passing the test of time.

Organizations across the globe entered 2020 with business leaders' confidence in the perceived resilience of their organizations having dipped for the first time since 2017, falling by three points. Their ability to predict future market changes was hampered by political, economic, social and technological change, and adaptive capacity was viewed as the key to success.

In addition to COVID-19, 2020 saw significant global political and economic disruption including civil unrest in China, devastating fires in Australia, a change of US government, and new trading relationships in Europe.

● Having survived the disruption of 2020, organizations have entered 2021 with a renewed sense of belief in their individual and collective Organizational Resilience.

Key findings of the Organizational Resilience Index

Leaders developed a more holistic awareness of resilience

The unpredictable nature of Covid-19 resulted in leaders developing a more holistic awareness of the impact of all aspects of operations on their perception of their Organizational Resilience. Significant behavioural changes in society meant that service industries were the most impacted, with the food and retail industries swiftly adopting online operating models to survive.

Increased emphasis on people and process

There has been a shift in views as to which business areas have had the greatest impact on Organizational Resilience. While agile leadership remains a defining factor, it has been the People and Process elements that have seen the greatest increases in perceived importance.

Focusing on people and planet had a positive impact

Prioritizing the health, safety and wellbeing of employees, clients and communities were strongly indicated to have had a positive impact on rebuilding Organizational Resilience.

Strong recovery requires a flexible approach

Those that have survived have been agile, flexible and adaptable. To rebuild, and ultimately thrive, leaders need to continue to communicate their vision effectively and with clarity, even when they don't immediately have all the answers, to align their workforce and resources to make this happen.

Cause for optimism

With so many aspects beyond their direct control, such as changing government policies, how leaders have dealt with uncertainty has been their key to survival. Now that there is more clarity on how their 'next normal' might look, cautious optimism enables leaders to strategize with more confidence.

1   2   3   4   5

Figure 1:
Performance v Impact 2019-2020

- 🟠 Leadership
- 🔵 People
- 🟢 Product
- 🔴 Process

For 2020, all 16 elements in the framework that underpins an Organizational Resilience rating are more tightly clustered than in 2019, demonstrating a shift towards a more holistic impression of what is important for a resilient organization. Although all elements are driven by Leadership, there is a more balanced view than before, when Leadership was consistently perceived as the most impactful. Leaders have had to deal with a greater combination of challenges that affect their organization than ever before.
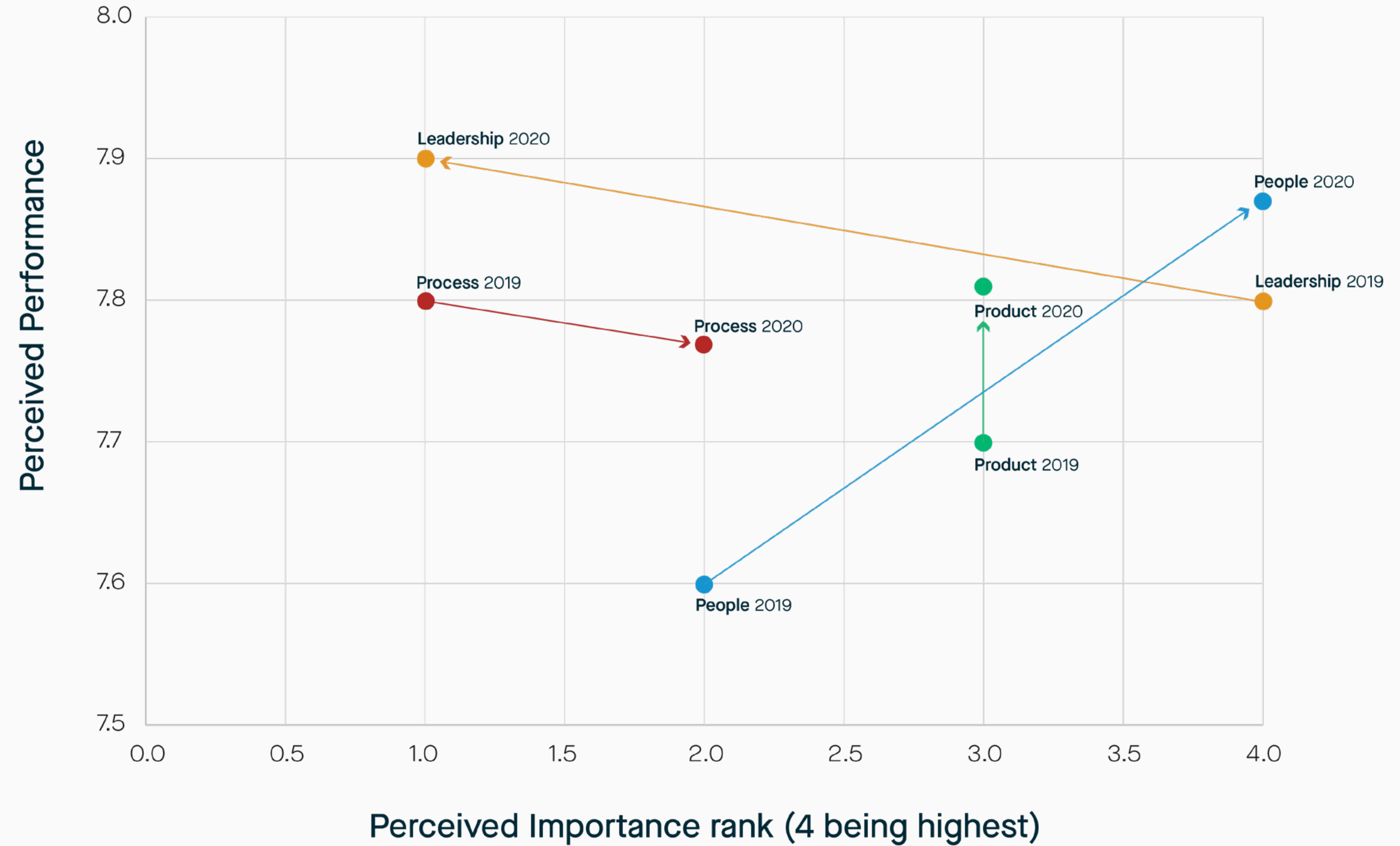
Factor	Importance rank 2020	Factor	Performance 2020
Leadership	⌄ −3.00	Leadership	⌃ 0.10
Process	⌃ 1.00	Process	⌄ −0.03
People	⌃ 2.00	People	⌃ 0.27
Product	= 0.00	Product	⌃ 0.11

About this research

An organization's direction is mostly planned, shaped, and driven by its Leadership. However, ensuring Organizational Resilience also recognizes that there is a co-dependence and close connection between the Framework's 16 elements.

The Framework can be used to identify and compare where leaders perceive changes are taking place. Gaps between an organization and the overall or sector benchmarks, or the variances in year on year comparisons can indicate where these movements are occurring, but the root causes of the relative movements can only be defined through more investigative research.

Each organization will have its own unique narrative as the leadership team needs to balance the challenges of both internal and external factors. The Organizational Resilience Frameworks benchmarking tool has a holistic approach that will give valuable insight to leadership teams wishing to explore how their resilience can be built or strengthened over time, and how change can be managed.

BSI's annual Organizational Resilience Index has been developed to help organizations outperform in an economically competitive climate. In a period of intense or sudden market disruption, only truly resilient organizations will survive and thrive over the long term.

The BSI Organizational Resilience Index is unique because it is the only comprehensive global study of perceived performance across the 16 elements of Organizational Resilience based on the following international standards of best practice:

International standards of best practice:

- Guidance on Organizational Resilience (BS 65000)
- Code of practice for delivering effective governance of organizations (BS 13500)
- Supply chain risk management. Supplier prequalification (PAS 7000)
- Risk management. Principles and guidelines (ISO 31000)
- Business Continuity (ISO 22301)
- Information Security (ISO 27001)
- Environmental Management (ISO 14001)
- Occupational Health and Safety (ISO 45001)

BSI Organizational Resilience Framework

16 elements are consolidated into four key categories that are central to supporting, maintaining and developing Organizational Resilience over time:

- **Leadership**
- **People**
- **Process**
- **Product**

Set up to address our research finding in 2015 that 80% of business leaders regard resilience as indispensable for long-term growth, the Index tracks global business perceived performance in this field.

Each year we update the Index through comprehensive research among global leaders to create a unique snapshot of how organizations perceive their own strengths and weaknesses across the four categories.

Using this Index, which is based on a scale between one and 10, organizations can benchmark their perceived performance against their peers and we encourage leaders to use BSI's benchmarking tool with their teams to determine where attention and energy may need to be focused.

The survey behind the 2021 report was conducted in August and September 2020. Feedback has been collected through online and telephone interviews from senior executives in 515 organizations across Australia, China, India, Japan, UK and Ireland, and the USA.

The four categories and 16 elements of the BSI Organizational Resilience Framework

Leadership
1. Leadership
2. Vision & Purpose
3. Reputational Risk
4. Financial Aspects
5. Resource Management

People
6. Culture
7. Community
8. Awareness & Training
9. Alignment

Process
10. Governance
11. Business Continuity
12. Supply Chain
13. Information & Knowledge

Product
14. Horizon Scanning
15. Innovation
16. Adaptive Capacity

Figure 2:
Perceived performance 2018-2020

- Performance 2020
- Performance 2019
- Performance 2018

- Leadership
- People
- Process
- Product

This graph provides an holistic view of the shifts in focus from 2018-2020. Looking at the biggest variances shows how leaders have adapted in 2020, in response to Covid-19 disruption. There have been significant changes in the importance of Adaptive Capacity, Community Engagement, Resource Management and Horizon Scanning. The ability to forecast, flex and engage with stakeholders is important if an organization wants to survive such disruptive events.
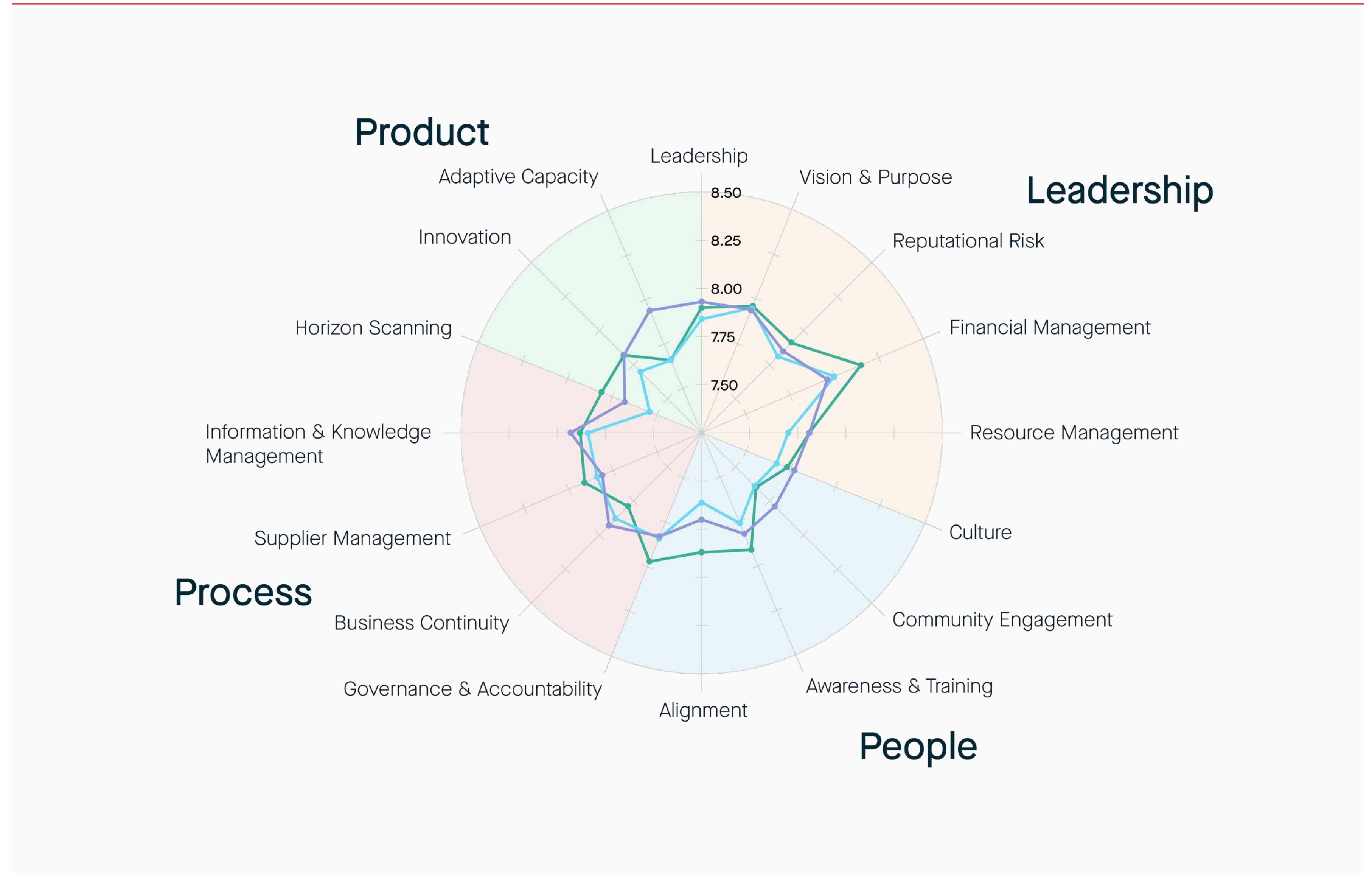
Figure 3:
**Organizational Resilience
Performance by Revenue (size) vs All 2020**

- ● Performance (all)
- ● $5m - $50m
- ● $251m - $500m
- ● > $1bn

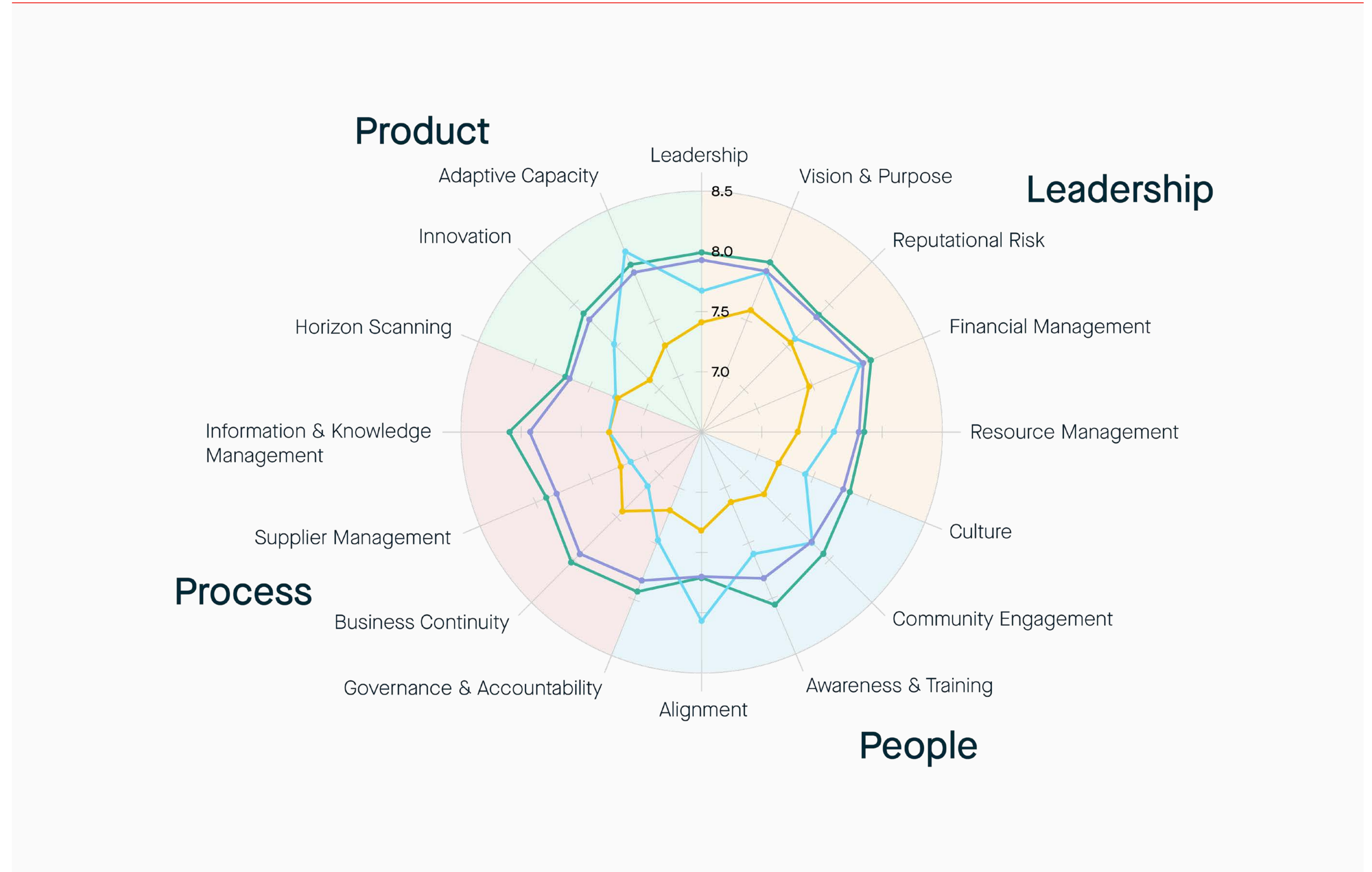- Leadership
- People
- Process
- Product

This graph shows how perceived organizational resilience performance varies depending on revenue. Organizations with higher revenue perceive themselves to be more resilient than those with lower revenue.

Figure 4:
Perceived performance by Longevity 2020

- Performance (all)
- < 5 years
- 10-25 years
- > 50 years

- Leadership
- People
- Process
- Product

Organizations less than five years old tend to perceive themselves as less resilient than their older counterparts, however, they have greater adaptive capacity so are able to flex quickly. In contrast, those that are greater than 50 years old have the least perceived resilience, and find it harder to change and flex in an agile manner.

Figure 5:
**Organizational Resilience Performance
by sector 2020**

- Performance (all)
- Aerospace
- Automotive
- Built Environment
- Healthcare
- Food

- Leadership
- People
- Process
- Product

This chart shows the relative perceived Organizational Resilience performance across five sectors. The Healthcare and Automotive sectors have lower perceived performance relative to the overall benchmark and to other sectors. Surprisingly, the Aerospace sector has the highest perceived performance relative to all other sectors, demonstrating high confidence in the sector's ability to weather the storm. The sector's internal perception of its current performance may be at odds with what is actually going on in the sector due to restrictions on travel and falling demand for aircraft.
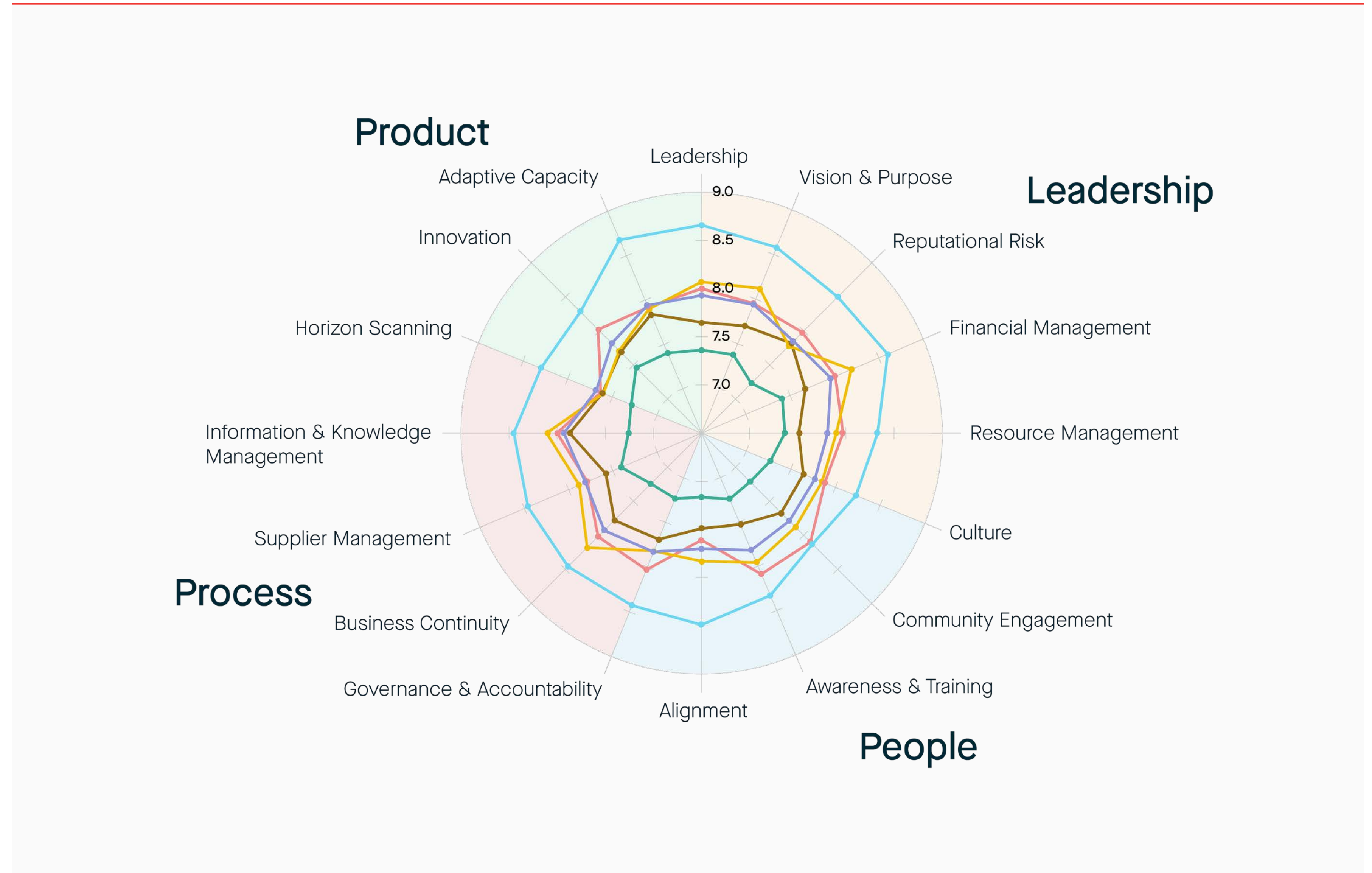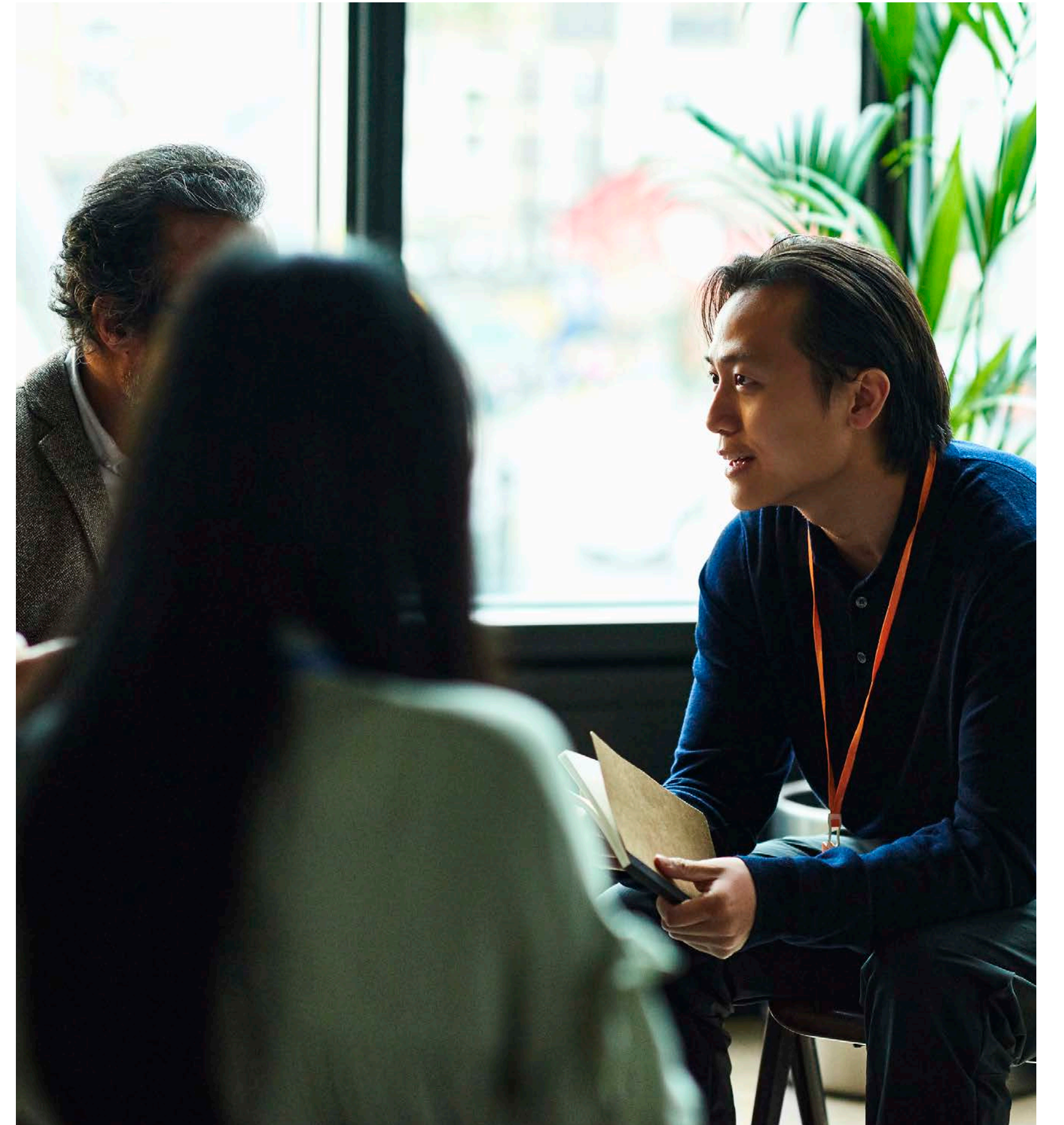
Chapter 1
Adapting to sudden disruption

Section One
Global trends in Organizational Resilience

⬤ Despite the challenge of Covid-19, overall perceptions of Organizational Resilience have recovered from the dip seen in 2019.

"As far as the financial aspects or economic aspects are concerned, we are in negative all the time in 2020 because of COVID. At the same time, we have taken a very bold strategic decision not to impact the headcount or the manpower resources in our company at any cost. So in the coming year, what we feel, even if the business can survive, we need to manage the financial damage that occurred."

Senior Manager, Aviation, India

To increase returns on investment and build resilience every organization relies on Leadership to strengthen, organize and move resources to make the most efficient and effective use of them. Organizations and sectors have their own unique supporting narratives, and through using the tool teams can openly discuss the internal challenges and issues they face and understand how the organization can respond and adapt to external pressures.

The BSI Organizational Resilience benchmarking tool enables teams to gain valuable insights into how others in their sector view these elements, and where their focus lies, as they tackle external challenges such as those presented by COVID-19.

We strongly encourage readers to explore their organizations perceived performance using this tool and to discover for themselves the valuable insights it can reveal.

Until 2019, BSI had seen a steady improvement in perceived impact and perceived performance across all four of the categories. The latest Index reveals that despite the challenge of COVID-19, that overall perceptions of Organizational Resilience have recovered from the dip experienced in 2019, from 7.5 out of 10 to 7.8.

"We've got massive presence, massive concentration risk in Hong Kong and Macau so we were well aware from a China perspective. We were supporting the local response at the sharp end, capturing all the issues and learnings and then generating our global guidance out to all other countries to keep ahead of it and prepare. [We made] sure that countries that were not yet getting their first taste [of COVID], [benefited from] all of the right planning information from those Asia Pacific or index countries."

Global Head of Crisis Management, UK

Until 2019, BSI had seen a steady improvement in perceived impact and perceived performance across all four of the categories. The latest Index reveals that despite the challenge of COVID-19, that overall perceptions of Organizational Resilience have recovered from the dip experienced in 2019, from 7.5 out of 10 to 7.8.
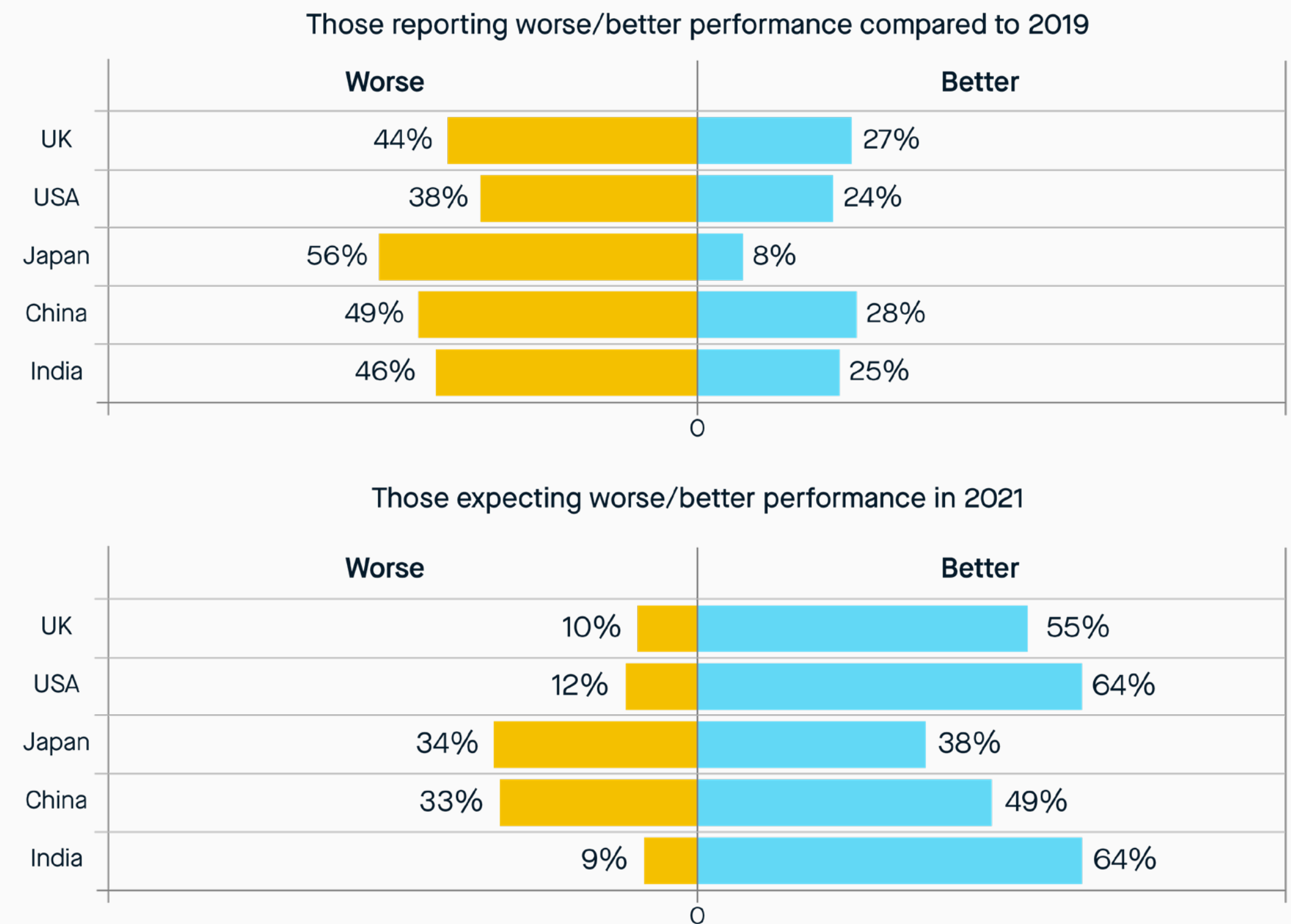
The return of the Index to a level last seen in 2018 is likely linked to the survival of the fittest companies in the face of the challenges of 2020. Across 2020, the IMF has identified a nine point rise in the failure of small and mid-size organizations. Within our own study, we see a clear association between those reporting a stronger financial performance and those with stronger perceptions of their own Organizational Resilience.

Worse than one year ago	45%
About the same	29%
Better than one year ago	24%
Not applicable – my organization is part of the public sector/ government/ not for profit	1%
Don't know	1%

Financial security and confidence is not evenly spread around the world, with many business leaders in countries such as India, the US and the UK looking ahead with relative optimism (Figure 6) with a doubling or trebling of future confidence after nearly half reported worse figures. In contrast in Japan and China, despite a similar proportion having experienced worse performance in 2020, far larger numbers expect a better year in China in 2021. Those we spoke to suggest that this may come down to a matter of differing business cultures.

Figure 6:
Reported vs expected financial performance year-on-year

🟠 Worse
🔵 Better

Those reporting worse/better performance compared to 2019

	Worse	Better
UK	44%	27%
USA	38%	24%
Japan	56%	8%
China	49%	28%
India	46%	25%

Those expecting worse/better performance in 2021

	Worse	Better
UK	10%	55%
USA	12%	64%
Japan	34%	38%
China	33%	49%
India	9%	64%

"Being a Japanese company, we were quite conservative. We weren't set up for working from home, it was something that was frowned upon. This forced us down the road to have to accept working from home and be more flexible and be more open. I think it surprised us just how well people have coped."

**QA Manager,
Automotive Manufacturing, Japan**

"Supply management was one of the challenges [we faced]. [securing] parts from suppliers, [avoiding] shortage issues. Now we are thinking how to prepare us better for this kind of pandemic, or force majeure. So, we are talking about, for example, double sourcing or [avoiding suppliers in] overseas regions in order to spread the risks a little bit."

**Senior Management,
Automotive, Germany**

Organizational Resilience is not a measure of business optimism, instead it reflects an organization's ability to adapt, respond and bounce back from disruptive events. As a proxy for business leaders' confidence in the ability of their organization to adapt to challenges, it is worth noting that Japan, where a third expect financial conditions to worsen, has seen its overall Organizational Resilience slump from 7.4 to 6.1 (Figure 7). While the results from China and the UK prevent us from showing a clear link between greater Organizational Resilience and optimism for the future, there is evidence that this is the case. China and the UK both entered 2020 with a higher level of confidence in their Organizational Resilience.

Perceptions of Organizational Resilience varies across the five key sectors that we surveyed for this Index (Figure 8). Aerospace, despite a seemingly catastrophic fall in new aircraft orders and 39% of respondents reporting severe negative impacts associated directly with COVID-19, may feel it has put the worst behind it. In contrast, the most pressing issue for those we spoke to in the Automotive sector seemed to be supply chain management.

Figure 7:
**Organizational
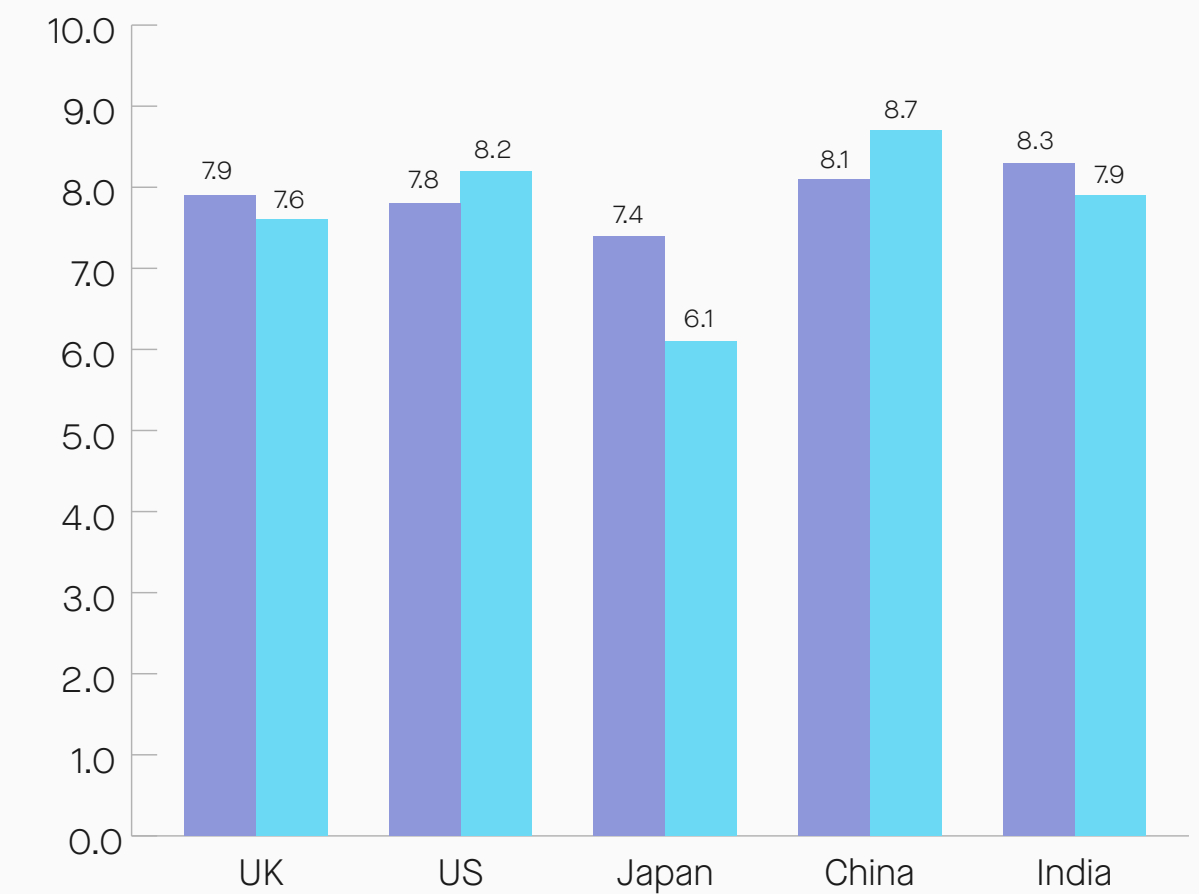Resilience rating
by region**

● 2019
● 2020

Figure 8:
**Organizational
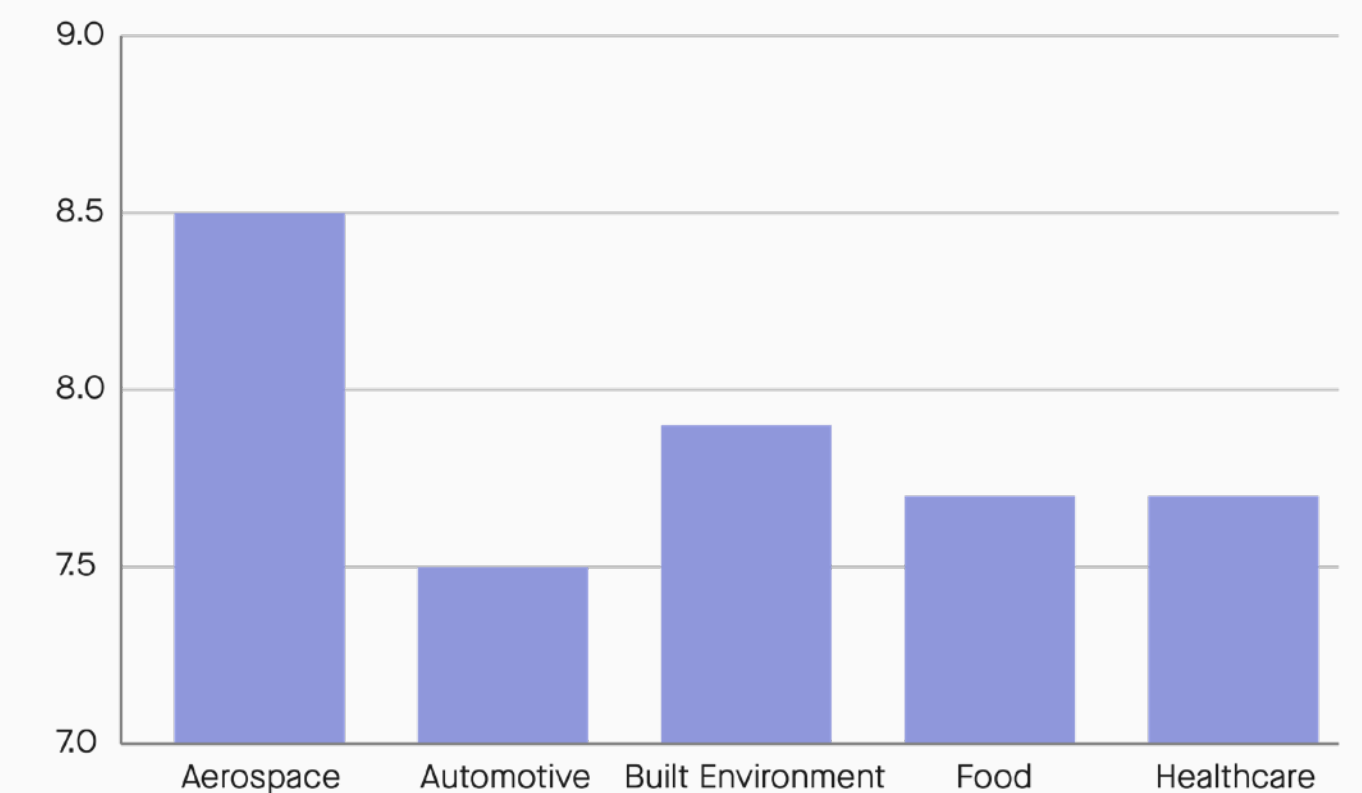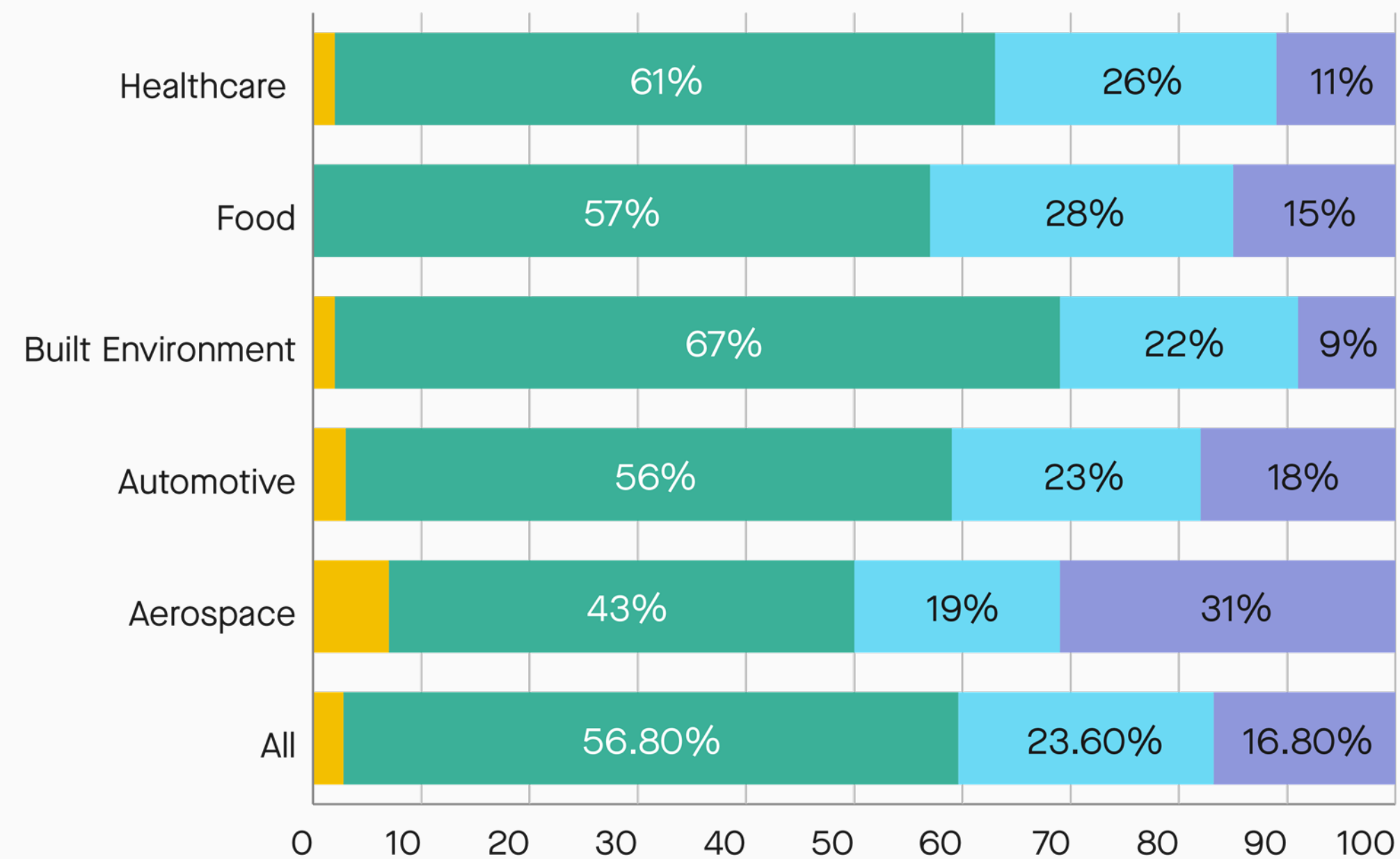Resilience rating
by sector**

Figure 9:
Future financial performance rating by sector

- 🟣 N/A
- 🔵 Better
- 🟢 About the same
- 🟡 Worse

Sector	Worse	About the same	Better	N/A
Healthcare		61%	26%	11%
Food		57%	28%	15%
Built Environment		67%	22%	9%
Automotive		56%	23%	18%
Aerospace		43%	19%	31%
All		56.80%	23.60%	16.80%

Views of future financial performance are more nuanced, with Aerospace split and overall less positive than the Automotive sector, which despite supply chain issues, is looking forward to a stronger 2021 (Figure 9). Healthcare, Food and the Built Environment sectors emerge from 2020 with a more optimistic view of their future financial performance. Perceived strength in Organizational Resilience is similar across both Food and Healthcare, both essential services that governments around the world prioritized and encouraged to continue despite COVID-19 restrictions.

Another sector that faced less disruption around the globe was the Built Environment, with many governments taking the decision that, with remote working out of the question, operations could continue with restrictions in place. This ability to trade through the crisis, shifting support and office jobs online appears to have left many construction firms stronger and more confident for the future.

"Our respirator, air filtration, cleaning and sanitisation businesses have expanded in the face of COVID. At the same time certain businesses have shrunk or are now just starting to come back, parts of healthcare for a while, elective surgeries for example, oral care."
Senior Executive, Healthcare, USA

"I was not expecting how well organised we were, I was very impressed with that. I talked to someone from Kraft Heinz and they told me they were doing pretty well too, that there was very little disruption. If you think about it, COVID-19 is all about people and that's where we have suffered the most, to be honest with you, because we had a lot of people sick, they had to stay home, or exposed, so we had to hire a lot of new people and do a lot of training. That has been quite a challenge."
Senior Management, Food, USA

"I believe COVID-19 makes the future construction ecosystem radically different because the construction industry is moving right now from being complex, fragmented and project based to more standardised, more consolidated and more integrated."

**Senior Management, Built Environment,
United Arab Emirates**

In previous years, Adaptive Capacity topped the table, yet in 2020 this changed with concerns over the relative perceived underperformance of Supplier Management, Horizon Scanning and Business Continuity climbing strongly. Indeed all of the top five impact factors are new except Horizon Scanning which rose in ranking from four to two (Figure 10). These findings are not surprising given the disruption caused by COVID-19.

Across the five sectors we studied in detail, there is considerable variation in perceived performance, yet the five elements that triggered the greatest impact are consistent: Supplier Management, Horizon Scanning, Business Continuity, Innovation and Community Engagement.

Many of those we spoke to demonstrated a clear pride in how their organization had distinguished itself in adapting to the largely unpredictable nature of events.

The differences in perceived performance priorities across the world's organizations in 2020 provide a guide to their response to COVID-19 (Figure 10). Within Healthcare the importance of effective information and knowledge management rose as drug companies scoured their databases for relevant treatments and medical device

manufacturers struggled with exponentially increased demand for their products. Engineering and manufacturing firms also reassigned resources to manufacture much needed ventilators.

Within the sectors where global lockdowns impacted the workforce and operations, such as construction and manufacturing, leadership factors such as financial management and vision were critical to instil faith in their ability to ride out the crisis. Workforce was clearly important to the food sector, where large food manufacturers and hospitality firms alike tend to depend on local workforces, emphasising the importance of community engagement and showing empathy for those excluded from their sources of income.

Such responses provide a clear guide as to how Organizational Resilience equips organizations to not only survive crises, but also thrive when opportunity presents. As the world looks to recover and build back better in 2021 and beyond, the role of Organizational Resilience will increase in importance.

Figure 10:
Gap between perceived impact and performance split by 16 factors of Organizational Resilience

🟠 Leadership   🔵 People   🟢 Products   🔴 Process

Aerospace

Performance Rank		Rank 2019	Movement	Impact Rank		Rank 2019	Movement
1	Adaptive Capacity	Not top 5	^	1	Suppliers Management	Not top 5	^
2	Leadership	Not top 5	^	2	Horizon Scanning	4	^
3	Financial Management	Not top 5	^	3	Business Continuity	Not top 5	^
4	Vision and Purpose	3	˅	4	Innovation	Not top 5	^
5	Business Continuity	Not top 5	^	5	Community Engagement	Not top 5	^

Automotive

Performance Rank		Rank 2019	Movement	Impact Rank		Rank 2019	Movement
1	Leadership	Not top 5	^	1	Suppliers Management	Not top 5	^
2	Innovation	Not top 5	^	2	Horizon Scanning	4	^
3	Suppliers Management	4	^	3	Business Continuity	Not top 5	^
4	Financial Management	2	˅	4	Innovation	Not top 5	^
5	Adaptive Capacity	Not top 5	^	5	Community Engagement	Not top 5	^

Built Environment

Performance Rank		Rank 2019	Movement	Impact Rank		Rank 2019	Movement
1	Business Continuity	Not top 5	^	1	Suppliers Management	Not top 5	^
2	Financial Management	1	˅	2	Horizon Scanning	4	^
3	Vision and Purpose	3		3	Business Continuity	Not top 5	^
4	Information and Knowledge Management	Not top 5	^	4	Innovation	Not top 5	^
5	Leadership	2	˅	5	Community Engagement	Not top 5	^

Food

Performance Rank		Rank 2019	Movement	Impact Rank		Rank 2019	Movement
1	Community Engagement	Not top 5	^	1	Suppliers Management	Not top 5	^
2	Awareness and Training	Not top 5	^	2	Horizon Scanning	4	^
3	Governance and Accountability	1	˅	3	Business Continuity	Not top 5	^
4	Business Continuity	Not top 5	^	4	Innovation	Not top 5	^
5	Innovation	Not top 5	^	5	Community Engagement	Not top 5	^

Healthcare

Performance Rank		Rank 2019	Movement	Impact Rank		Rank 2019	Movement
1	Community Engagement	Not top 5	^	1	Suppliers Management	Not top 5	^
2	Awareness and Training	Not top 5	^	2	Horizon Scanning	4	^
3	Governance and Accountability	1	˅	3	Business Continuity	Not top 5	^
4	Business Continuity	Not top 5	^	4	Innovation	Not top 5	^
5	Innovation	Not top 5	^	5	Community Engagement	Not top 5	^

"We didn't have the protocols in place but I was surprised how quickly the organization adapted to getting things done and making sure that we were able to serve our customers. The speed of reaction was amazing."

Senior Management, Healthcare, USA

Overall 2020 was a tough year for organizations with many headwinds, most notably COVID-19. This is reflected in both overall perceptions of financial performance and a significant shift in leadership and operational priorities. Nevertheless, the mood seems to be cautiously optimistic for the decade ahead with 57% of those we spoke to positive that the coming year will improve. (Figure 11).
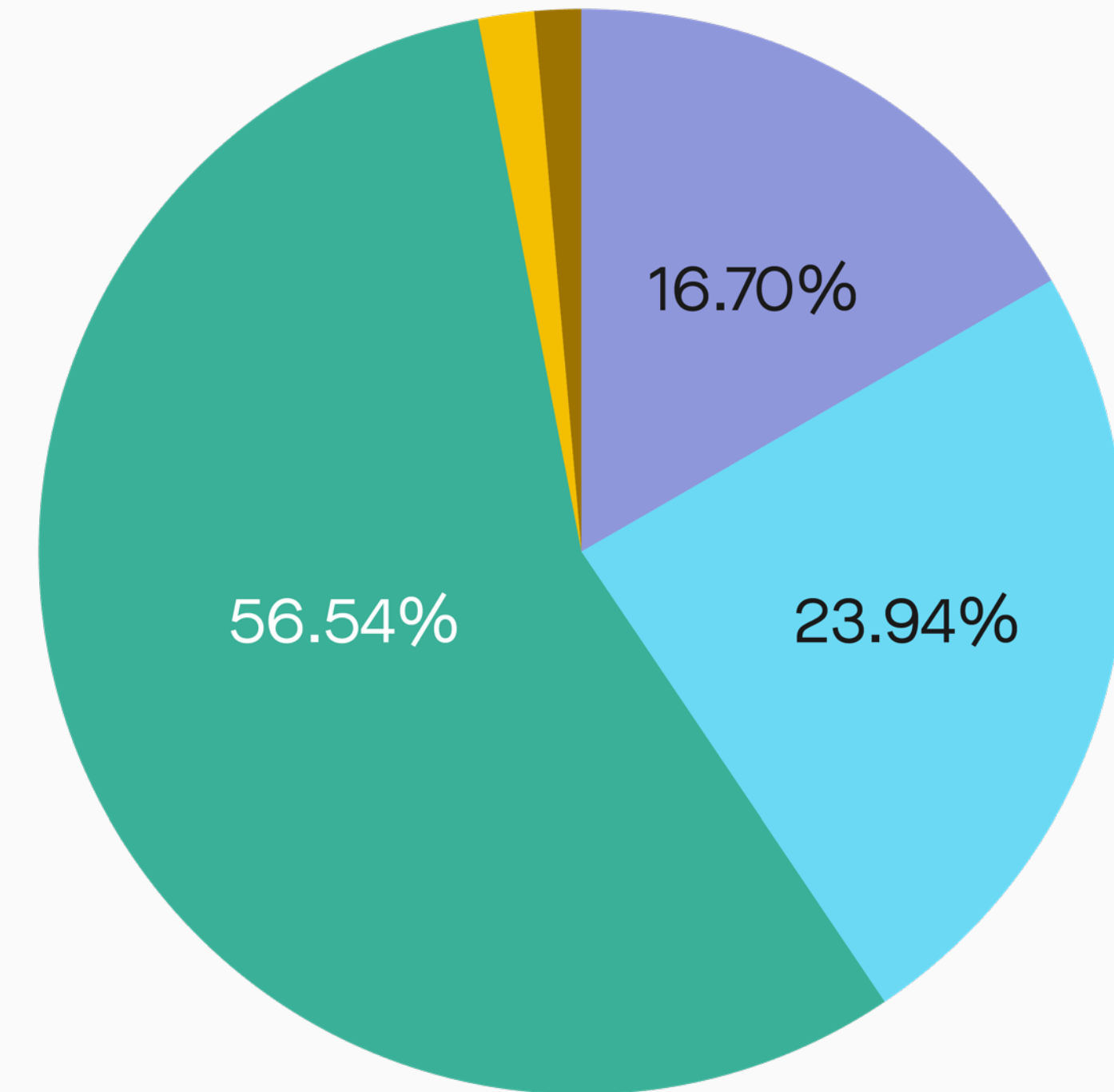
"I'm surprised how quickly we responded and without any big bureaucracy. We reacted like a small family company, but we are not a small family company."

Senior Executive, Automotive, Germany

Figure 11:
Views on financial performance for 2021

- Worse
- About the same
- Better
- N/A
- Don't know

● COVID-19 tested many organizations and raised significant operational challenges. The main area of impact was upon the work environment and productivity with organizations, both large and small, having to adapt to remote working or socially distanced workplaces and to ensure their employees remained both healthy and safe.
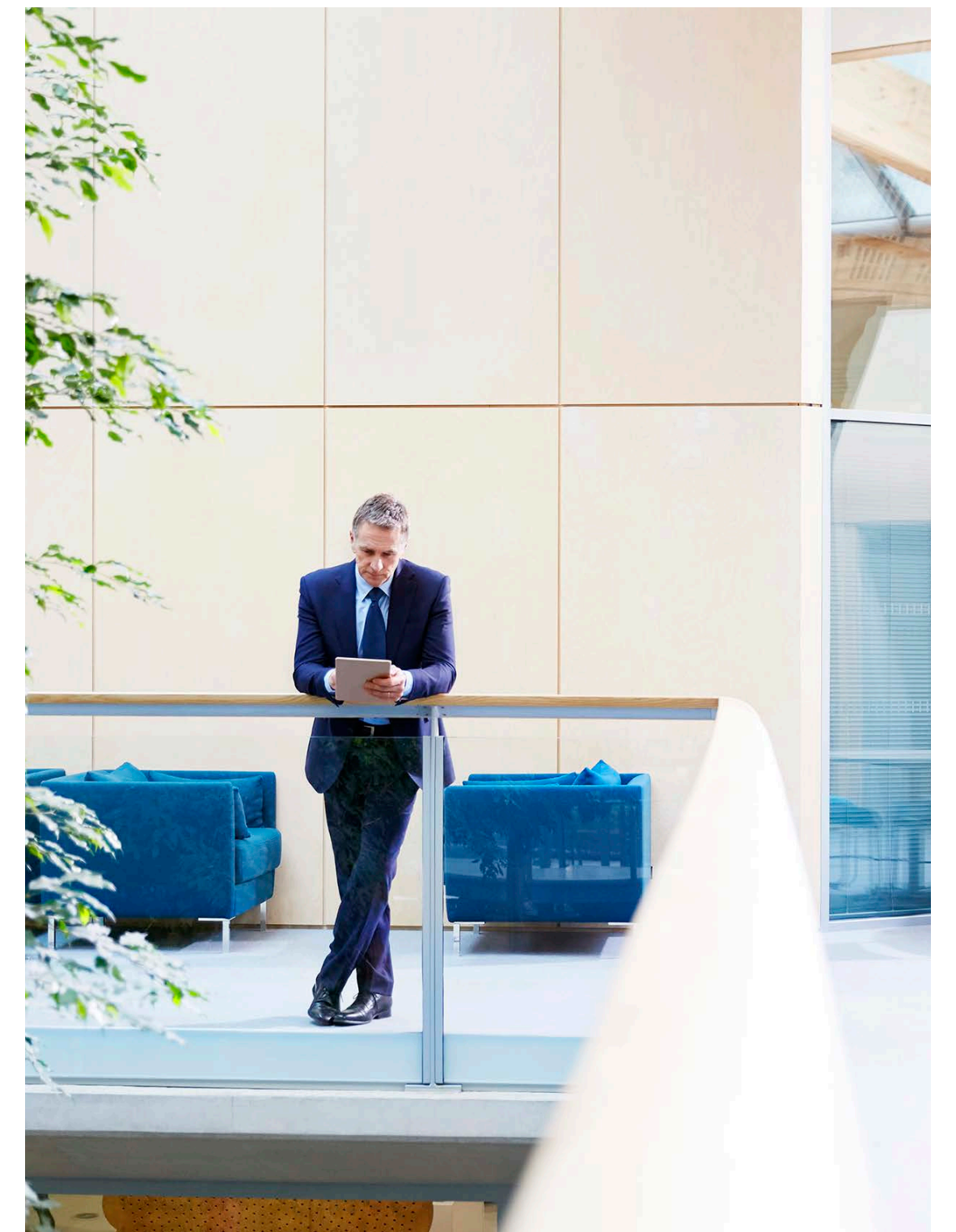
The challenges that many faced both personally and professionally are summed up effectively by this Vice President in a US technology company:

"I had a call with one of my team, and I always insist they're on video and he said, 'Do you mind if I don't go on video?' And I said 'Fine', but it was a bit of a red flag. And then halfway through the call he owned up to the fact he was sitting in a cupboard because he lived in Manhattan and his wife worked and they had a two-bedroom apartment. One kid was sleeping, the other kid was in school and his wife was in the living room, and the only place he could find was under the stairs."

Vice President, Technology, USA

Having both the capacity and the ability to adapt appeared key to coping with the challenges of COVID-19. While smaller organizations are often perceived as more nimble, they performed less well than their mid-size and larger peers. Several factors appear to suffer significantly amongst the very largest organizations, with a pronounced decline in Reputational Risk, Culture and Horizon Scanning.

Isolated from their workforce, business leaders struggled to maintain a sense of team structure and adopted a short-term mindset to minimise immediate risks.

"I think if I needed to change something, I would say the communication with our people, to let them know that what is coming at us is going to really change our lives. We were slow in giving our people an understanding of what we are doing for them, why are we doing it. This, maybe, we could have done better."

Vice President, Aerospace, Qatar

Top six impacts of COVID-19 on Organizational Resilience

1 Work environment / productivity

2 Loss of customers / sales

3 Growth / revenue decline

4 Staffing (redundancies, furlough)

5 Amending processes / health & safety

**6** Production problems / supply chain

The BSI Organizational Resilience Framework sets out a foundation to support organizations through times of crisis. It supports individuals and organizations to demonstrate leadership by ensuring the safety and wellbeing of their people, the robustness of their processes and continued availability of their products.

In 2020, BSI issued clear advice and a range of support materials to assist organizations in dealing with the uncertainties caused by COVID-19.

This disrution model divided the response into four clear phases: Survive, Stabilize, Rebuild and Thrive, each set out key questions that needed to be answered and set actions to ready an organization to move forward. COVID-19 provided a global test case for the efficacy of this approach. Survival asks business leaders to weigh up the actions necessary to keep trading whilst ensuring the safety and welfare of the organizations' employees. Speed and clarity were critical at this stage, with robust industry standards on hygiene and personal protective equipment aiding swift decision making.

Leadership played an important role across the process from surviving to thriving. Common practice was to set up a crises teams in both head offices and regional markets. For example at an Automotive organization in Germany a daily telephone conference was set up with updates on the number of cases across each of its plants across Europe. This gave every member of the management team a complete picture, allowing decisions to be taken quickly despite a range of different regulations and rules being applied in different European states.

The four phases of the disruption model associated with the BSI Organizational Resilience Framework

Thrive

Rebuild

Stabilize

Survive
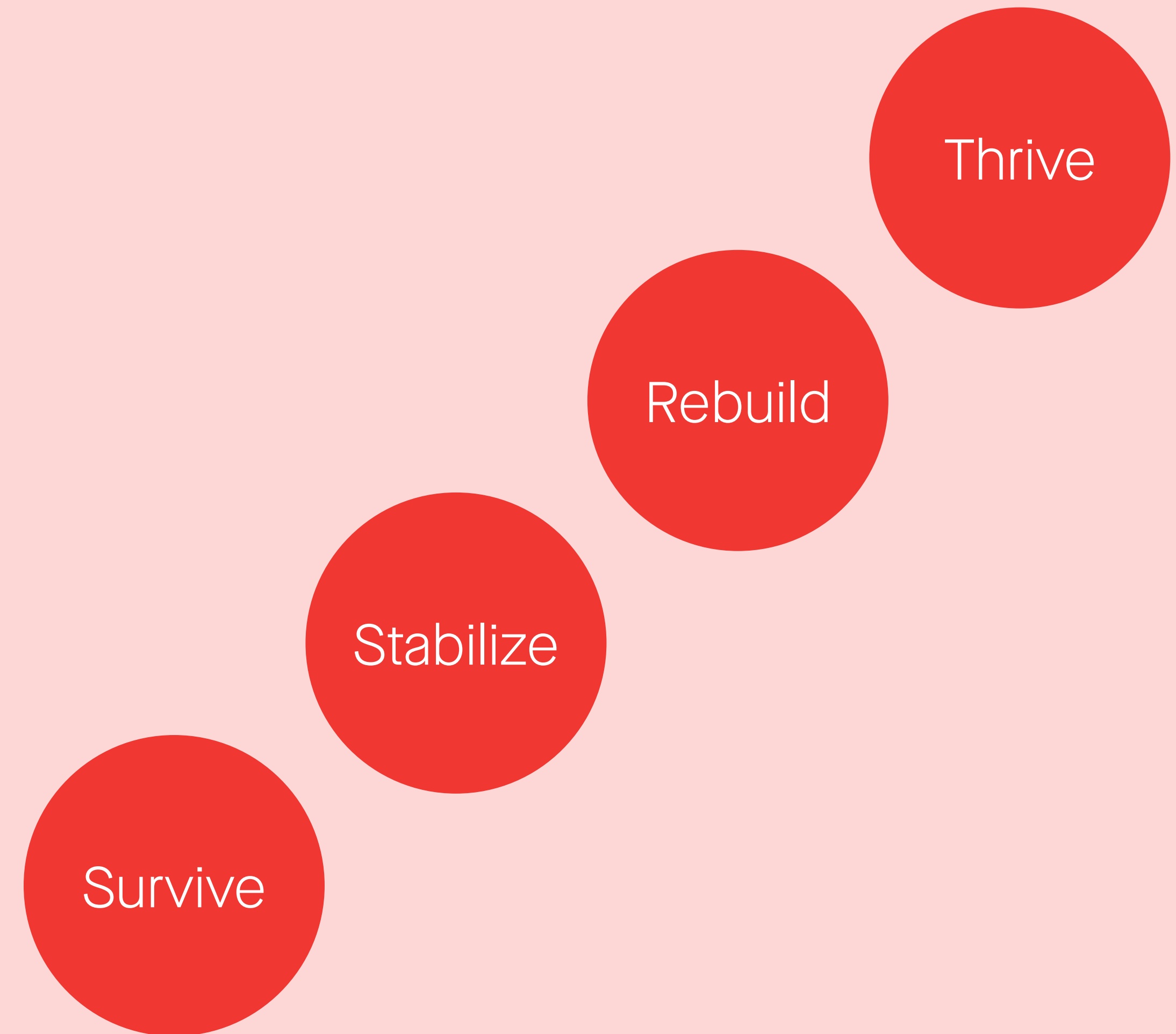
"The first priority is to keep the people that we have on site here safe. So, from a health and safety standpoint, there was a significant amount of work that had to be done putting protocols in place with regards to limiting access of customers, and suppliers, and other service providers to our facilities."

Senior Executive, Aerospace, USA

With immediate critical changes decided upon and implemented each of the organizations we spoke to discussed the adoption of a 'new normal', a new state of balance to allow it to keep functioning to the best of its ability given the imposed and amended operational constraints.

At the time of writing, the majority of the world is still coping with this 'new normal' but already we can see evidence of those setting a revised course for their 'next normal', readying their organizations to rebuild. Standards frameworks for quality management (ISO 9001) and information security (ISO 27001) provide a solid foundation of resources on which to rebuild.

Cyber and information security are likely to be important, with many organizations intending to maintain a wider usage of remote working to reflect new workforce lifestyle preferences and to avoid the risk of large, centralised offices.

"We are working on the smart community, smart city concept. Within the smart community and smart city concept here, there are healthy environment factors from the ISO centres, and that is something we'd like to see change because of this pandemic, and health. In the long run, here, I hope BSI can have two things that I think could help us or help towards. One is the hygiene or the healthy certification that can certify some of these public areas, so that people can be confident enough to walk into these places."

Senior Executive, Built Environment, China

Amongst organizations, such as events and hospitality firms, it is clear that their next normal' will be very different with greater diversification of both activities and supply chains.

"What we know for sure is that, whatever happens, we are going to be much more agile moving forward. The big restructuring has been done. We made sure that we did it, from a strategic point, based on the stream of revenue which we believe will not come back straight away."

Senior Management, Hospitality, UK

"I think we will increase our supplier base. That is clear. We will focus on replacing suppliers more and we will find alternative suppliers. In the long-term, I think what will change is probably we will start, that is just my opinion, building smaller buildings separate all over the world. For the last three years, we've increased our localisation rates from around 15% to 40%."

Senior Management, Automotive, Luxembourg

This new perspective on global supply chains and risks will reshape not only industry best practice in what it means to be resilient, but very likely the practice of Organizational Resilience itself. Amongst those we spoke to a greater focus on employees, customers and communities is expected to be key (Figure 13). This is balanced by a desire to develop leaner, more technology enabled workforces, with future organizations expected to display greater information resilience.

Figure 13:
Key factors in rebuilding resilience according to interviews
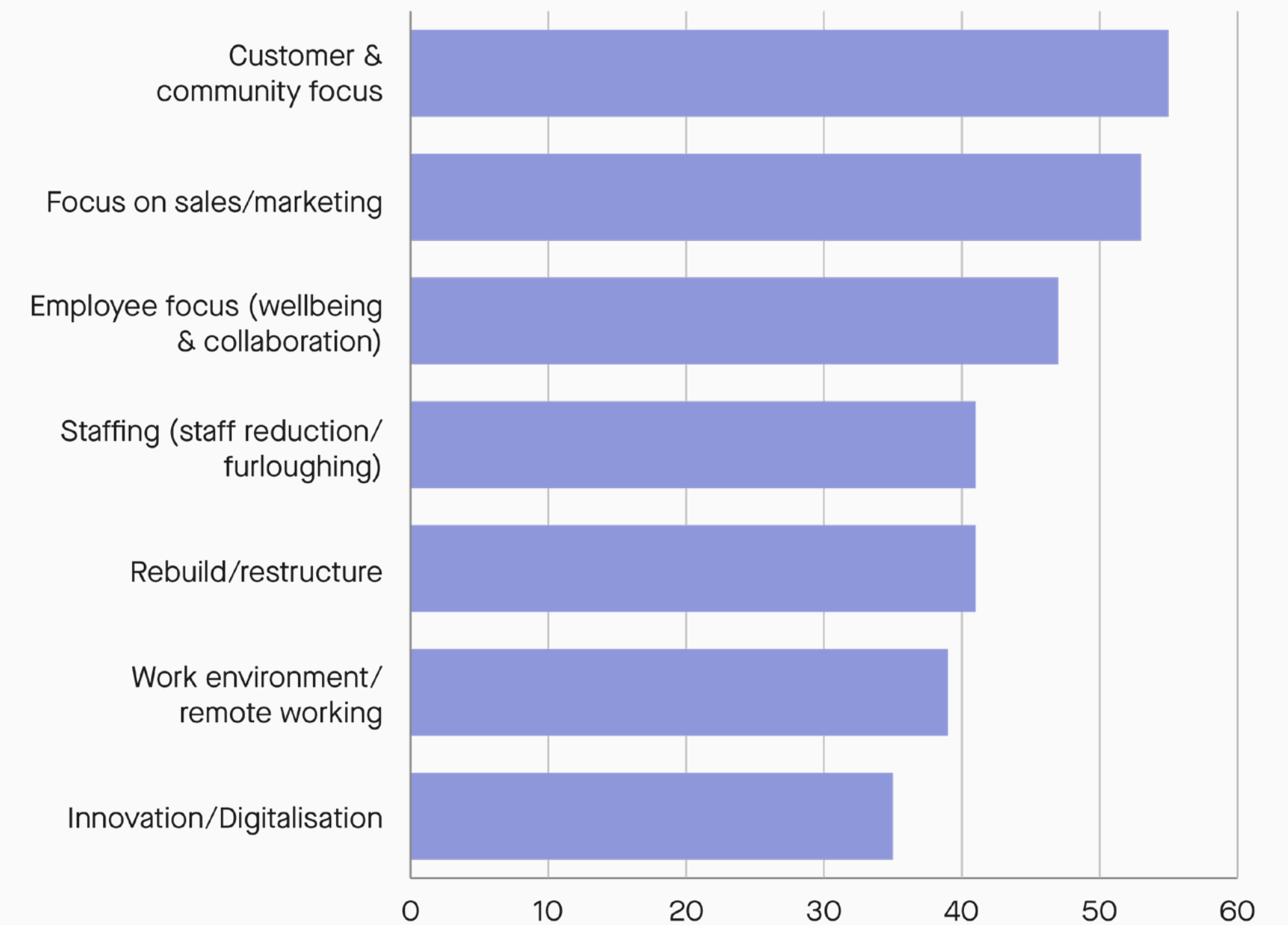
The concept of Organizational Resilience, first proposed in 2015, has itself been tested by the challenges of COVID-19 yet like the organizations it has supported worldwide it moves forward. Future best practice of Organizational Resilience will rely upon the lessons learned in 2020, both the changing impact of key factors and the relative performance of these on the overall resilience of organizations.

As we have explored, organizational resilience is about more than financial performance, it is about the interaction of people, process and product each comprising of several elements. Over the remainder of this report, we explore in more detail three areas of Organizational Resilience that have proven critical over the last 12 months: Leadership; Horizon Scanning and Innovation, and Sustainability and Supply Chain ethics.

Figure 14:
Organizational Resilience 2020 by Impact and Performance, changes relative to 2019

- 🟠 Leadership
- 🔵 People
- 🟢 Product
- 🔴 Process

Impact 2020			
1	Suppliers Management	⌃	10.0
2	Horizon Scanning	⌃	2.0
3	Business Continuity	⌃	13.0
4	Innovation	⌃	2.0
5	Community Engagement	⌃	10.0
6	Awareness and Training	⌃	2.0
7	Alignment	⌄	−4.0
8	Culture	⌃	1.0
9	Leadership	⌄	−7.0
10	Adaptive Capacity	⌄	−9.0
11	Governance and Accountability	⌃	3.0
12	Vision and Purpose	⌄	−7.0
13	Information and Knowledge Management	=	0.0
14	Reputational Risk	⌄	−2.0
15	Financial Management	⌄	−5.0
16	Resource Management	⌄	−9.0

Performance 2020			
1	Financial Management	=	0.0
2	Vision and Purpose	=	0.0
3	Adaptive Capacity	⌃	10.0
4	Leadership	⌃	1.0
5	Information and Knowledge Management	⌄	−1.0
6	Business Continuity	⌄	−3.0
7	Reputational Risk	⌃	1.0
8	Governance and Accountability	⌄	−1.0
9	Innovation	⌃	2.0
10	Awareness and Training	⌄	−1.0
11	Suppliers Management	⌄	−5.0
12	Resource Management	⌄	−2.0
13	Community Engagement	⌃	1.0
14	Culture	⌄	−2.0
15	Alignment	=	0.0
16	Horizon Scanning	=	0.0

Chapter 2
Leading resilient workforces
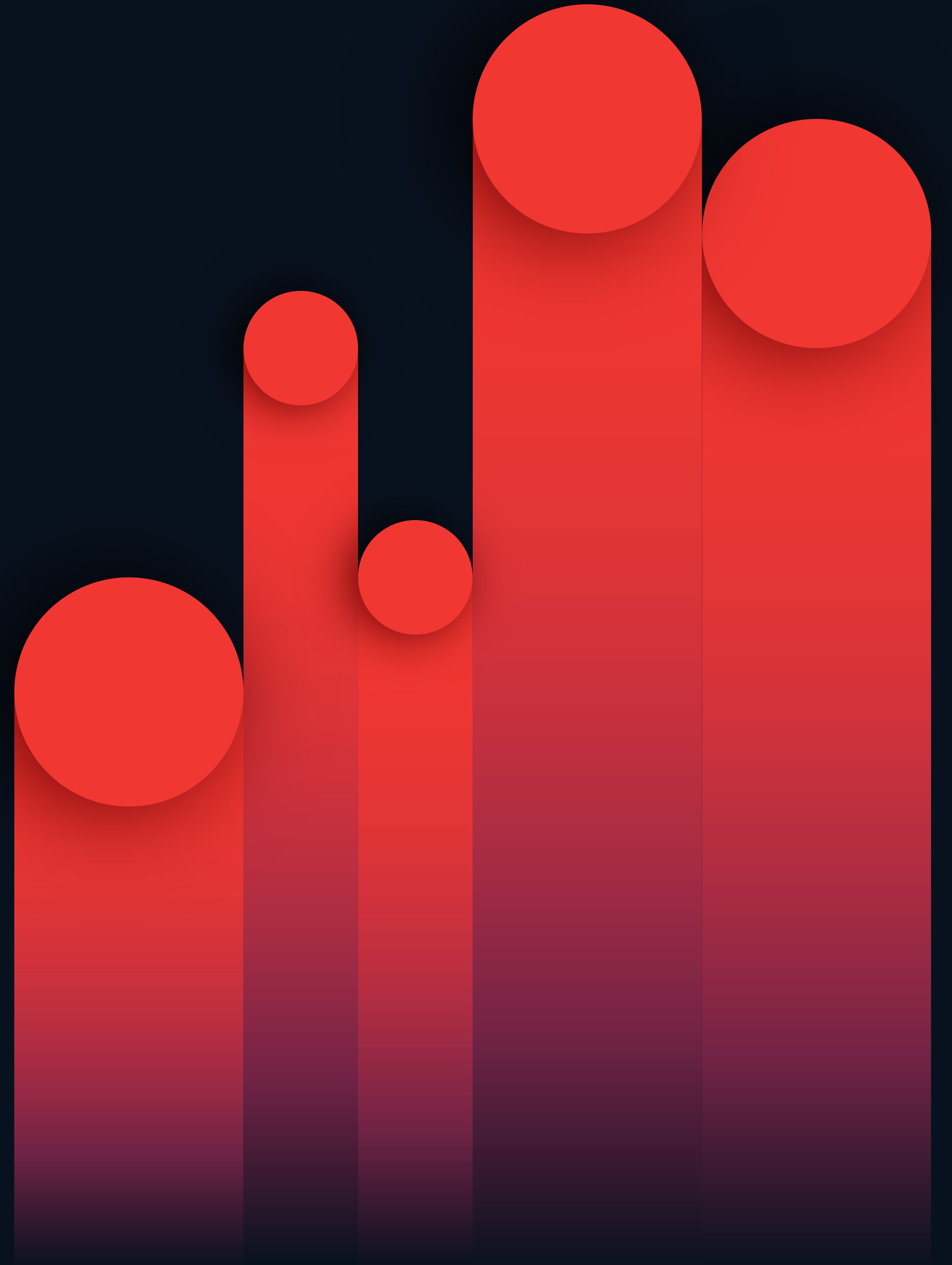
Section One
Trends in organizationally
resilient working cultures

🔴 COVID-19 has made organizations more aware of the importance of community engagement and working together with stakeholders and customers to achieve mutual benefit.

People are central to an organization's performance and results, and the Organizational Resilience framework tracks four elements within this category: **Awareness and Training**, referring to the levels of awareness, training and testing of resilience within an organization; **Culture**, reflecting which values and behaviours are shared and trusted amongst colleagues; **Alignment**, identifying how an organization systematically examines and acts upon information, and finally; **Community Engagement**, referring to how an organization implements social responsibility.

All elements have increased in perceived impact and perceived performance bar Awareness and Training which has dropped slightly in perceived performance, although still gaining in impact. It is likely the challenges of reaching a remote or furloughed workforce caused this dip and pressures to preserve cash flow as revenues took a hit through lockdown.

This need to reflect a social contract with the communities in which organizations operate is clearly demonstrated in some significant swings in the perceived impact of People elements. Community engagement jumped ten places, and encouragingly was seen to perform more strongly in 2020. As this Vice Chair remarks, responsibility is key:

"I think in B2C sectors, customers are now looking for responsible organizations. I also believe that in time to come the question that consumers will be asking is, 'What did your organization do during COVID-19?' 'How did you respond to this crisis?' I think that's got to be critical, we're going to see it coming up on company websites as to how they responded to COVID-19 so I think it's not over yet."

Vice Chair, Healthcare, UAE

Figure 15:
People category comparison 2019-2020
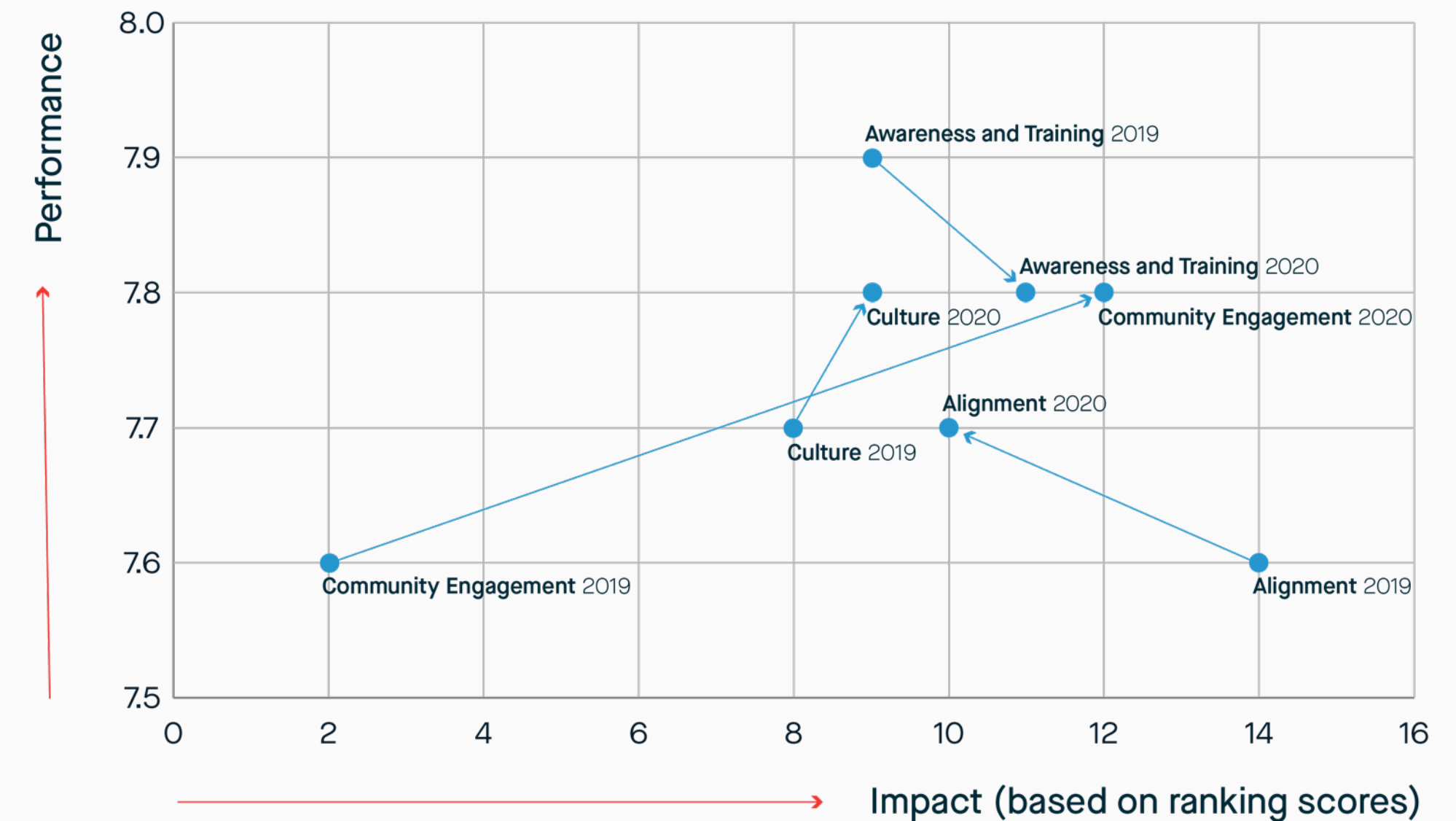
Rank	Factor		Impact 2020	Rank	Factor		Performance 2020
5	Community Engagement	^	10.0	13	Community Engagement	^	1.0
6	Awareness and Training	^	2.0	10	Awareness and Training	∨	−1.0
7	Alignment	∨	−4.0	15	Alignment	=	0.0
8	Culture	^	1.0	14	Culture	∨	−2.0

Section Two
Resilient leadership

● How senior executives prepare and lead their organizations in response to sudden or continuous disruption is a key element of Organizational Resilience.
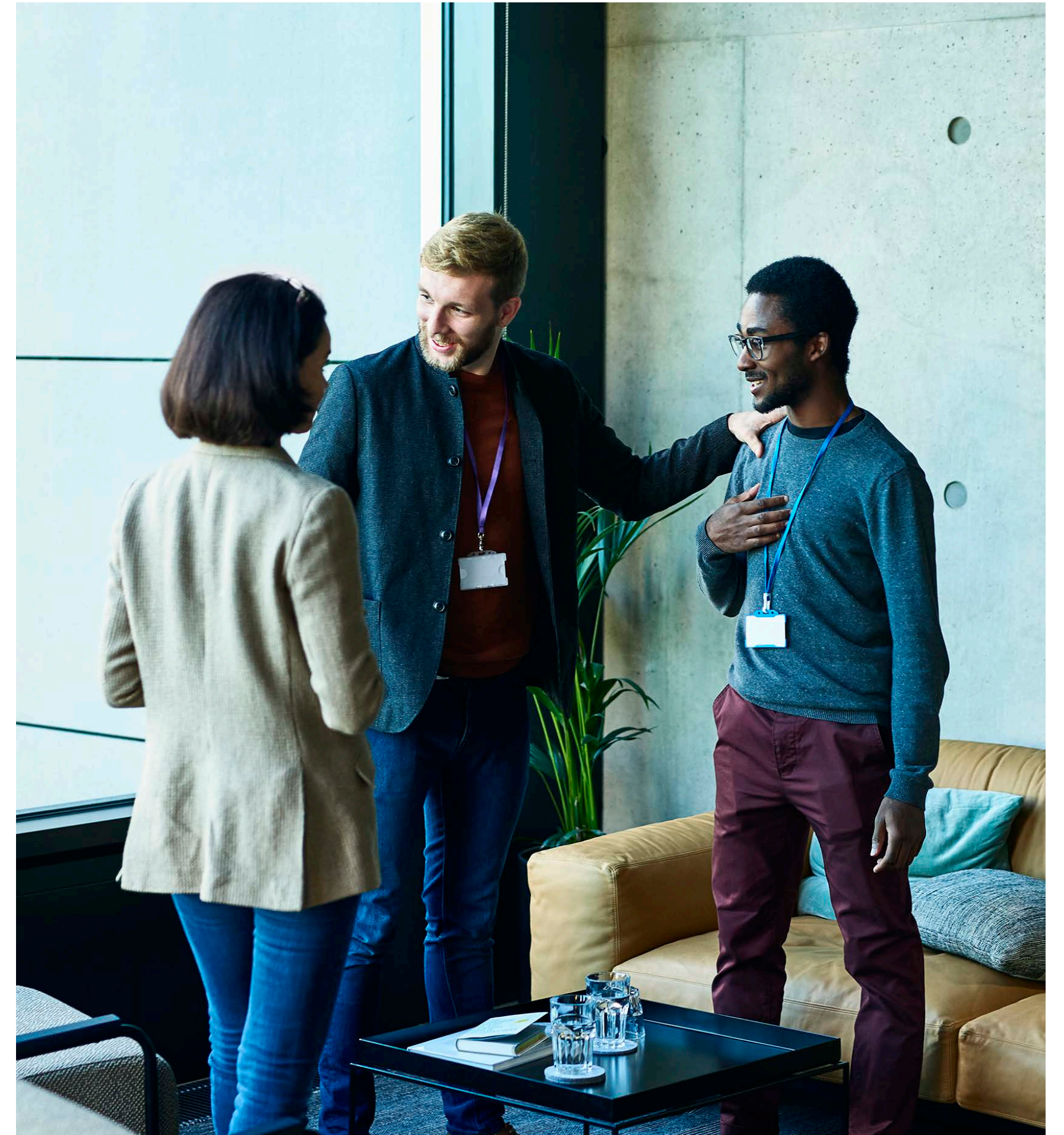
The leadership elements have traditionally dominated the Index, but in the current climate, while their self-perceived performance remains high, their relative impact has fallen.

The framework measures five elements of leadership: **Financial management**, referring to the quality of the management of financial aspects of the business; **Leadership** reflecting the visibility of senior business leaders and how they inspire culture and performance; **Vision and Purpose** defining how purpose is communicated and influences strategic resource allocation; Reputational Risk referring to an organization's approach to managing and limiting reputational risk, and; **Resource Management** covering the effective management and utilisation of people and technology.

Agile leadership was key during COVID-19, and the dip in impact in comparison to performance is attributed to the relatively limited influence that senior executives were able to exert on external conditions outside of their control. The improvement in performance shows how leaders stepped up to monitor, review and react in order to stay on top of production and service delivery, with some adopting daily briefings on a global level, increasing senior leader availability and improving internal communication.
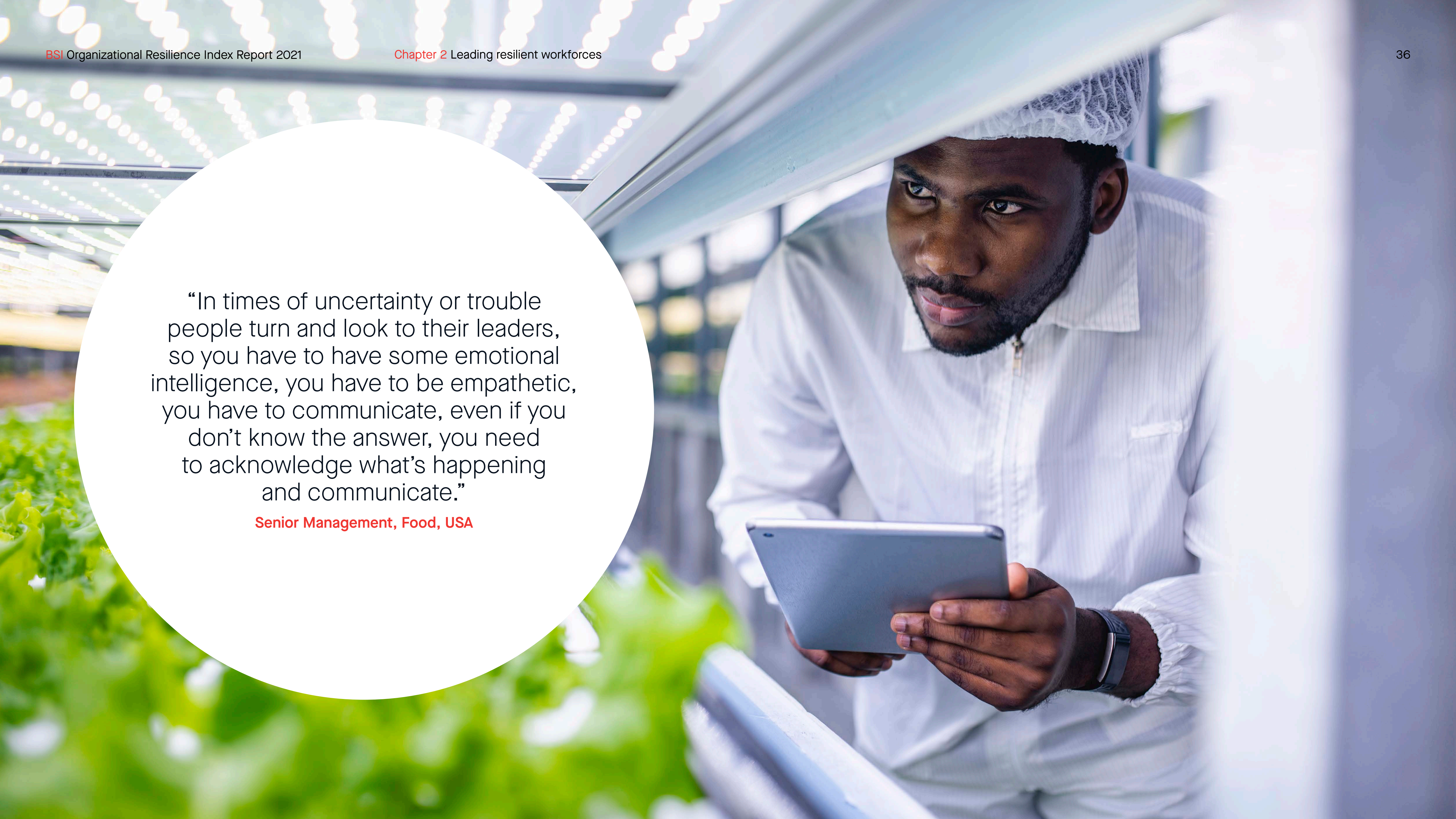
While the relative impact that leaders could exert over the fortunes of their organizations in the face of global disruption was lower, their performance was seen to improve over 2019. Senior leaders have recognized the need to be more visible, flexible and open, communicating regularly with their organizations throughout COVID-19.

Figure 16:
Leadership category comparison 2019-2020
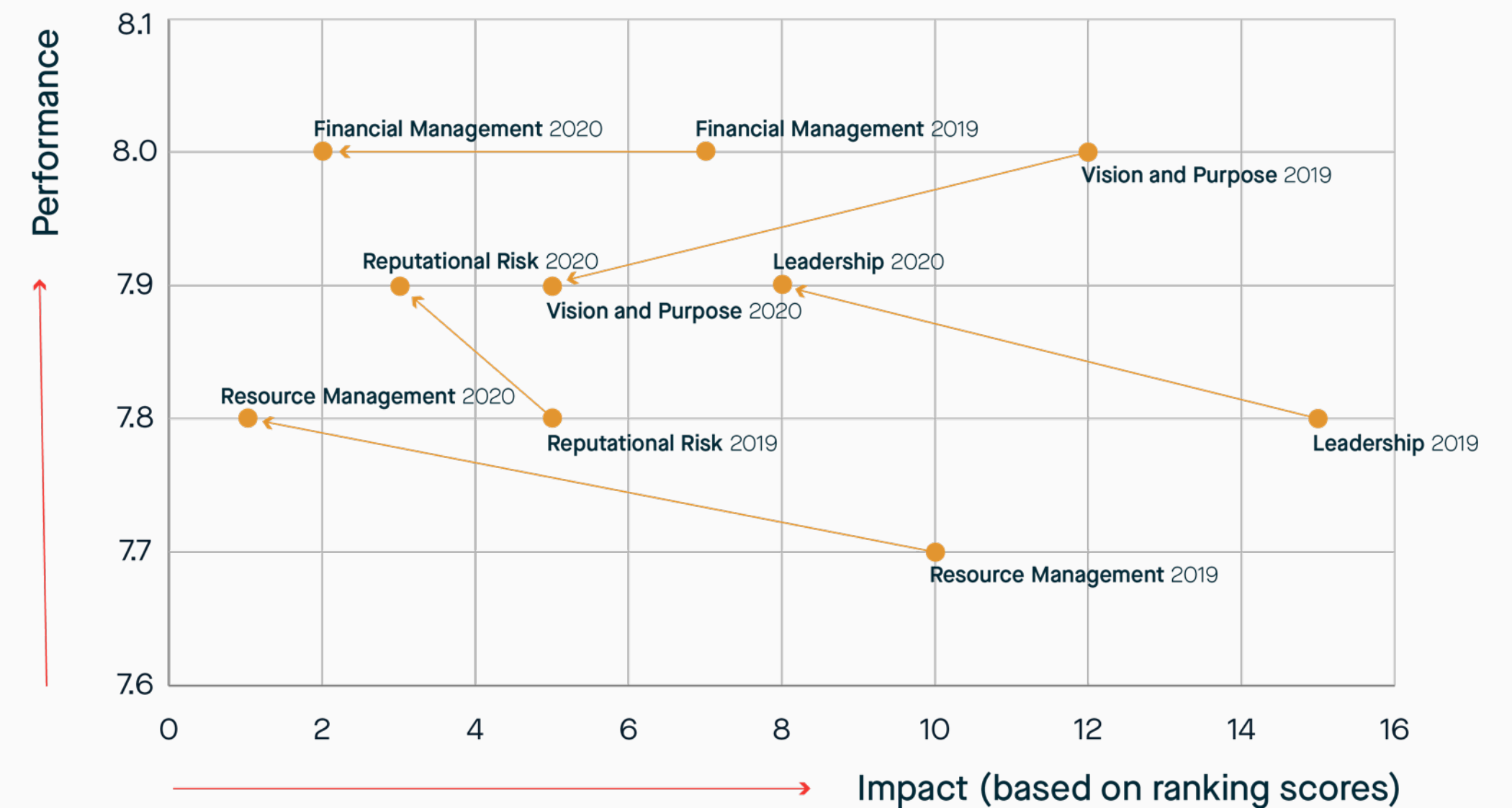
Rank	Factor	Impact 2020		Rank	Factor	Performance 2020	
9	Leadership	⌄	−7.0	9	Leadership	⌃	1.0
12	Vision and Purpose	⌄	−7.0	12	Vision and Purpose	=	0.0
14	Reputational Risk	⌄	−2.0	14	Reputational Risk	⌃	1.0
15	Financial Management	⌄	−5.0	15	Financial Management	=	0.0
16	Resource Management	⌄	−9.0	16	Resource Management	⌄	−2.0

"In times of uncertainty or trouble people turn and look to their leaders, so you have to have some emotional intelligence, you have to be empathetic, you have to communicate, even if you don't know the answer, you need to acknowledge what's happening and communicate."

Senior Management, Food, USA

Resilient leaders were forward looking and decisive, reacting quickly when required and with an eye on long-term wellness of their teams.

Across the five key sectors studied there were some significant swings in the impact that the People factors were felt to have had on overall Organizational Resilience. In the Aerospace and Automotive sectors, Community Engagement fell down the rankings, whereas it rose in the Food sector. This may reflect the stronger local ties that many food manufacturers, and certainly hospitality firms, have in comparison to the global supply chains operated by modern manufacturers.

Similarly Training fell amongst the equipment manufacturers, likely reflecting the suspension of operations, whereas we would explain the fall in Healthcare as indicative of the pressures this sector has been under.

The focus has moved towards People, Process and Product as Leadership needs to move attention to those areas that have the most impact on Organizational Resilience. The key lesson for leaders is that the visibility of their decision making is critical to reassuring key stakeholders impacted by sudden disruption.

Overall leaders were seen to distinguish themselves in 2020, improving in performance, but organizations still suffered slight falls in Awareness and Culture as working patterns and behaviours changed. As the business world adapts to structural changes, such as increased remote working, business leaders must adapt their leadership styles to maintain visibility and engagement.

For leaders uncertain as to their own performance in future crises, comparing their own organization's performance to the benchmark set in 2020 will enable them to make more informed strategic decisions and strengthen future resilience.

We would recommend business leaders and their teams use the BSI Organizational Resilience Benchmark Tool to identify which elements can help secure a commitment to a resilient future and create an organization that can successfully navigate through periods of intense uncertainty.

"I think we've got to recognise that we're going from what felt like psychologically and emotionally a series of crisis incident sprint managements and now we've recognised we're either in a marathon until restrictions are lifted which I think is not going to be until probably this time next year will there be a point where no parts of the UK are under any kind of tiers at all given how long it's going to take to roll out the vaccines and get the R rate down. This is how the working world is going to be for us for the next 12 months minimum. I think that's quite an important point to recognise, so we have to think about that a bit more carefully."

CEO, Healthcare, UK

"What we've got is people, process, and systems in place, and the agility through our leadership of being able to bring people together and go, 'Right, this happening, how do we respond? This is the emerging picture, what are the decisions that we're going to make and what are we going to do?' And that's proved very effective."

**Senior Management,
Built Environment, UK**
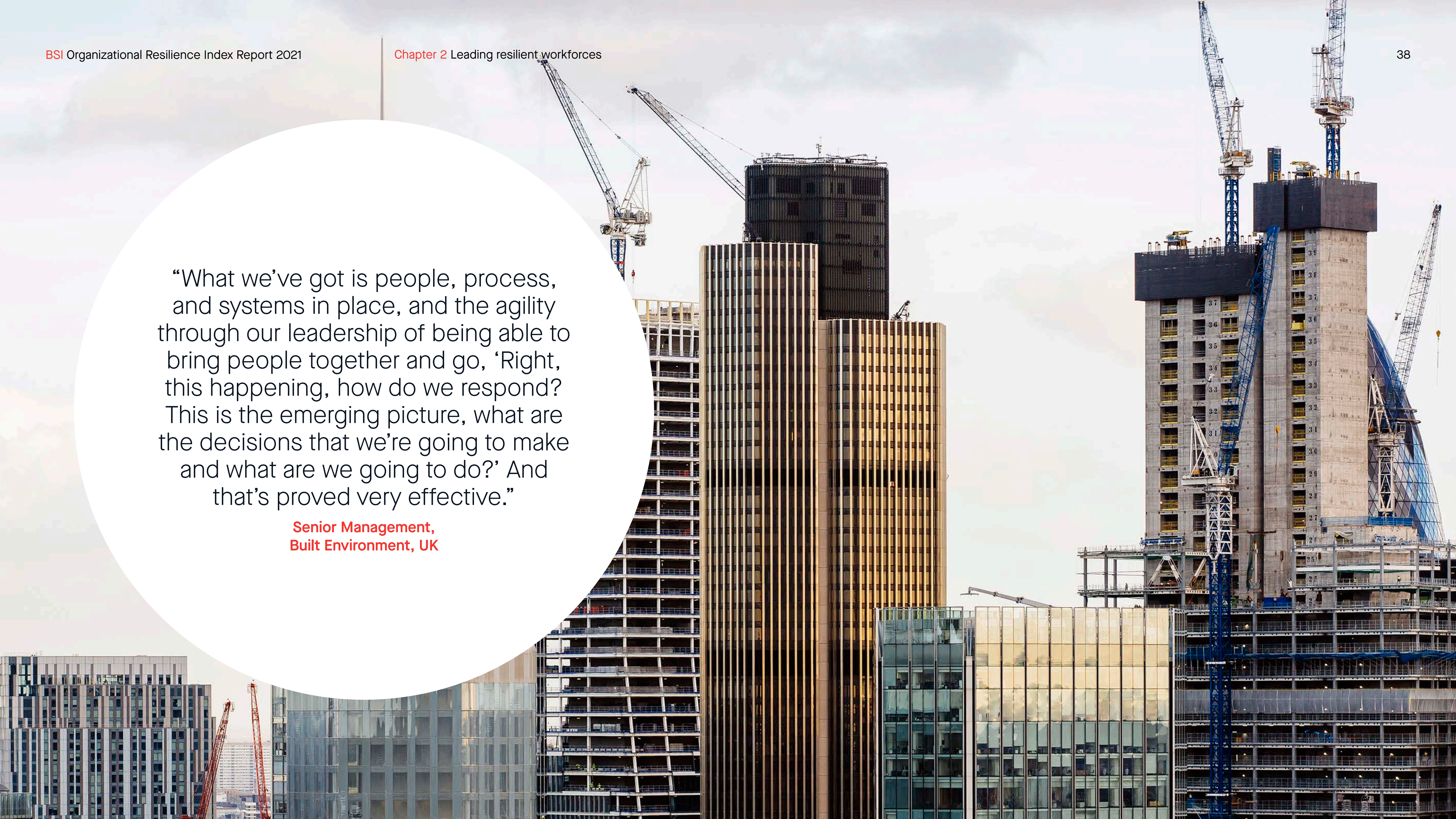
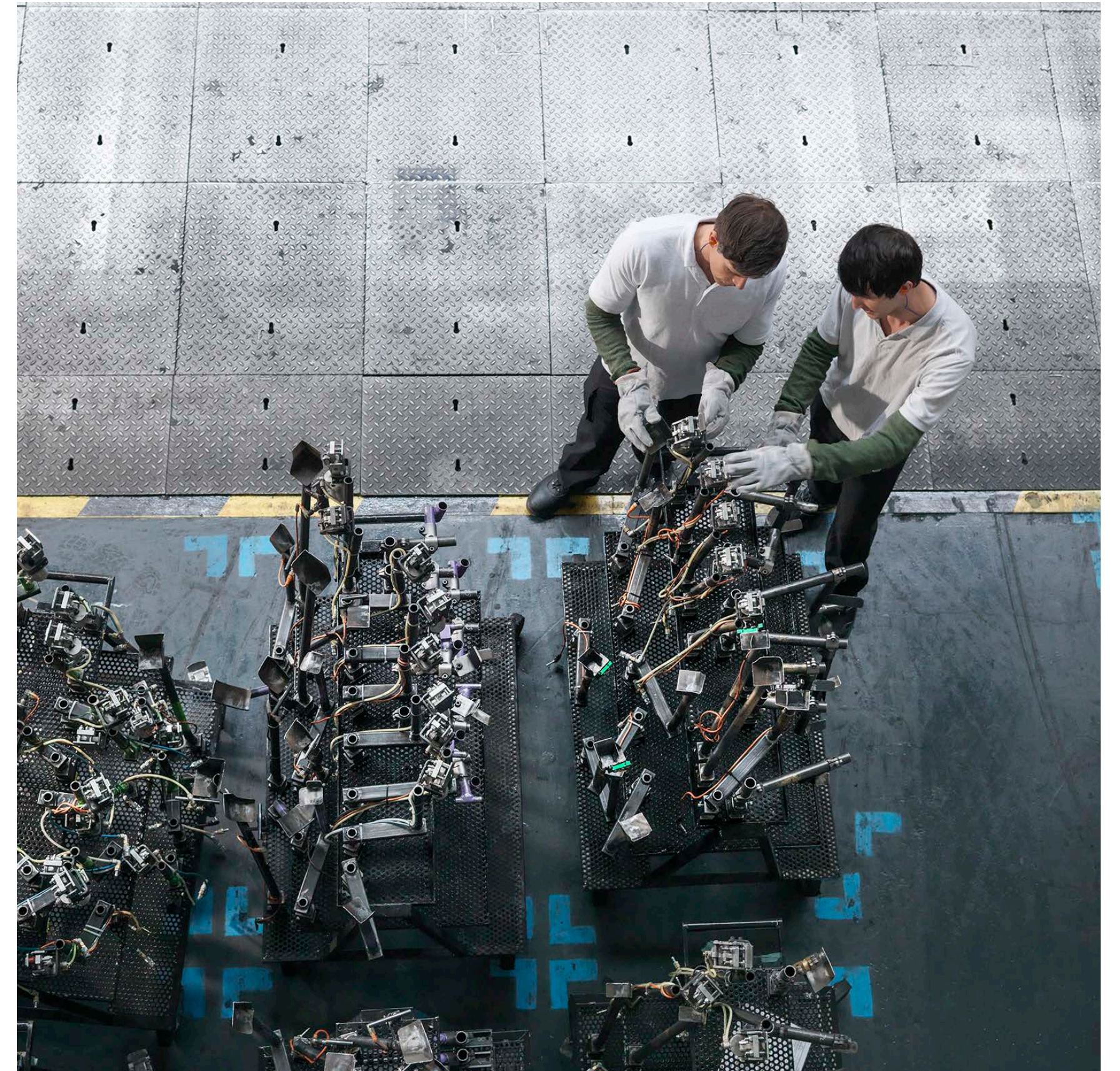# Chapter 3
Resilient innovation and adaptation
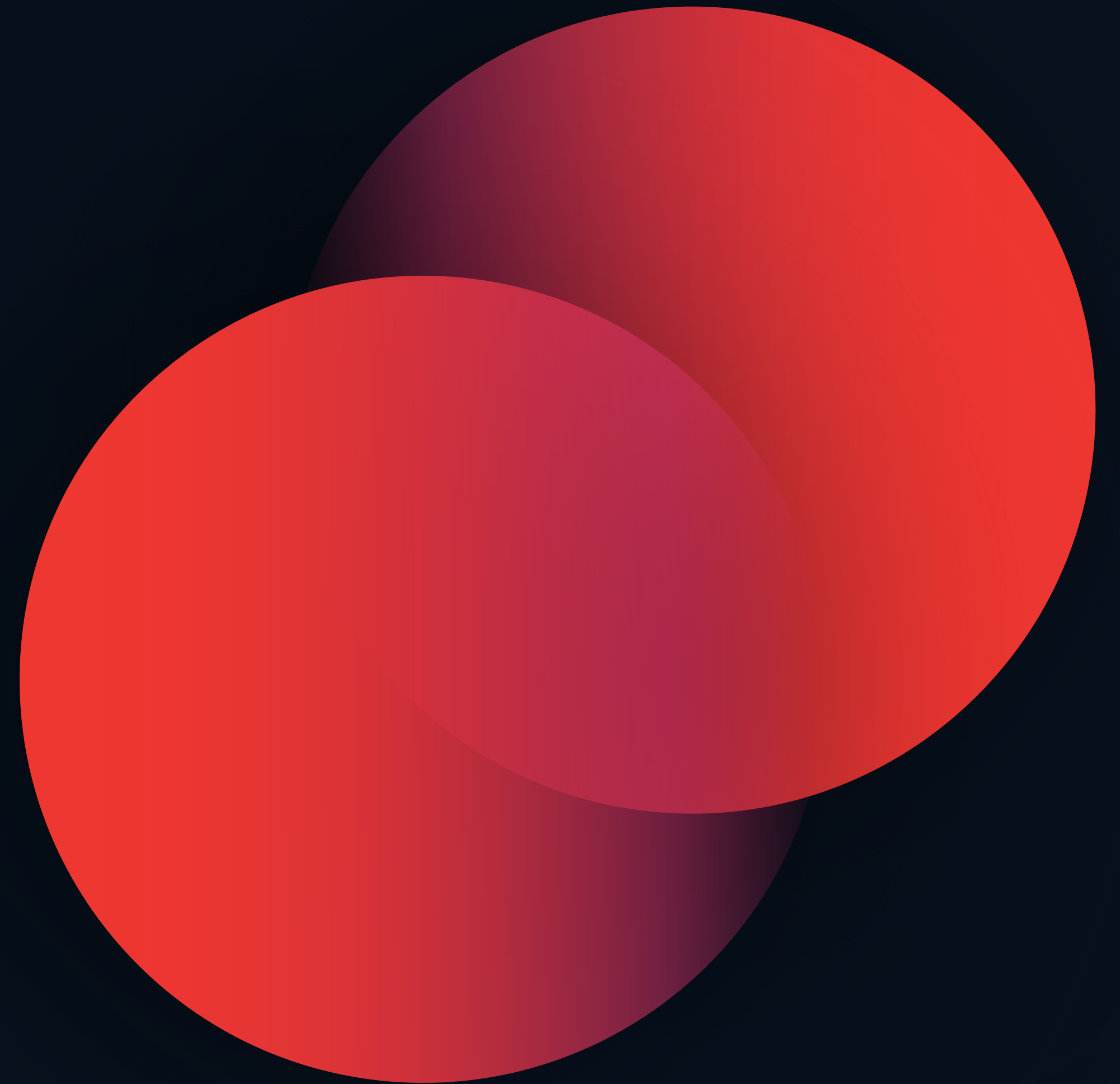
Section One
Trends in product innovation

● 2020 overturned accepted practices and forced many organizations to radically shift their approach to match the changed nature of the marketplace.

Product innovation is as important to services companies as manufacturing, helping differentiate from the competition and remain relevant in a changing marketplace.

The Product category measures three key elements: **Adaptive Capacity**, reflecting the ability to identify and react to change and uncertainty; **Innovation**, mapping an organization's ability to encourage internal disruption and innovation, and **Horizon Scanning**, the ability to examine information to identify approaching changes and opportunities.

Typically, organizations have an implicit or explicit innovation strategy, choosing to define the future, become a fast follower or manage defensively. 2020 forced many organizations to radically shift their approach to match the changed nature of the marketplace. The extent of the shift is apparent from the comments of this senior executive.

"If you had said at the start of the year, you're going to double your production of respirators, for PPE, in 4 months, and then you're going to double that again,' you'd say there's no way, we can't do that. The supply chains, the equipment. We're literally building equipment to make respirators and installing at an unbelievable pace. Our supply chain has had to keep up. The testing, the quality, that's never changed. Meeting those standards. Yes, at the start of the year if you'd said, 'Could you do that?' I would have looked at you and said, 'No, I don't think so.' We should be proud of our response to the pandemic."

Senior Executive, Healthcare, USA

Figure 17:
Product category comparison 2019-2020
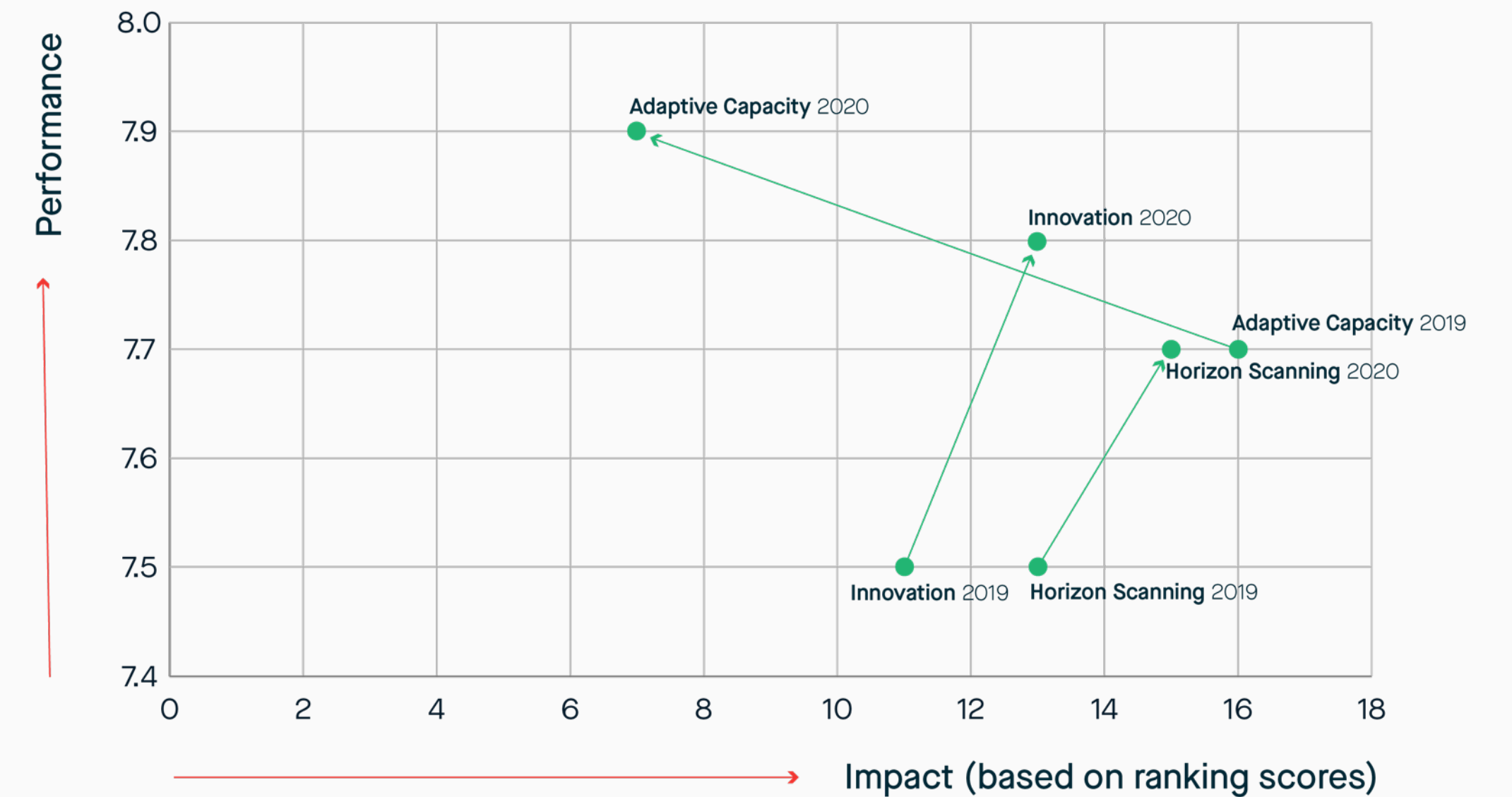
Rank	Factor	Impact 2020		Rank	Factor	Performance 2020	
2	Horizon Scanning	⌃	2.0	16	Horizon Scanning	=	0.0
4	Innovation	⌃	2.0	9	Innovation	⌃	2.0
10	Adaptive Capacity	⌄	−9.0	3	Adaptive Capacity	⌃	10.0

Section Two
Exploring effective processes
underpinning resilience

⬤ 2020 forced many organizations
to radically shift their approach
to match the changed nature of
the marketplace.

Horizon scanning and Innovation were ranked two and four respectively across each of the five sectors that we examined. Only in the Aerospace sector did a Product factor rank first for performance and that was Adaptive Capacity. This is perhaps unsurprising in a sector that had seen thousands of passenger jets grounded following a series of air crashes in 2018, and then experience a collapse in international air travel due to COVID-19 restrictions. It reflects that even in the face of the most challenging restrictions, Organizational Resilience can help leaders and companies plan to spring forward once opportunity arises.

That adaptive capacity, implementing new technology such as AI and use of robots, developing secure online sales channels, is summed up effectively by the experience of this senior manager at a UK agricultural firm.

"With suppliers, you've got tier 1 that are big multinationals, and then especially in Italy, you've got small family-owned businesses who don't have the resources. So, we were instructing them and teaching them how to come up to the right standard in their own manufacturing operations. There are new models being launched even in this climate, so we had new products to launch, and that was showing that notwithstanding the crisis, as a business we were still producing new products, servicing our customers. Unlike the auto industry where garages shut, again because the agricultural business was deemed to be key, our parts and service business was allowed to remain open. We had all that activity servicing farmers and truck operators, so the messaging was a transition from one of health and safety and what we were doing to protect our assets, to a return to some sort of normality."

Senior Management, Food, UK

Figure 18:
Process category comparison 2019-2020
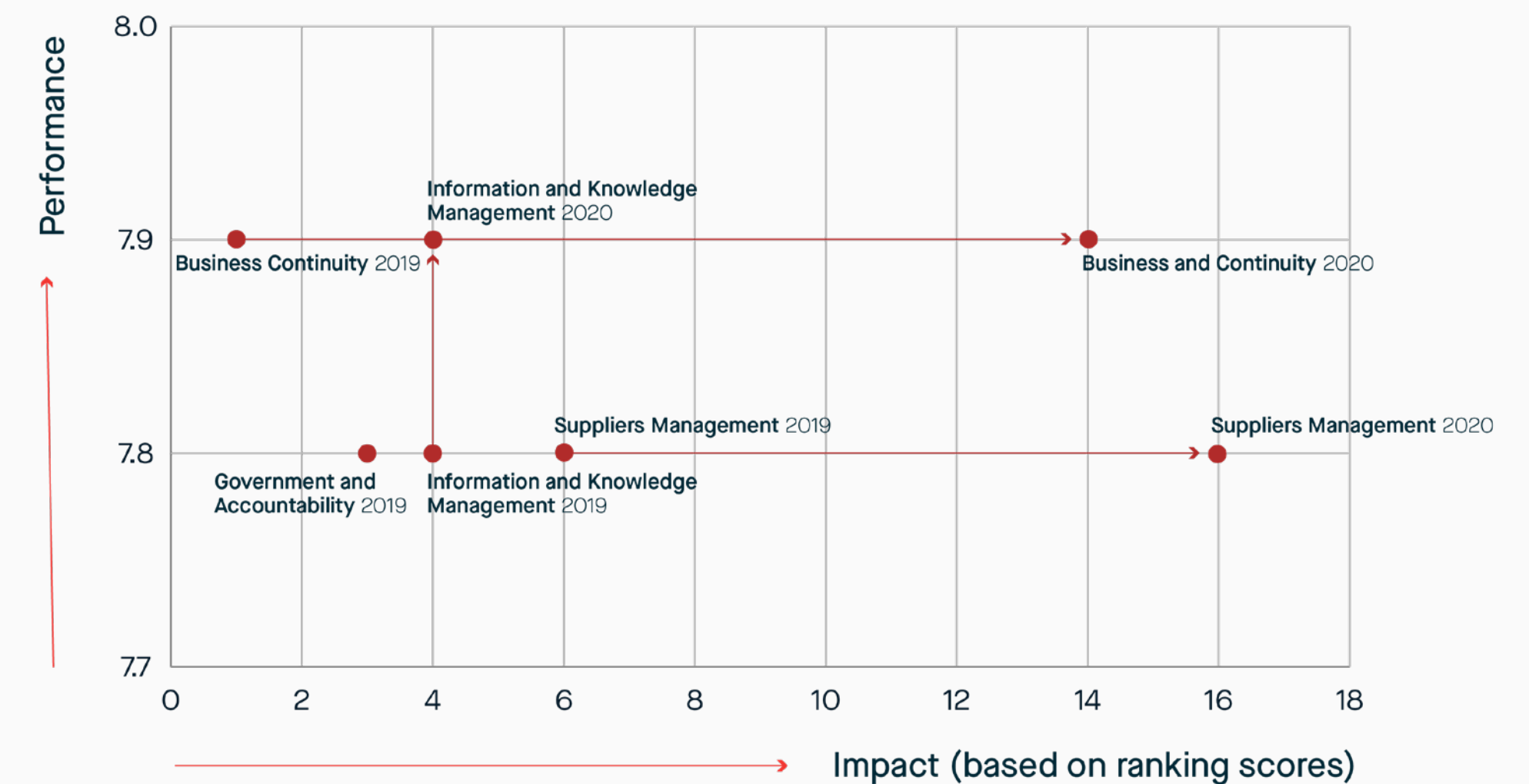
Rank	Factor		Impact 2020	Rank	Factor		Performance 2020
1	Suppliers Management	⌃	10.0	11	Suppliers Management	⌄	−5.0
3	Business Continuity	⌃	13.0	6	Business Continuity	⌄	−3.0
11	Governance and Accountability	⌃	3.0	8	Governance and Accountability	⌄	−1.0
13	Information and Knowledge Management	=	0.0	5	Information and Knowledge Management	⌄	−1.0

"There are new models being launched even in this climate, so we had new products to launch, and that was showing that notwithstanding the crisis, as a business we were still producing new products, servicing our customers."

Senior Manager, Food, UK

Product and process are two sides of the same coin, yet their shift in the rankings of the 2020 Index is very different. Where product innovation and adaptation climbed the rankings, many of the fundamental processes intrinsic to the successful day to day operations of organizations were found wanting.

The Process category consists of four elements: **Governance and Accountability** reflecting clarity in definition of policies and accountability to stakeholders; **Information and Knowledge Management** referring to the quality of data assets and knowledge sharing; **Business Continuity** addressing policies and procedures in dealing with disruption, and: **Supplier Management** referring to the quality of supply chain governance, security and management. governance, security and management.

As noted, the performance of every Process element suffered in 2020 drawing a stark contrast with the Impact which increased significantly, except for Information and Knowledge Management. This makes sense in light of the challenges of COVID-19, weak links in globalized supply chains were identified and caused critical delays, heightening their impact and undermining confidence in overall performance. The challenge faced by automotive manufacturers, which also experienced the end of the Brexit transition, are summed up in this quote:

"There has been avalanche of disrupters stepping into the supply chain and challenging the viability of the traditional business model. Manufacturers are urged to consolidate and maintain total cost of distribution. The retail model is being challenged by long-term trends and new innovations, with the end of the combustion engine in sight, and clearly the acceleration of EV, or electric vehicles, together with, no doubt, other energy sources along with automated vehicles. I think we expect that cars will change more over the next decade than they have in the past century. When you look at all of those disruptors and those dynamics, how does that impact on a retail model that's arguably over 100 years old, and a distribution model that really needs to tidy itself up, which is also arguably over 100 years old."

Managing Director, Automotive, UK

The relative underperformance of Information and Knowledge Management within the Index is interesting and runs counters to the popular perception of a structural acceleration of a shift of business online. The truth may lie somewhere in between, as many organizations were already well advanced in information technology and management, but post COVID-19 there will be a need for consolidation as noted in this quote:

"During the pandemic here, we released lots of new policies or processes within our organization. The huge impact will be the budgeting and spending approval process. We did a special approval to spend money. That is the process. That is only for the special period. We are working on the smart community, smart city concept. Within the smart community and smart city concept here, there are healthy environment factors from the ISO centres, and that is something we'd like to see change because of this pandemic, and health."

**Senior Management,
Built Environment, China**

The importance of effective Information Resilience was especially important within healthcare, where a global push for vaccines and protective equipment required extensive data mining and precision in planning. Having mobilised their organizations to deliver effectively, healthcare companies have raised the bar and it is certain that future standards will reflect such best practice. The scale of the achievement and the work still to do is set out effectively in the following:

"Now, we're saying, 'No, we are insisting that every business needs to have a digitisation strategy.' I would say that changed in terms of the way our leadership is thinking post pandemic. I'd like to see [the standards community] play a much bigger role in pushing us to reflect on our business resiliency strategy and it should cover not only things like supply chain and information security. Now it's about, 'Okay in light of the pandemic, what's your healthcare strategy for your staff?' 'What is your remote working strategy?' I don't know if the world standards have reached there yet but they'll bring us the best practices in remote working, they give the best practices in organization employee welfare so that's really what I would be looking for."

Vice Chair, Healthcare, UAE

For business leaders, the experiences of 2020 set a benchmark for future adaptation in response to structural sector wide challenges. The clear lessons are that while Horizon Scanning is key, this does not obviate the need for process flexibility and product adaptation. Progress, particularly technological, is rarely linear and advances occur in fits and starts. Resilient organizations recognize this and have strength in depth to adapt when their forecasts and plans are thrown into disarray. Governance of suppliers and accountability in such situations is key, depending upon an effective evaluation and understanding of your supply chain and data assets. Organizational Resilience can only ever be as strong as the weakest internal and external operational links.

Chapter 4 Organizational Resilience and society
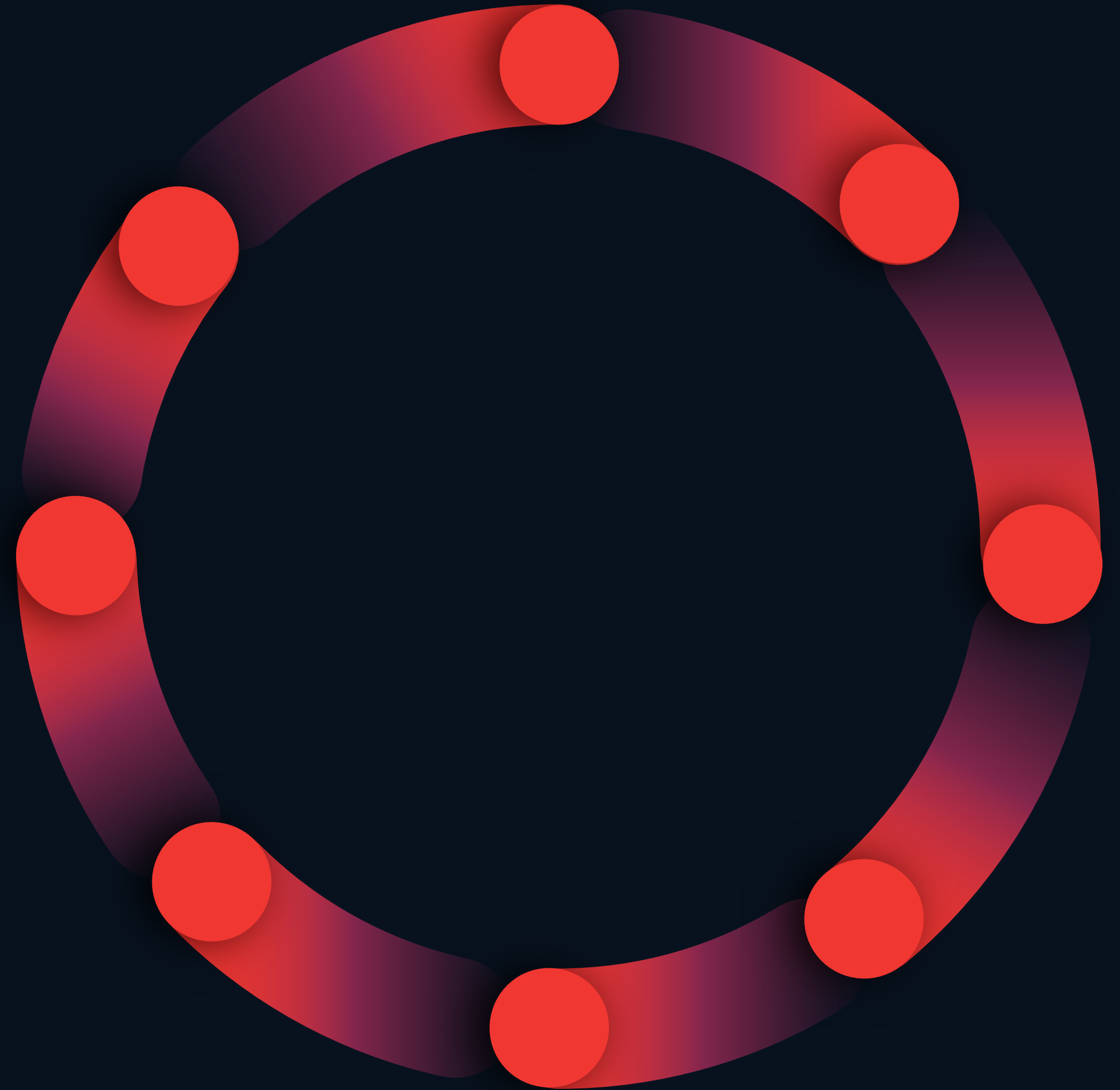
Section One
Trends in sustainability,
governance and responsibility

🔴 Long term Organizational Resilience relies upon a sustainable business model in tune with the planet and its people.

2020 saw a continuation of a trend toward a greater sense of collective responsibility from the business community. The leaders we interviewed for this report understood that long term Organizational Resilience relies upon a sustainable business model in tune with the planet and its people.

"I think really a sustainable organization is one that has a real sense of longevity about itself, but not just rolling on and doing the same thing. I think a sustainable organization is one that's adaptable, flexible and is able to re-orientate itself and think ahead."

Head of Security and Resilience, Higher Education, UK

This concept of long-term resilience and sustainability is broad in its implications; corporate social responsibility, which was traditionally seen as philanthropy, has now evolved. Modern sustainability affects policies across all aspects of an organization's activities, as this Managing Director comments:

"It's about mind set and we talk about our values and our beliefs and we're about zero emissions and zero fatalities and zero non-inclusivity. So, we have these three pillars in our organization and we want to get to a point where we have zero emissions and as a result of our technology we have zero fatalities on the road. As I say, it's all about creating the right team, the right people and having that full range of people with the best skill set in the organization and be fully inclusive and diversified."

Managing Director, Automotive, UK

While COVID-19 has forced many organizations to focus on their survival, it has not dimmed their appetite for progress in corporate responsibility. Diversity, equality, inclusion and sustainability are still very much on the agenda to drive future improvement in Organizational Resilience. The balance between people and planet varies around the globe. Diversity, inclusion and equality are most pronounced in China, while a focus on the environment dominates in India [Figure 19].

Figure 19:
Prioritization of Environmental, Social, and Governance within organizations by country 2020

● Sustainability %
● Diversity / Equality %
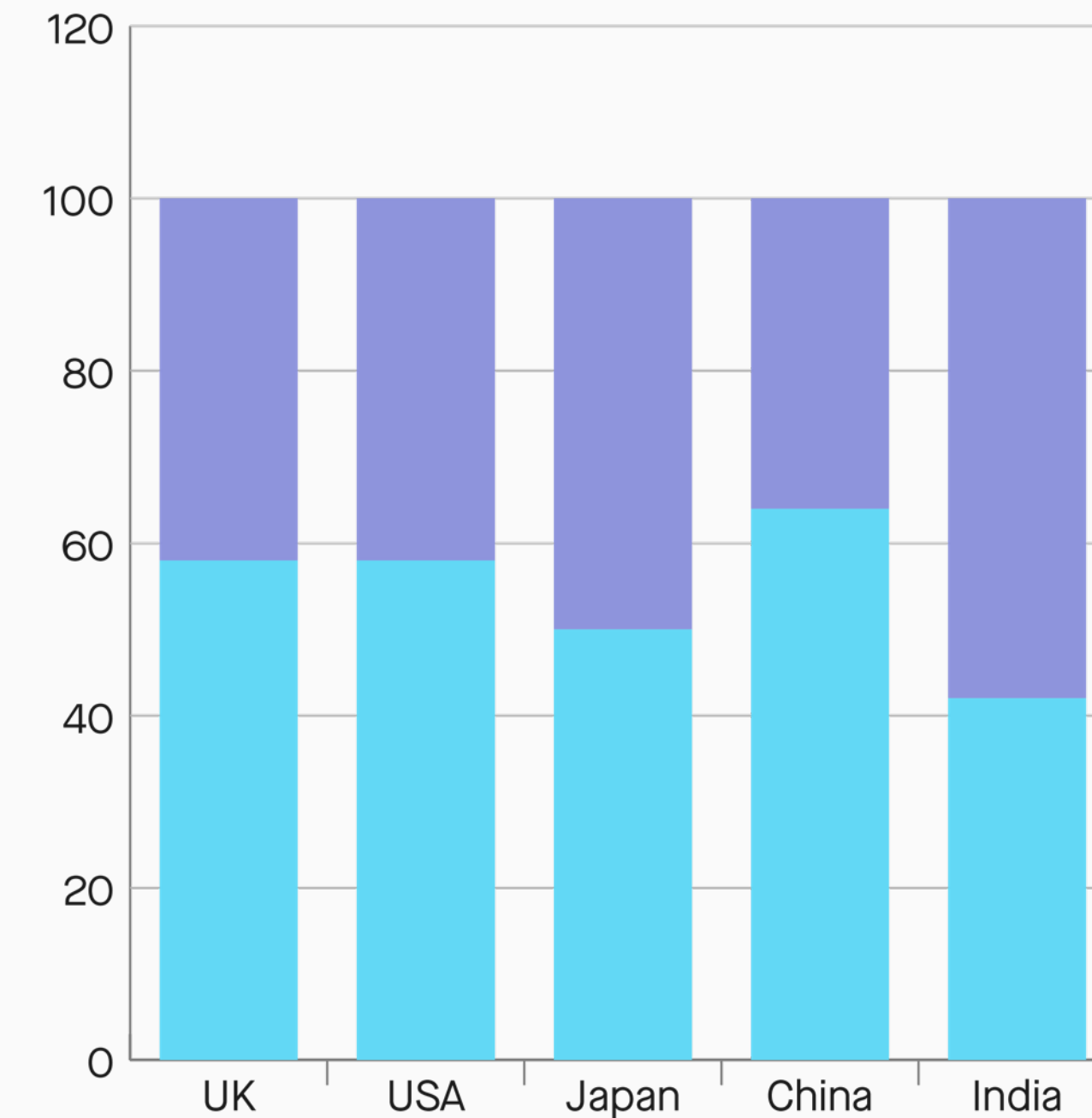
COVID-19 prompted not only a shift of the UN's 26th Climate Conference but also a shift in organizational introspection, with many like this senior executive recognising how sustainability is now a bottom-line issue.

"Sustainability has become more important during the pandemic, because we want to eliminate unnecessary cost and waste, and our customers expect us to limit our carbon footprint."

Senior Executive, Automotive, UK

Such sentiments are not restricted to the planet, but also form a key element of people polices, reflecting the UN's Sustainable Development Goals which cover a range of areas outside of the environment. (Figure 20) highlights that while Community Engagement increased significantly in impact, it was closely followed by Governance & Accountability. Notably neither increased the performance particularly strongly, suggesting that the consequences of failing to uphold social compacts were brought home strongly to senior executives in 2020 but that performance fell short. Governance and Accountability fell one place in the rankings, while Community Engagement climbed one point. This was brought to life in the words of this senior manager within facilities management:

"In terms of organizational resilience, and sustainability for us going forward, I think where the challenge is, is in one of growth. Where previously our business would build upon going out and getting new business, for example, there's been an absolute slowdown in terms of people tendering their business. You've got what you've got, and therefore you've got to make sure that what you've got is running really, really well, both for yourself as a business and obviously for your customer. Retention is absolutely critical, because new business opportunity just isn't what it was."

**Senior Management,
Facilities Management, UK**

Surprisingly given the focus on the carbon emissions of air travel, sustainability is far less likely to be prioritised within the Aerospace industry which even outweighs Healthcare – surely the ultimate people industry – for the prioritisation of diversity, inclusion and equality. Across other sectors there is a greater balance driven as much by the personal values of the workforce as corporate values. Just as sustainability has been driven forward by COVID-19 encouraging a tighter focus on efficiency and waste; diversity, inclusion and equality have been driven forward by a greater focus on how to care for human assets.

Figure 20:
Governance and process comparison 2019-2020

Rank	Factor	Impact 2020		Rank	Factor	Performance 2020	
1	Suppliers Management	⌃	10.0	11	Suppliers Management	⌄	−5.0
5	Community Engagement	⌃	10.0	13	Community Engagement	⌃	1.0
8	Culture	⌃	1.0	14	Culture	⌄	−2.0
11	Governance and Accountability	⌃	3.0	8	Governance and Accountability	⌄	−1.0
12	Vision and Purpose	⌄	−7.0	2	Vision and Purpose	=	0.0
14	Reputational Risk	⌄	−2.0	7	Reputational Risk	⌃	1.0

"There's a heavy focus on the business from the depths of sustainability right through the design process and well into the supply chain. So, I think something that's constantly under review. We're quite fortunate in that we tend to be driven by bright, young engineers that are constantly joining the business and they come with that approach to life built in. So, I suspect a lot of it's being driven by the wants and needs of our recruitment."

Senior Executive, Manufacturing, UK

**Exploring the link between supply
chain and organizational resilience**

⬤ The vast majority of global organizations experienced disruption to their supply chains.

In normal times, multinational companies with global supply chains already face a complex array of challenges related to the social and environmental impact of their entire value chain. COVID-19 significantly raised the bar, with the Organizational Resilience Index revealing that 88% of business executives had experienced disruption to their supply chains as a result of COVID-19 *(See table opposite)*.

Disruption was greater in the Aerospace sector (39% severe disruption), amongst younger organizations (48% severe disruption) and within production departments (54% severe disruption). Many of those we interviewed highlighted that they were caught off guard, having not accounted for indirect supply issues.

The greater impact on younger and less well-established organizations is likely attributable to the leverage that long-term trusted buyers are able to exert on their suppliers to guarantee supply when shortages occur. This was clearly the case at a US food manufacturer we interviewed.

"We are a large organization and we are able to command a fair bit of leverage to have good insight into supply chain disruption, and have the connections and workarounds to get around those where it is needed. We do have a strong background already in ensuring, no matter what the situation is, that our customers are supplied."

Senior Management, Food, US

It appears that despite this lack of leverage over suppliers, younger organizations tend to remain more optimistic about their overall Organizational Resilience [Figure 5], however, those established for less than five years suffer considerably in the Product and Process categories. This may well account for the fact that just half (56%) of firms make it to their fifth year, and suggests supporting such organizations in supplier and knowledge management ought to be a focus for governments looking to build back better after COVID-19.

Severe disruption to supply chain	**29%**
Some disruption to supply chain	**60%**
No disruption	**12%**

Disruption took the form of delays and insufficient supply.

As supply chain networks increasingly span continents and become more complex, the ability to flex and mitigate supply chain risks remains a key challenge for organizations and appears to worsen with age. While a degree of youthful optimism and a lack of experience may well contribute to performance statistics, it is clear that organizations more than 50 years old cross a threshold where holistic improvement in the performance of Organizational Resilience across an organization is more challenging.

For those keen to achieve another 50 years, our Organizational Resilience Index suggests they look to adopt the best practice in adaptation displayed by their younger peers. Best practice that is captured across a range of global resilience and business standards.

This year's Index reveals a global picture of organizations being revitalised by their confrontation with the realities of their own survival. As the world begins to rebuild, the value of adaptation and solidarity with suppliers should not be forgotten. As this report identifies, after rebuilding comes resilience, and it is to be hoped that such resilience will enable organizations to spring forward to adapt to new opportunities and not only survive but thrive.

Developing the idea that the COVID-19 disruption has had a benefit in forcing reappraisal of the supply chain.
This is evidenced with anecdotal quotes e.g.

"We did not understand our secondary and tertiary suppliers so did not have a good understanding of the risk we carried. We did a good audit and some mitigation activity by diversifying our supplier base. There have been problems with the supply chain, but I have been surprised by the lack of impact on the business' ability to maintain outputs. We were more resilient than I thought."

Senior Management, Aerospace, UK

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Organizational-Resilience/

Organizational resilience is a vital aspect to ensuring business leaders constantly remain future-ready.

Our thought leadership activity is developed specifically to provide leaders with insights to benchmark and assess their organization's resilience and provide wider context into global trends and challenges.

Our **benchmarking tool** enables senior executives to develop personal insight into the resilience of their own organizations and compare this relative performance with similar organizations in their sectors and geographies.

BSI empowers its clients to become ready for what's next. By shaping, sharing and embedding industry best practice, BSI improves organizations' resilience by providing tools and techniques so they are equipped to meet the challenges of today and tomorrow.

Appendix

Figure 5.1:
**Organizational Resilience Performance
All v Aerospace**

- Performance (all)
- Aerospace

- Leadership
- People
- Process
- Product

The perceived OR performance for the Aerospace sector shows the highest overall perceived performance against all other sectors, suggesting that the participating organizations have an optimistic view of their current perceived Organizational Resilience and confidence in their ability to weather the storm.
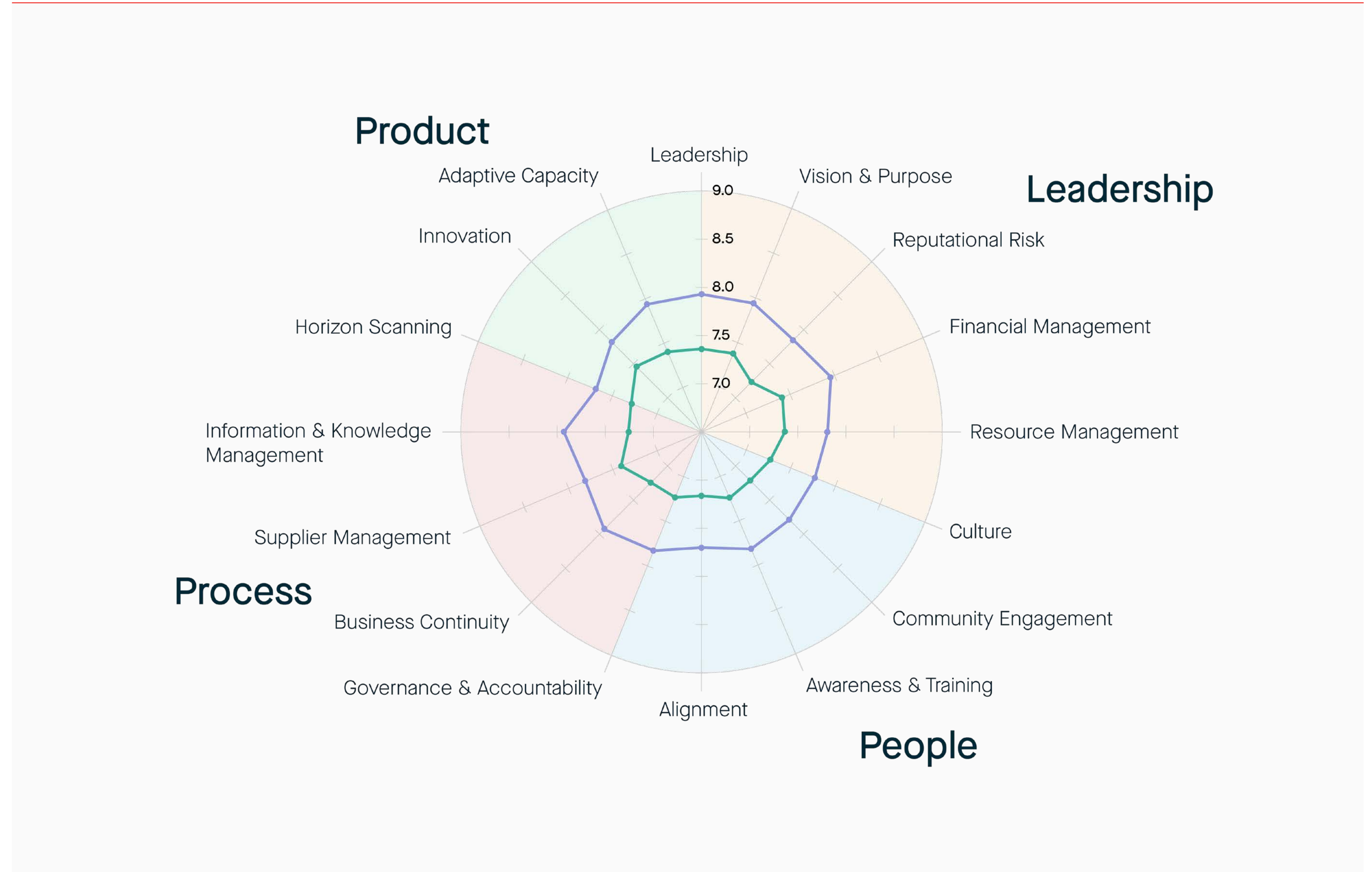
Figure 5.2:
**Organizational Resilience Performance
All v Automotive**

- Performance (all)
- Automotive

- Leadership
- People
- Process
- Product

The perceived OR performance for the Automotive sector is the lowest overall perceived OR performance against all other sectors.

Whilst Innovation appears to be closer to the overall benchmark other elements such as Reputational Risk and Information and Knowledge management show lower levels of relative perceived performance.

Figure 5.3:
**Organizational Resilience Performance
All v Built Environment**

- Performance (all)
- Built Environment

- Leadership
- People
- Process
- Product

In general, the Built Environment sector has higher levels of perceived performance in all categories except the Product category, relative to the overall benchmark.

Other elements that lie below the perceived performance against the overall Benchmark are Reputational Risk, and Governance and Accountability.

Leadership, Vision and Purpose. and Financial Management which drive Organizational Resilience are all perceived to be performing above the overall benchmark for this sector.
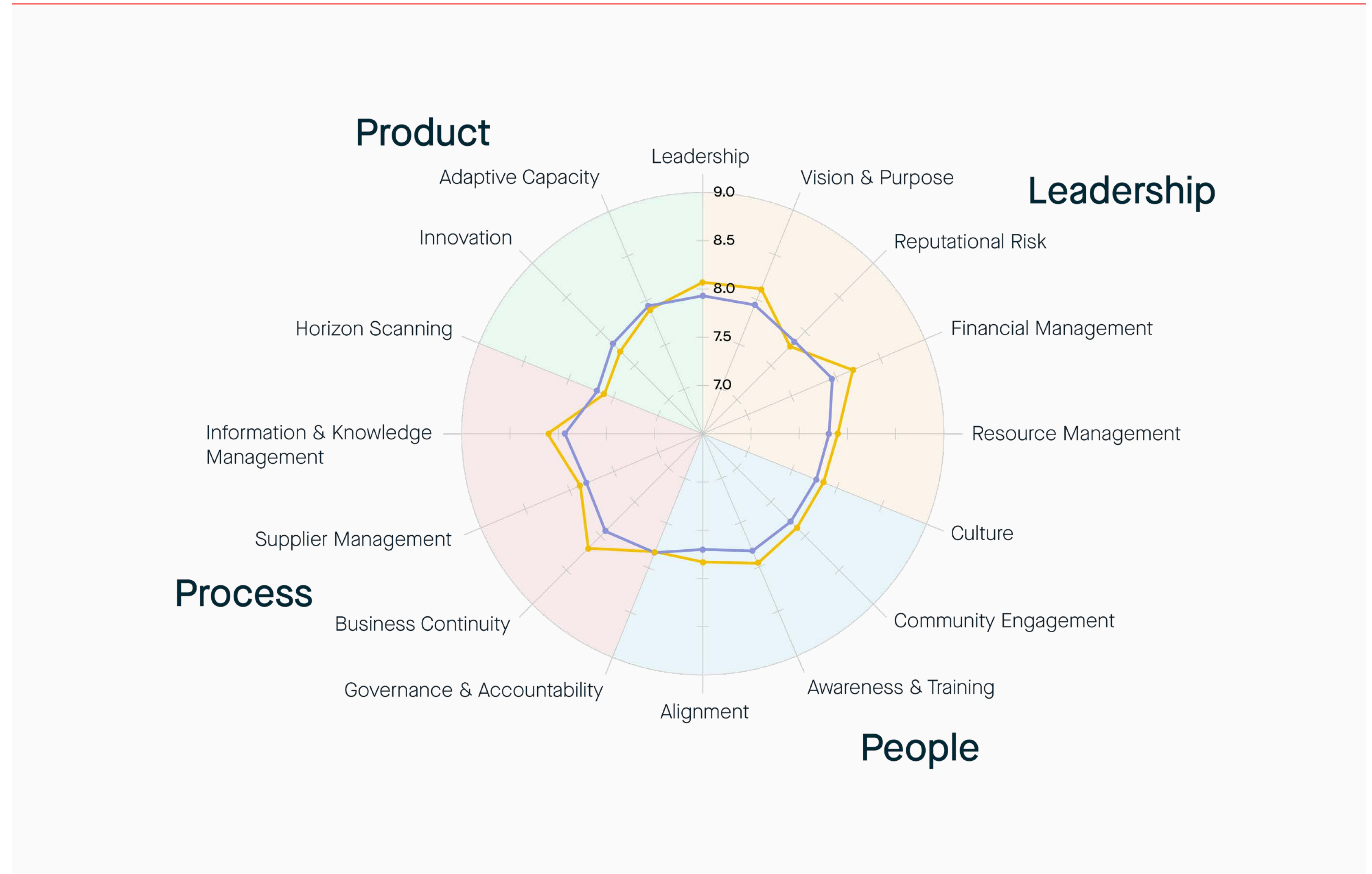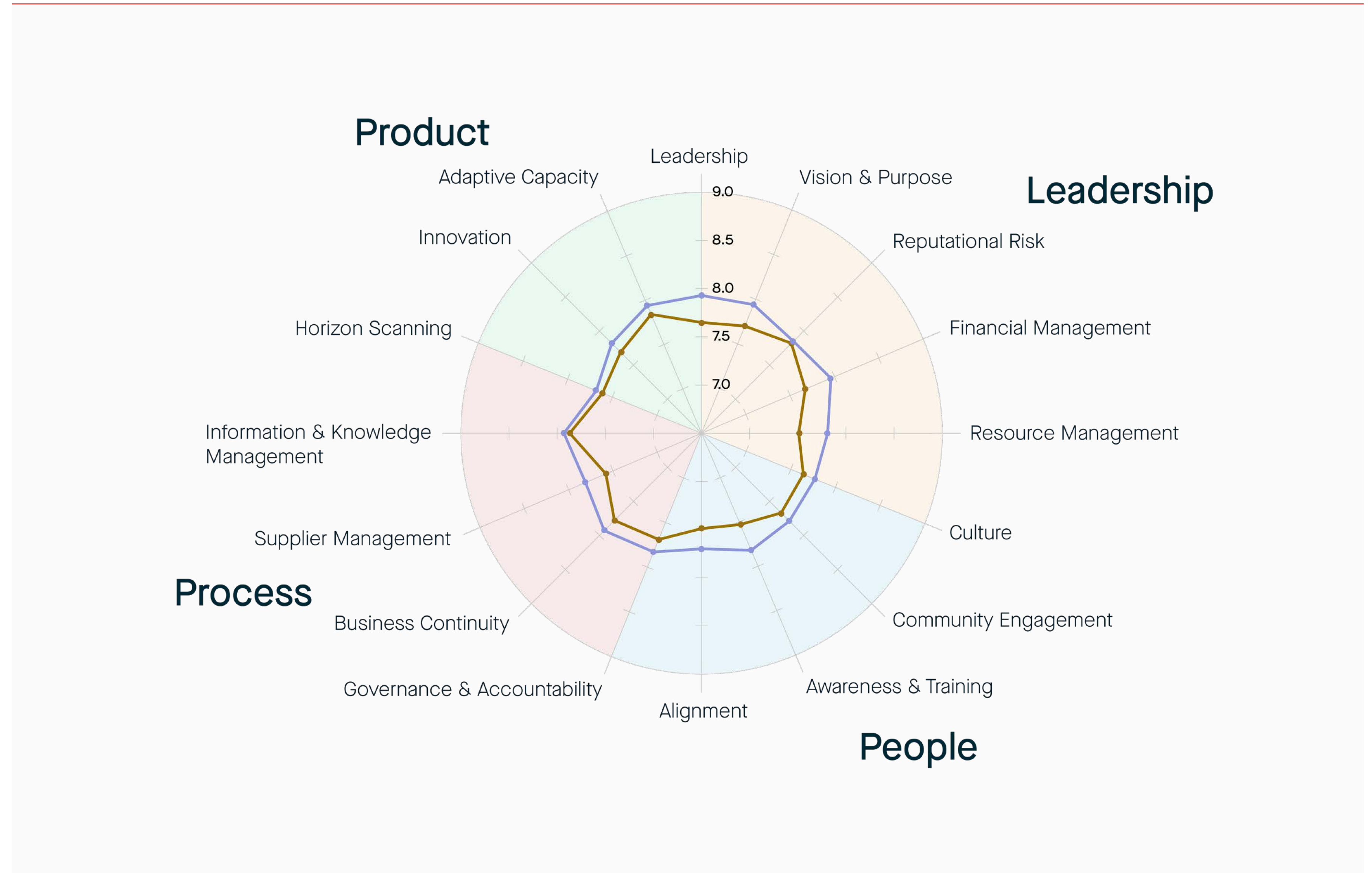
Figure 5.4:
**Organizational Resilience Performance
All v Healthcare**

- Performance (all)
- Healthcare

- Leadership
- People
- Process
- Product

The perceived performance for the Healthcare sector lies below the overall benchmark for all elements.

Information and Knowledge management, Adaptive Capacity and Reputational Risk were perceived to be performing well relative to other elements within this sector. However, the Resource Management and Alignment elements were regarded as performing less well relative to other elements.

Figure 5.5:
**Organizational Resilience Performance
All v Food**

- Performance (all)
- Food

- Leadership
- People
- Process
- Product

The perceived performance for the Food sector was mostly better than the overall perceived performance compared to the benchmark.

There were two elements where the sector did not perceived its performance to be as strong as other sectors, namely Alignment and Horizon Scanning.

Innovation and Adaptive Capacity were stronger performers and those organizations that could plan and respond quickly were able to maintain or build their resilience during the year.
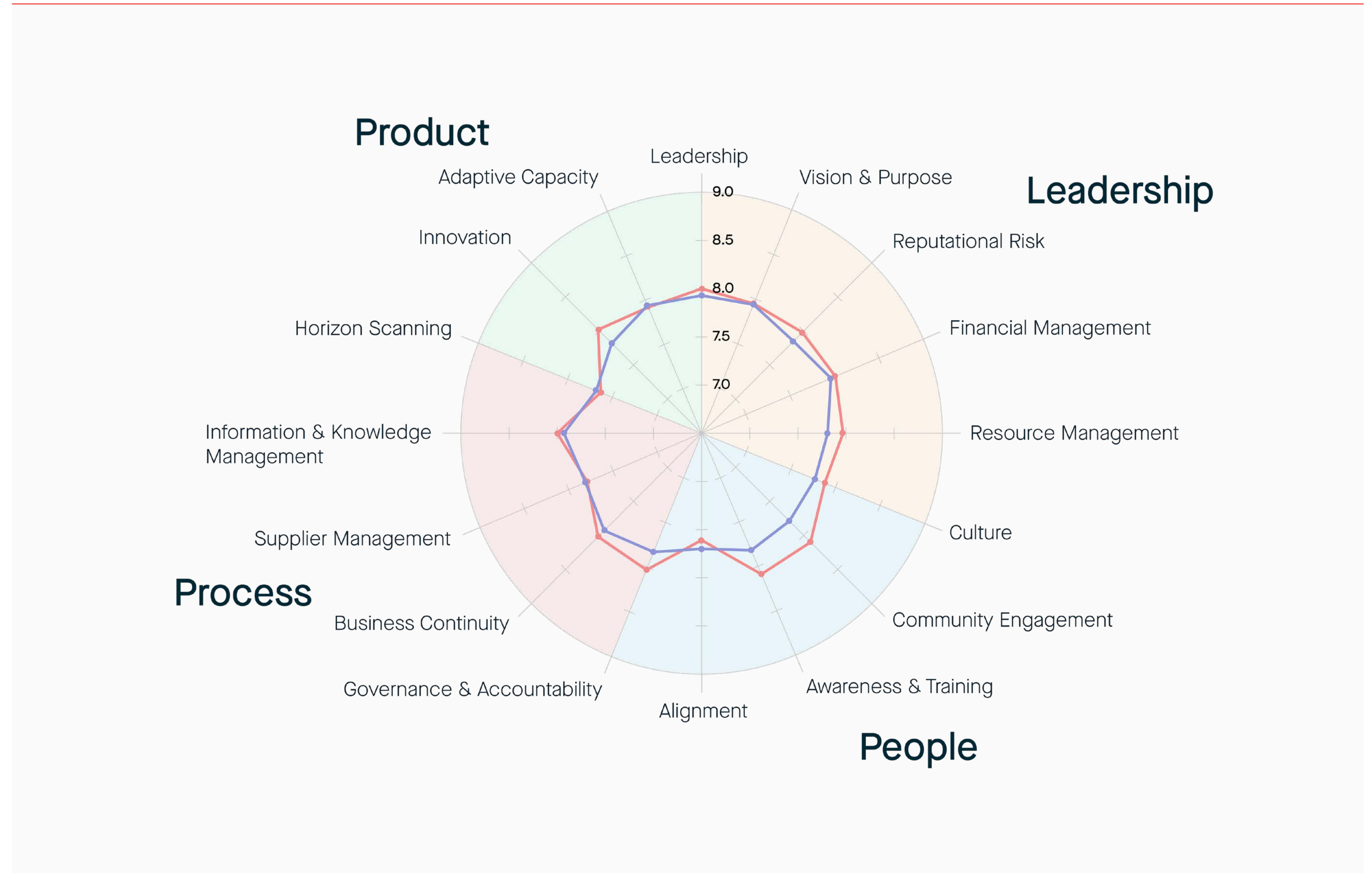
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