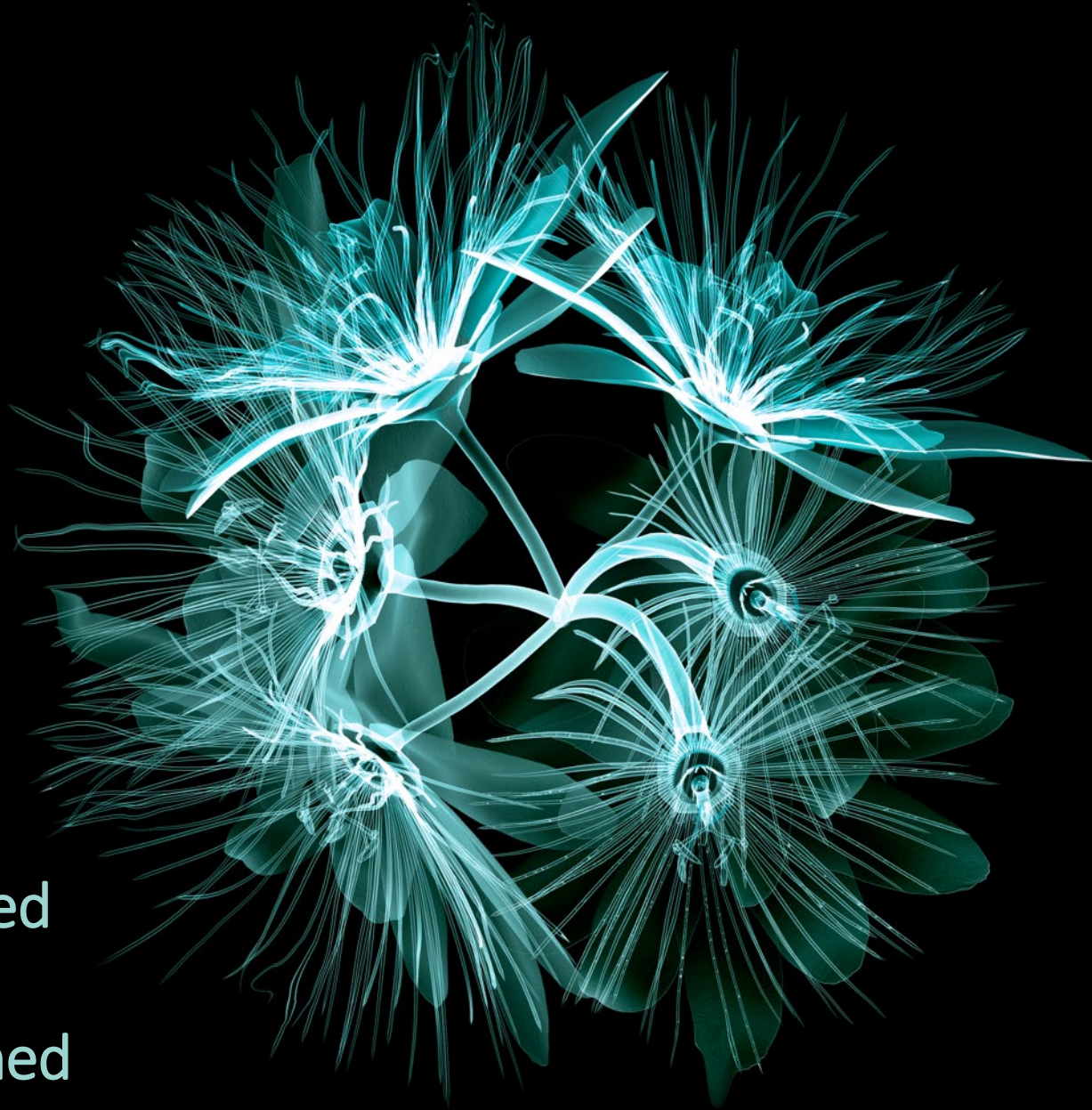


Deloitte.



Resilience Reimagined
Greenhouse labs:
the future transformed

January 2021



MAKING AN
IMPACT THAT
MATTERS
since 1845

Resilience Reimagined | Our point of view

High impact events and economic shocks will continue to happen.

The financial crisis, Brexit and now COVID-19. We never imagined these events could happen, but they have. While the impact of these events may be felt for some time, they also show us that we can move rapidly, find new ways of doing things, build new networks and keep services going. But relying on 'we'll find a way through' is not enough on its own to meet the scale and pace of change imposed by the current pandemic. Nor, is it sufficient to rest on the achievements made – expectations have been set for the future.

To survive and thrive in the future, the more resilient organisations will rethink what 'being resilient' actually means. They will adopt a mind-set of what if? And what next? Not just the next risk, but the next opportunity. They will have a broad view of resilience, understanding what it means for them and what it means for their customers, suppliers, employees and contribution to their communities and wider society. They will challenge conventional approaches and wisdoms, adapt business models and look for competitive advantage.

By adopting key principles of resilience they will create the options and have the necessary levers to respond and adapt. Those organisations will have the mind-set and resourcefulness to stay ahead of the next obstacle and in step with the next opportunity.

Resilient organisations thrive before, during and after adversity. Let's reimagine resilience together.



Resilience Reimagined | Strengthening your resilience to achieve enduring success

Now is an opportunity to reimagine resilience:

- COVID-19 will have shown where you have resilience and where there are vulnerabilities; now is the time to consider what changes you should make to enhance the resilience of your organisation and its new ways of operating.
- By specifically addressing the three pillars of resilience – finance, operations and reputation; you will make your organisation more resilient to future uncertainties.
- Establishing resilience indicators will enable you to measure and maintain resilience for the long-term, improving transparency and governance over what keeps you resilient

Our Resilience Reimagined Labs will help you discover, understand, visualise, reflect and reimagine resilience for your organisation. You will be able to set the direction, agree the priorities and define the outcomes – ready to act through an agreed strategy to strengthen your organisation’s resilience.



Financial resilience

Financial resilience is the ability of an organisation to withstand events that impact its liquidity, income or assets. These events may include routine or severe but plausible shocks and stresses. They can also include planned strategic changes.



Operational resilience

Operational resilience refers to the way an organisation uses its non-financial resources to withstand and absorb the impacts caused by shocks and stresses affecting its demand or supply, its people, technology or facilities.



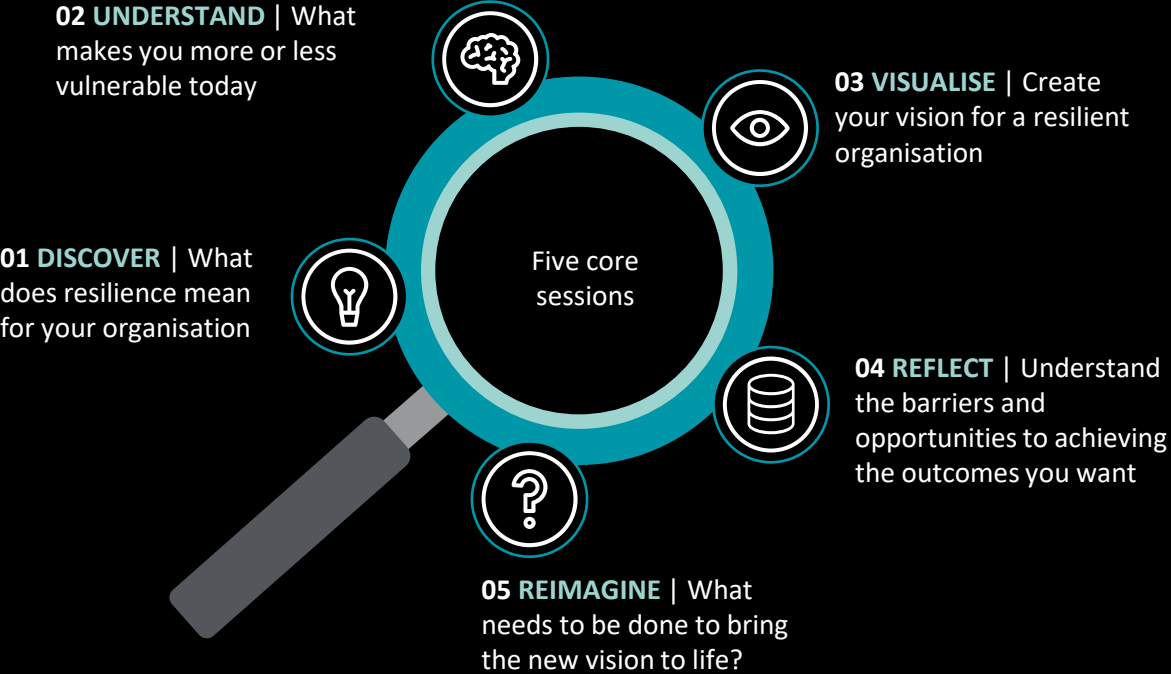
Reputational resilience

Reputational resilience is about the organisation being responsive to external perceptions; scrutinising self-limiting behaviours, building brand capital and reserves, and maintaining a foundation of trust and dependability.

Resilience Reimagined | Taking a closer look at our lab sessions

1	Overview
<p>We have developed Resilience Reimagined Labs for clients across a broad range of industries. The lab consist of five core sessions, each including a briefing from a subject matter expert on key themes with facilitated discussions. We will share learnings from other industries and organisations alongside our expertise in resilience.</p>	

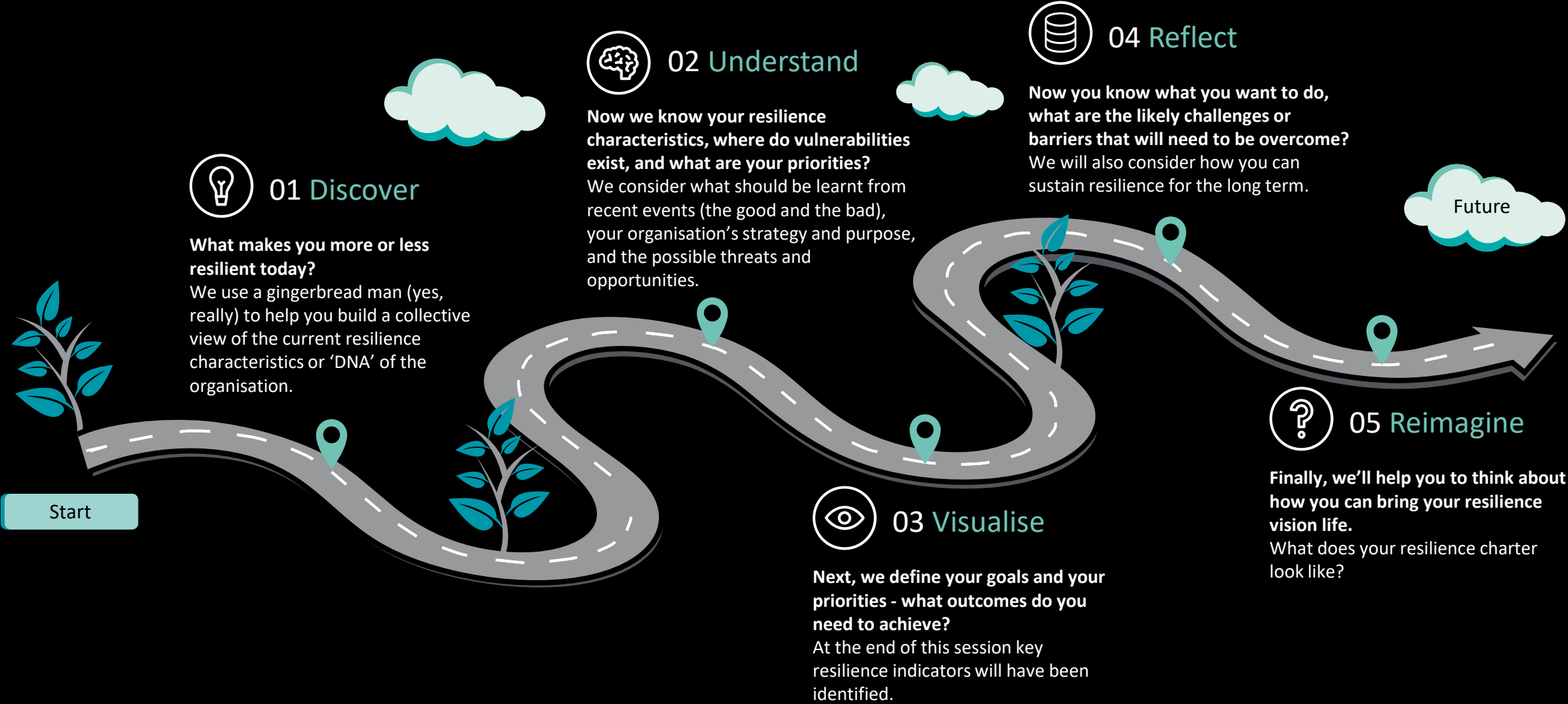
The five core sessions that make up the lab will help you to:



2	Format
<ul style="list-style-type: none">• The Resilience Reimagined Lab will be an immersive and collaborative experience and will take you outside your everyday environment.• It is designed to disrupt conventional thinking and spur creativity.• It will help you to learn from your own as well as others' experience, agree your priorities and define the outcomes you want.• During each session, you will be exposed to contemporary thinking and innovation in resilience, with access to insights from our subject matter experts and guided facilitation to develop your own way forwards.• Together, we will set out what your Resilience Reimagined will look like.	

3	Preparation
<p>We recommend that you come prepared to share and explore your current thinking on what resilience means for you, and be ready to create a new vision for resilience for your organisation.</p>	

Resilience Reimagined | Your journey of discovery



Your Resilience Reimagined charter

Through the Resilience Reimagined labs we can help you turn the 'think' into 'do'. A 'resilience charter' will provide a documented shared understanding of what you want to achieve and where to focus your efforts. It will provide the context and direction for supporting teams and functions.

01 Discover

02 Understand

03 Visualise

04 Reflect

Resilience priorities

A list of clear priorities setting out where time, effort and resource will be focused. These could be key products, services, presence in certain markets, financial strength and enhancing stakeholder perception. These will take into account current resilience characteristics and known vulnerabilities.

Resilience outcomes

A set of clear outcomes the organisation should achieve to become more resilient. This will guide the development and implementation of initiatives to improve resilience, as well as inform which 'resilience indicators' to use to bring transparency and enable resilience to be managed and governed through the long term.

All of our most critical products can be manufactured and distributed through alternate means

We have substantially increased redundancy in operating capacity for our most critical systems

We have substantially decreased our maximum allowable aged debt

All of our critical suppliers are signed up to, and regularly attest to, our codes of conduct

Initiatives needed (in outline)

A provisional set of initiatives and / or workstreams required to achieve the resilience outcomes and overcome barriers / challenges identified. This will also consider what is needed to sustain resilience over the long term.

Remove / manage out single points of failure in our supply chain

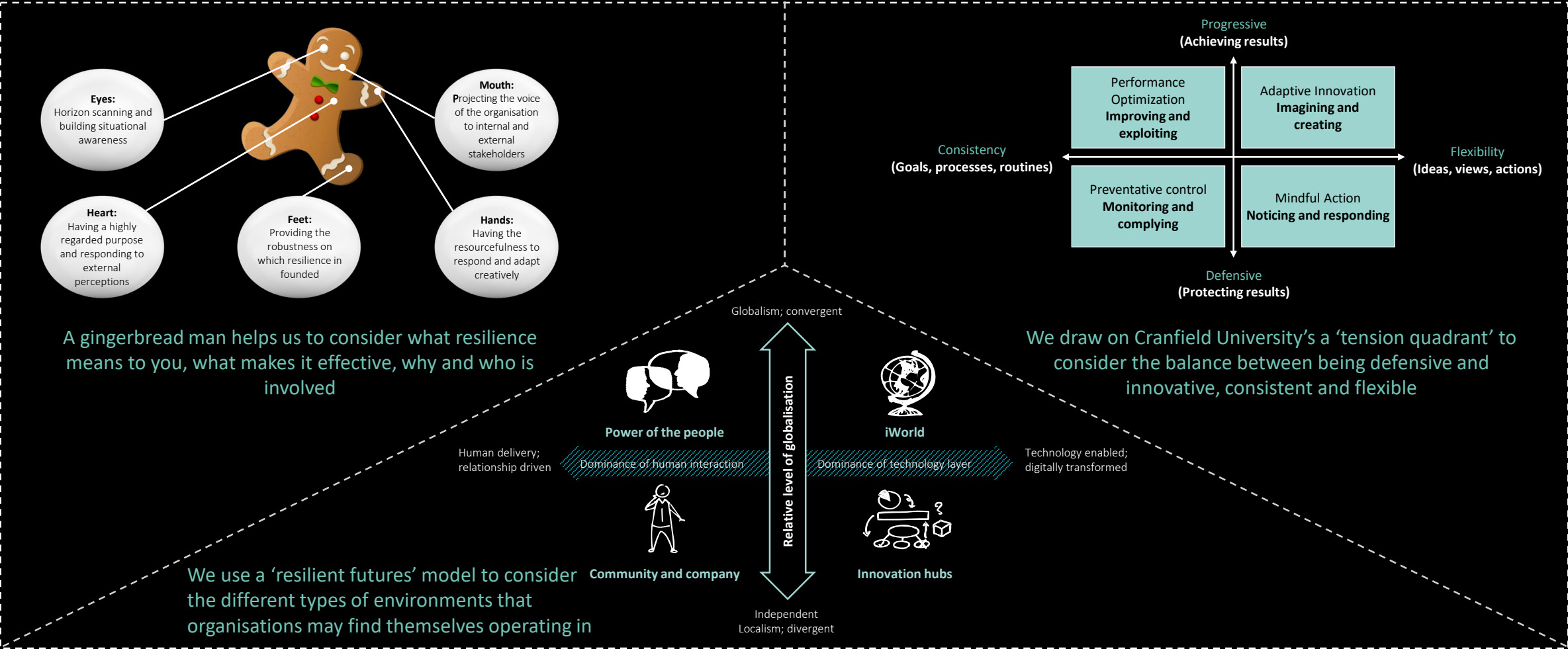
Effect a cultural change across historically siloed departments and functions

Develop resilience indicators (based on desired outcomes) and ranges to operate within

Transform our approach to risk management to better govern resilience over the long term

Models we use to support the labs

We leverage the best models, academic research and publications to spur creativity and innovative thinking. These help to challenge participants to really think about how their organisation is resilient today and what sort of adaptation they may need to make to meet the risks and opportunities of the future.



Contact us

If you would like a discussion about our Resilience Reimagined Greenhouse labs, please contact us.

Koen Magnus

Partner, Crisis and Resilience

kmagnus@deloitte.com

+32 485 46 65 90

Kim Speijer

Director, Crisis and Resilience

kspeijer@deloitte.com

+32 478 64 27 27



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. Please see www.deloitte.com/about for a more detailed description of DTTL and its member firms.

Deloitte provides audit, tax and legal, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte has in the region of 244,400 professionals, all committed to becoming the standard of excellence.

This publication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the “Deloitte Network”) is, by means of this publication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this publication.