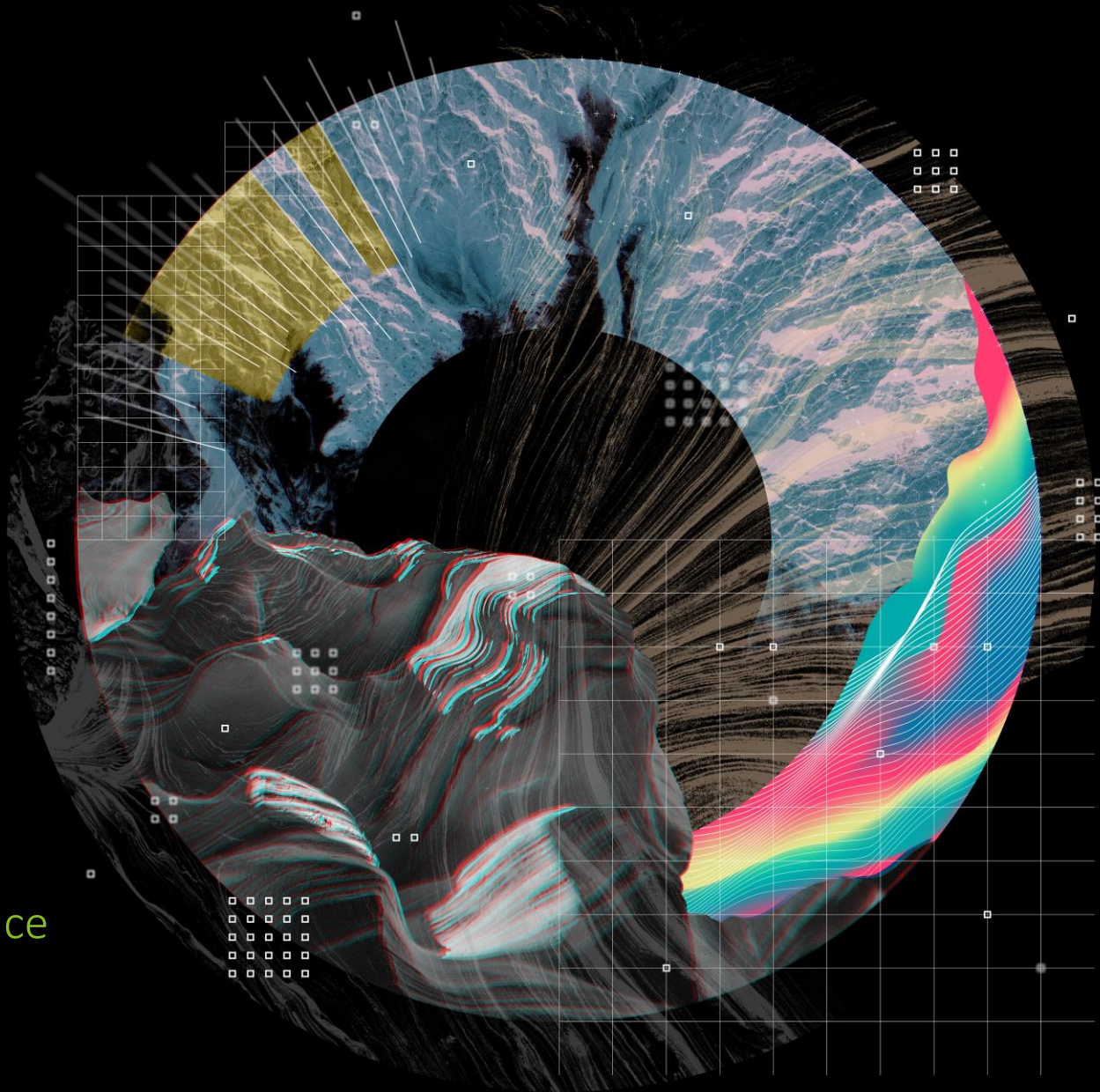




## Deloitte Crisis & Resilience Conference

22 November 2023



# Welcome and Foreword

Welcome everyone. I am delighted to have us gathered for the eighth Deloitte Crisis & Resilience Conference.

In the face of unprecedented challenges, the need to comprehend, adapt, and foster resilience has never been more critical. Our world is marked by constant change, presenting us with multifaceted crises that require thoughtful consideration, innovative solutions, and a collective commitment to building a resilient society.

This conference serves as a crucible for ideas, experiences, and insights from diverse fields, bringing together professionals, and thought leaders who share a common goal: to unravel the complexities of crisis, explore the human capacity for resilience, and chart a course toward a more robust and adaptive future. We have the pleasure of hosting twelve exceptional speakers today to share their reflections on how we can all play a part in doing that. Our morning will focus on macro challenges and themes, while our afternoon will explore specific stories and experiences from those at the coalface. We have keynote addresses from Hasit Thankey, Head, Enablement and Resilience Defence Policy and Planning Division at NATO and Gavin McAlpine, Olympic Games Delivery Associate Director at International Olympics Committee who will open and close the conference respectively.

We invite you to engage in the conversation throughout the day and share your experiences. Let this be a forum where ideas are born, relationships are forged, and a collective commitment to fostering resilience is strengthened.

Thank you for joining us.

Tim Johnson, Lead Partner  
Reputation, Risk, Crisis and Resilience



# Agenda

Timing	Topic	Speaker	Role	Organisation
08:30	Registration			
09:15 – 09:25	Welcome	Tim Johnson	Reputation, Risk, Crisis and Resilience (RRCR) Lead Partner	Deloitte
09:25 – 09:50	<b>Keynote:</b> Strengthening resilience in a changed strategic environment	Hasit Thankey	Head of NATO’s Enablement and Resilience Defence Policy and Planning Division	North Atlantic Treaty Organisation (NATO)
09:50 – 10:15	Risk: Epidemics and Pandemics	Joe Simmonds-Issler	Chief of Staff, Strategy and Portfolio	Coalition for Epidemic Preparedness Innovations (CEPI)
10:15 – 10:40	The economic threats to resilience	Ian Stewart	Chief Economist	Deloitte
Morning coffee break				
10:55 – 11:20	Political risk and resilience	Chy Flynn	Director of Risk and Internal Audit Head of Enterprise Risk Management	Rolls Royce
11:20 – 11:45	Delivering the UK Government Resilience Framework	Mary Jones	Head of Resilience	Cabinet Office
11:45 – 12:10	Health Security Resilience: Preparing for national health security threats	Charles Turner	Deputy Director of Preparedness	UK Health Security Agency (UKHSA)
12:10 – 12:40	<b>Panel session:</b> Building a resilient society			NATO, Cabinet Office, CEPI & UKHSA
Lunch				

# Agenda

Timing	Topic	Speaker	Role	Organisation
13:50 – 14:15	Embedding global resilience	Monica Sekhri	Global Senior Director of Business Continuity and Resilience	The Coca Cola Company
		Sam Travers	Global Business Continuity Lead	
14:15 – 14:40	Q&A: Reputational Resilience through change	Sian Laurie	Head of Corporate Communications	Shell
14:40 – 15:10	Panel session: Linking Reputation, Risk, Crisis & Resilience			The Coca Cola Company, Rolls Royce & Shell
Afternoon break				
15:25 – 15:50	AI as an ally in preparing for upcoming threats & enhancing resilience	Alex Krasodomski	Senior Research Associate in the Digital Society Initiative	Chatham House
15:50 – 16:20	Keynote Q&A: Moving the immovable deadline	Gavin McAlpine	Olympic Games Delivery Associate Director	International Olympic Committee (IOC)
16:20 – 16:30	Closing	Tim Johnson	Reputation, Risk, Crisis and Resilience (RRCR) Lead Partner	Deloitte
16:30 – 18:00	Networking			

# Meet our speakers and panellists



**Chyono Flynn**

**Rolls Royce**

Head of Enterprise Risk Management

Chyono is Head of Enterprise Risk Management at Rolls Royce. She has extensive experience leading on risk, programmes and operations in environments of ongoing digital and organisational transformation.

Chyono previously worked as Head of Group Risk at Network Rail, leading and delivering the strategic implementation, co-ordination and maintenance of the Network Rail ERM framework. Prior to this, she worked as Head of Operations at One Million Mentors and as VP responsible for ERM at Pearson.



**Mary Jones**

**Cabinet Office**

Head of Resilience

Mary is the Head of Resilience in the Cabinet Office Resilience Directorate, which works to enhance the UK's ability to prepare for, adapt to, and recover from shocks and disruptions. She joined the Civil Service in the Ministry of Justice in 2009, and has since worked across four departments.

Prior to this appointment, Mary was appointed the Deputy Director for Strategy, Investment, and Manufacturing in 2020. This followed four years in the Cabinet Office, where she was awarded an OBE for public service in the 2021 New Years honours list for her work on Brexit, home affairs, and constitutional issues.



# Meet our speakers and panellists



**Alex Krasodonski**

**Chatham House**

Senior Research Associate in the Digital Society Initiative

Alex is a Senior Research Associate in the Digital Society Initiative leading efforts on digital public infrastructure, open-source sustainability and articulating, measuring and advocating for an internet compatible with democracy.

Until June 2022, he was interim research director at Demos, and director of the Centre for the Analysis of Social Media, during which time he authored more than a dozen major reports on digital election integrity, content moderation practices, digital regulation and the intersection between tech and politics. He led Demos' effort in the Good Web Project, a coalition of civil society organisations working to articulate, measure and advocate for an Internet governed on open, liberal and democratic principles. Alex is a Fellow at the Institute for Strategic Dialogue.



**Sian Laurie**

**Shell**

Head of Corporate Communications

As the Head of Group Corporate Communications at Shell, Sian oversees the company's global corporate communications and reputation management including Executive positioning, crisis management and management of key strategic moments. With a wealth of experience in designing and implementing communication strategies for large corporations, Sian has a proven track record of safeguarding license to operate and enhancing reputation.

# Meet our speakers and panellists



**Gavin McAlpine**

**International Olympic Committee**

Olympic Games Delivery Associate Director

Gavin, Olympic Games Delivery Associate Director, is a talented leader who supports communities, cities, and countries to realise their vision through strategic planning and building high-performing teams across multiple partners. Gavin has worked for the Olympic Games in different capacities for over a decade, starting with the Vancouver 2010 Games. Gavin joined the IOC in 2017 and heads up the Games Delivery Office.

For the Olympics, Gavin works closely with senior leaders in each host city throughout their journey to deliver the Games - maximising opportunities and finding creative solutions to challenges from planning to operations. Recently this has included the safe and successful delivery of the Olympic Games Tokyo 2020 - reducing the cost impact of postponement, developing COVID-19 countermeasures and engaging stakeholders throughout.

Prior to the IOC, Gavin spent twelve years with global consulting firms in the UK, Spain and Canada, helping organisations to manage change successfully with their people and partners. Clients included BBC, News UK and Sky.

He performed a number of long-term secondment roles in organising committees for the Olympic Games including Vancouver 2010 and London 2012, where he directly supported the Executive Director of Operations and delivered a testing programme to build confidence amongst stakeholders. He performed a leadership role for the inaugural European Games, Baku 2015 and advised the organisers of Expo 2020 Dubai on strategic planning of operations and delivery of ceremonies.



**Joe Simmonds-Issler**

**CEPI**

Chief of Staff, Strategy and Portfolio

Joe is Chief of Staff, Strategy and Portfolio at the Coalition for Epidemic Preparedness Innovations (CEPI). In this role Joe focusses extensively on driving the achievement of CEPI's vision, mission, and strategic objectives, and ensuring CEPI's operations and ways of working enable delivery of strategy. Joe manages the departments within CEPI working on strategy, portfolio management, biosecurity, governance, and the CEO Office, and has played a strong role in CEPI's response efforts to Ebola in 2019 and COVID-19, being integrally involved in the establishment and design of COVAX.

Joe previously worked at strategy and establishing new major strategic priorities at Wellcome, and has a Fellowship as an Emerging Leader in Biosecurity Initiative.

# Meet our speakers and panellists



**Monica Sekhri**

**The Coca-Cola Company**

Global Senior Director of Business Continuity and Resilience

Monica is the Global Senior Director of Business Continuity and Resilience for The Coca-Cola Company and leads the global development and implementation of the Business Continuity and Resilience strategy. Monica joined the Coca-Cola System in 2015 working within Risk, Control and Compliance.

In 2020 Monica set up the Business Continuity and Resilience Programme for Coca-Cola Euro-Pacific Partners (CCEP) where she created the overall approach and implementation of CCEP's Business Continuity and Incident Crisis Response Programmes.

Monica has won multiple awards for the work she and her team have delivered, including the CIR Business Continuity Strategy of the Year, BCI European Team of the Year and more personally CIR Business Continuity Person of the Year. Monica has also presented at various global conference and featured in industry magazines.

Prior to her current role, Monica previously worked with PwC, Barclays, and the Public Sector where her roles included Internal Controls, Compliance, Risk Management and Internal Audit. Monica holds a Master's in Risk Management and Post Graduate qualification in Internal Audit.



**Ian Stewart**

**Deloitte UK**

Chief Economist

Ian is a Partner and Chief Economist with Deloitte UK based in London where he researches the business implications of economic change.

Before joining Deloitte, Ian spent 12 years as Chief Economist for Europe at the US investment bank, Merrill Lynch in London. He previously worked as Special Adviser in government and as Head of Economics in the Conservative Party's Research Department.



# Meet our speakers and panellists



**Hasit Thankey**

**North Atlantic Treaty Organisation (NATO)**

Head of NATO's Enablement and Resilience  
Defence Policy and Planning Division

Hasit is the Head of NATO's Enablement and Resilience Defence Policy and Planning Division. Hasit leads the NATO International Staff team responsible for policy and planning support for national resilience through civil preparedness and for the logistics enabling capabilities and services required to support Alliance military forces.

Before joining the International Staff, Hasit spent more than fifteen years in the Policy Group of Canada's Department of National Defence. He has previously served as Defence Counsellor at Canada's Joint Delegation to NATO and as Political Advisor at the Canadian command element supporting the NATO enhanced Forward Presence battlegroup in Latvia.



**Sam Travers**

**The Coca-Cola Company**

Global Business Continuity Lead

Sam is the Global Business Continuity Lead at The Coca-Cola Company. He is responsible for the design, development, and implementation of the Business Continuity Program across the globe and supports the maintenance and innovation of the Incident Management and Crisis Resolution program. He joined The Coca-Cola Company in 2022. Prior to this, Sam was an Associate Director for Business Continuity & Resilience at Coca-Cola Europacific Partners (CCEP), one of Coca-Cola's independent bottlers.

Sam's experience outside of The Coca-Cola System includes being a Business Continuity and Cyber Security Risk Consultant for KPMG. He has advised and audited over 40 different FTSE 100, FTSE 250 and other UK and international organizations. More broadly, Sam worked at Apple in Technology consulting for Small and Medium Sized Enterprises.

# Meet our speakers and panellists



Charles Turner

UKHSA

Deputy Director of Preparedness

Charles is Deputy Director of Preparedness at the UK Health Security Agency (UKHSA), where he is responsible for business continuity, assurance, continuous improvement, training and exercises. He joined UKHSA (then Public Health England) in 2012 to lead their health security simulation exercise team. He has extensive experience of developing, designing and evaluating a range of health security preparedness activities, including training and exercising, with national and international multi-agency, multi-sector partners; including World Health Organization, European Union and the devolved nations. Charles led the Exercise Cygnus exercise team in 2016 to assess the UK's response to an influenza pandemic and was fully engaged in the operational coordination of the COVID-19 response as Chief of Staff of the then National COVID-19 Response Centre.

Prior to joining UKHSA, Charles had a 25 year+ career in the British Army (Communications and Intelligence specialist), before diversifying into the commercial retail sector.

# How we help our clients

Today's conference is brought to you by Deloitte's Reputation, Risk, Crisis and Resilience team. We are a team of over 100 professionals, supporting global organisations across a broad range of sectors as they prepare for, respond to and recover from disruptive events; manage and enhance their reputation; design and deliver major programmes; and identify, mitigate and manage enterprise risk.

## Enterprise Risk Management

**We help organisations become more resilient through intelligent risk management.**

**Risk landscape and awareness:** We support the risk management function across all stages of risk maturity by exploring and understanding the drivers of the organisation's risk landscape, including emerging risks and disruptors.

**Risk intelligent culture & governance:** We help leaders define and embed a future fit approach to risk, developing optimal risk management cultures and governance with strong oversight in their organisations.

**Risk transformation:** We help organisations optimise their approach to risk management by developing intelligent risk management programmes.

**Risk insight and systems:** We help build teams, processes, reporting architecture and technologies to understand and meaningfully report on business-critical risks and their impact.

## Organisational Resilience and Crisis Management

**Ensuring organisations are prepared for and able to thrive during adversity and disruption.**

**Resilience by Design:** We help our clients put in structures, processes, governance and plans to anticipate, withstand and respond to disruption, change and adversity.

**Major Programme Resilience:** We anticipate and prepare for the unexpected by incorporating contingencies and operational readiness into strategically important change reducing the likelihood of delivery issues.

**Crisis Management:** We help clients prepare for any crisis and able to mobilise and make decision to resolve high impact events with reduced disruption.

## Communication and Reputation

**Supporting organisations in the spotlight navigate the most complex communications and engagement challenges.**

**Communication through Change:** We help clients communicate and engage with their stakeholders as they design and deliver major programmes – including transformation programmes, corporate restructuring and major events.

**Reputation & Corporate Affairs:** We generate insights to help corporate affairs teams understand their reputation, their stakeholders and their risks – and develop strategies to build and protect this valuable asset.

**Issues and Crises:** We support communications teams identify, prepare for, manage, respond to and recover from crises and issues that impact reputation and business objectives.



# Meet our partners



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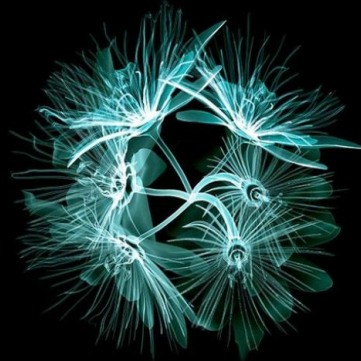


## Resilience Radio by Deloitte podcast

Resilience has been pushed firmly toward the top of the agenda for boards and senior management teams. How can resilience be developed? Who does it well, and what can we learn from them? What are the practical steps necessary to strengthen resilience for long-term success? As a leader, what more could you do to develop resilience for your organisation? We explore these themes with our guests in each episode of Resilience Radio.

[Resilience Radio podcast](#)

Listen to the podcasts, scan the QR code

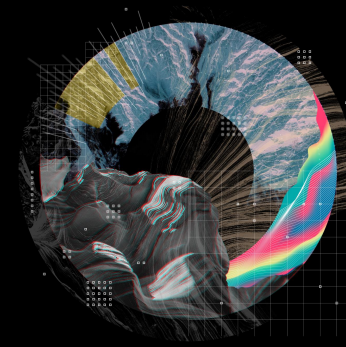


## Resilience Reimagined: A practical guide for organisations

Resilience has been pushed firmly toward the top of the agenda for boards and senior management teams. How can resilience be developed? Who does it well, and what can we learn from them? What are the practical steps necessary to strengthen resilience for long-term success? As a leader, what more could you do to develop resilience for your organisation?

[Finding your blind spots: Recognising emerging risks and opportunities](#)

Download the report, scan the QR code



## Toward True Organisational Resilience

Senior executives recognise the need for more proactive, forward-looking, and strategic approaches to resilience, but they are struggling to develop and operationalise them in their organisations.

That is the overarching finding of Deloitte's 2022 worldwide, cross-industry survey of almost 700 executives, directors, and senior leaders with accountability or responsibility for resilience or crisis management within their organisation.

[Global Resilience Report](#)

Download the report, scan the QR code







## The Imperative for Increased Supply Chain Resilience

How these geopolitical and other challenges are repositioning resilient supply chains from a “nice to have” to a “must have” amid increasing complexity and volatility;

The costs of not being resilient and the rewards for being so; and what mature organisations are doing differently.

[The Imperative for Increased Supply Chain Resilience](#)

Read the article, scan the QR code



## Finding your blind spots: Recognising emerging risks and opportunities

Emerging risks are often poorly understood, and the impact, likelihood or onset of the risk may be uncertain at best and/or even unknown. Waiting for complete information or a consensus is not a prudent course of action; the passage of time may well limit mitigation options or effectiveness, or even the potential to realise the emerging risk as an opportunity.

[Finding your blind spots: Recognising emerging risks and opportunities](#)

Download the report, scan the QR code



## Tested, Trusted, Transformed

2023 Corporate Affairs Report. Today, Corporate Affairs (CA) is a critical management function for organisations, their leaders and Boards providing insight, influence and advice on both creating the conditions for growth and how best to navigate fast moving social and economic changes.

While Corporate Affairs rose to the top of the agenda during the pandemic, it is arguably less understood as a discipline compared to marketing and predominantly associated with communications.

[2023 Corporate Affairs Report](#)

Download the report, scan the QR code





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