

MARSH RISK CONSULTING

BUSINESS CONTINUITY AND CRISIS MANAGEMENT SOLUTIONS



'Traditional' and emerging risks can damage an organisation's business operations, financial health, and stakeholders' confidence, and can even drive a company out of business. Insurance programs, though they may be able to reduce financial impact, are not always enough to protect a company. However, by focusing on business interruption risks and strategies designed to reduce and mitigate the impact of such potentially highly disruptive risks, Marsh Risk Consulting (MRC) can help organisations improve their business resiliency and protect their brand.

SERVICE HIGHLIGHTS

MRC's Business Risk Consulting Practice consultants have the unique ability to develop and integrate customised business continuity, crisis and resiliency solutions into your company's overall risk management and preparedness strategy. When implemented, a well-designed and practical crisis and business continuity plan can put you in a better position to reduce and mitigate the impact of, and recover quicker from, disruptive events. Additional benefits may include:

- Better tactical and strategic operational decisions through enhanced risk awareness.
- Greater understanding of the total cost of risk and potential business impacts of disruptive events.
- Helping maintain good corporate governance and compliance with statutory and other obligations.
- Protection of customer relationships, market share and brand.

ENTERPRISE CONTINUITY STRATEGY AND VISION

We work with you to understand your organisation's current state of crisis and business continuity planning, identify a vision or end-state, perform a gap analysis, and then develop a strategy that will help lead your organisation to achieve its readiness vision. Typically, this includes:

- Defining key business objectives and stakeholders.
- Determining critical business processes or functions and resources.
- Determining governance and decision making processes and structures for crises and business interruptions.
- Reviewing your current risk management, crisis, continuity, and overall preparedness approach to assess the extent to which it addresses your key business processes and continuity needs.
- Identifying gaps between the current situation and the end-state vision.

WHO IT'S FOR

Companies and organisations that:

- Have critical operations or functions which must continue despite a disruptive event.
- Have single points of failure, critical supply chain dependencies, limited or no excess production capacity, and/or 'just in time' delivery systems.
- Have concerns relating to their level of preparedness for a range of disruptive risks, including pandemic and cyber.
- Must meet continuity, regulatory, or customer requirements, such as APRA, TGA, ANAO, ASX, ISO22301 etc.

WHAT YOU GET

- Customised solutions designed to enhance operational continuity, resilience, and recovery.
- A well-designed crisis and business continuity plan and/or program to help increase resilience around the organisation's critical business functions and protect brand and reputation.
- Embedded good corporate governance and decision making processes, structured to address business unusual, no matter the interruption or crisis type.
- The expertise of MRC's leading experts who have global experience across the public and private sectors, industries, and the fields of risk management, business continuity, emergency management, crisis management, disaster recovery, supply chain, communications, and human resources.

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INTEGRATED RISK AND IMPACT ANALYSIS

Understanding your business risks is an integral component of a business impact analysis. In addition to more traditional disruptive risks, for example natural weather events, explosions, or fires, it is important to consider emerging risks and other non-traditional concerns, such as pandemic and cyber, that can disrupt your business operations.

MRC can help you to identify these critical issues and the functions essential to the ongoing survival of your business. We help you assess the potential impact of various scenarios so that you can understand the degree of potential loss that may occur and develop strategic continuity and resiliency plans based on business-relevant data.

CRISIS AND BUSINESS CONTINUITY PLAN, CAPABILITIES, AND PROGRAM CREATION AND INTEGRATION

MRC works with your organisation to determine appropriate crisis, continuity and recovery strategies and solutions and to develop viable crisis and business continuity plans tailored to the unique specifications of your organisation.

While plans are an essential documentation of your intended process to respond to disruptive events and continue critical business operations through to a return to normal, it is an organisation's response and implementation capabilities that matter most. MRC can evaluate your organisation's state of readiness and maturity — your current crisis, business continuity or other response plans and processes — for real world viability and alignment against the standards and obligations against which you subscribe.

Our team will assess existing plans against realistic disruptive events along with your obligations and focus on how the crisis and continuity process aligns and integrates with your other response plans such as emergency response and IT disaster recovery plans, to name a few. We also can assist you with testing and exercising the viability of your existing plans and capabilities.

Vital to this effort is building a culture of resiliency across the organisation. Our consultants can help you develop crisis and business continuity training and awareness programs designed to promote this culture. They can also help you integrate crisis and business continuity program management into your organisation's overall preparedness and/or risk management program to enable ongoing program viability and readiness.

ENHANCING PREPAREDNESS STRATEGIES AND CAPABILITIES

MRC's crisis and business continuity risk management solutions are part of our range of preparedness offerings, which includes emergency response, reputational risk management, supply chain risk management, and more.

MRC can support efforts to develop, manage, and maintain an overall preparedness program that addresses your organisation's specific needs and circumstances. The plans and processes we help you build, enable you to address an array of events or issues — human, environmental, political, physical, financial, legal, or regulatory — that can threaten the safety of your employees, your continued operations, and the reputation of your organisation. Some of the key components of this offering include:

- Defining an overall structure and process to guide rapid and coordinated decision making at appropriate levels of the organisation whilst still ensuring good corporate governance is maintained during business unusual.
- Orchestrating and aligning all related incident response plans, including crisis, business continuity, emergency response, supply chain, crisis communications, and human impact, among others. Where such plans do not exist, MRC experts can help you to develop them.
- Designing a multi-year program that achieves a preparedness capability and culture of prevention.

NEXT STEPS

For more information about how you can benefit from our services, please contact your Marsh adviser or call **1800 194 888**

About Marsh: Marsh is a global leader in insurance broking and risk management. Marsh helps clients succeed by defining, designing, and delivering innovative industry-specific solutions that help them effectively manage risk. Marsh's approximately 30,000 colleagues work together to serve clients in more than 130 countries. Marsh is a wholly owned subsidiary of Marsh & McLennan Companies (NYSE: MMC), a global professional services firm offering clients advice and solutions in the areas of risk, strategy, and people. With 60,000 colleagues worldwide and annual revenue exceeding US\$13 billion, Marsh & McLennan Companies is also the parent company of Guy Carpenter, a leader in providing risk and reinsurance intermediary services; Mercer, a leader in talent, health, retirement, and investment consulting; and Oliver Wyman, a leader in management consulting.

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