



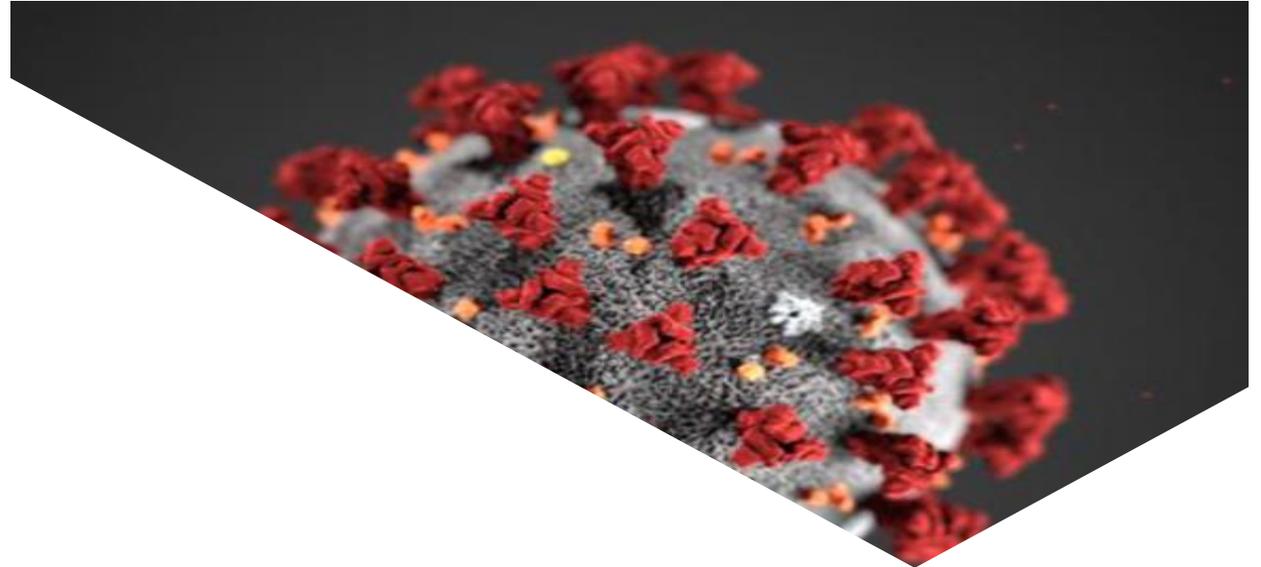
# COVID-19 Resilience

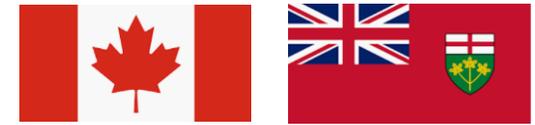
Business Continuity Management

April 2020

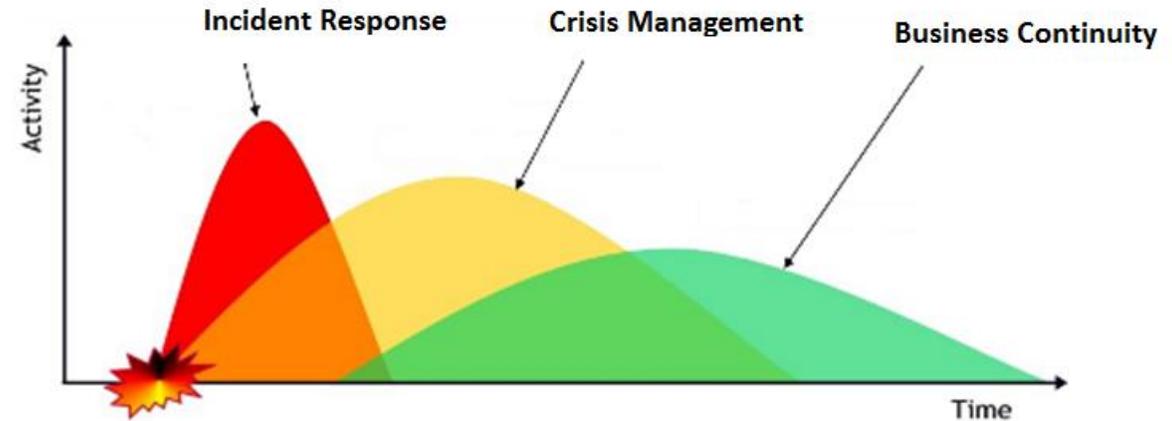
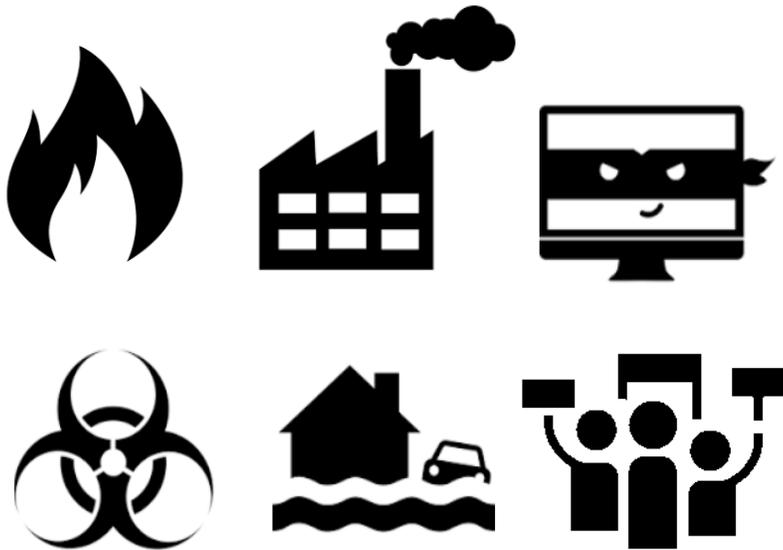


Patrick Maher - Aon





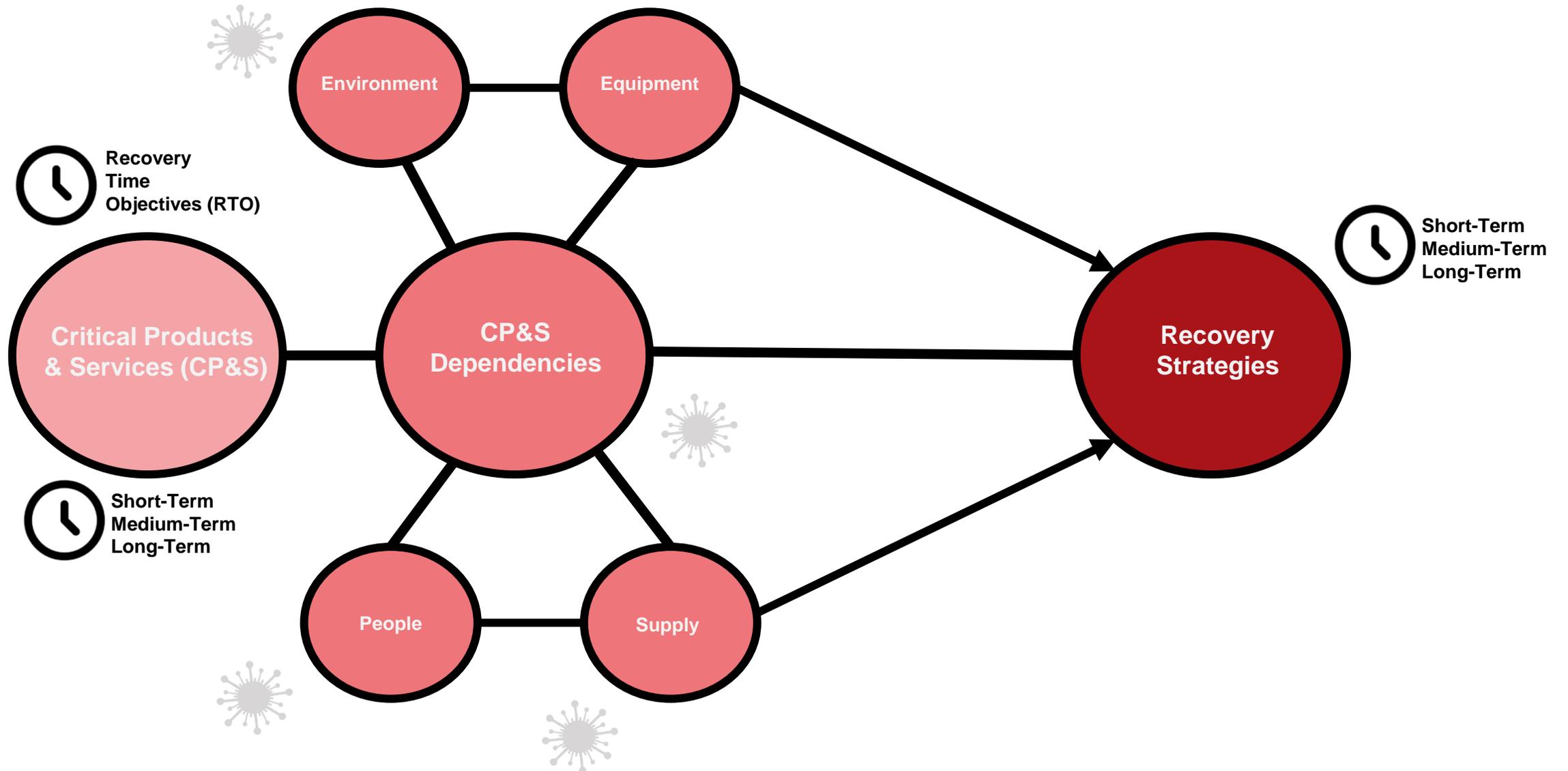
***A 'holistic management process that identifies, in advance, the potential impacts of a wide variety of disruptions to the organisation's ability to function, allowing that organisation to tolerate the loss of part or all of its operational capability'. ISO 22301***



In simplified terms:

**... an action oriented process for responding to an emergency, managing the crisis & recovering the business.**

# Resilience: Covid-19 Business Continuity Management - Priorities

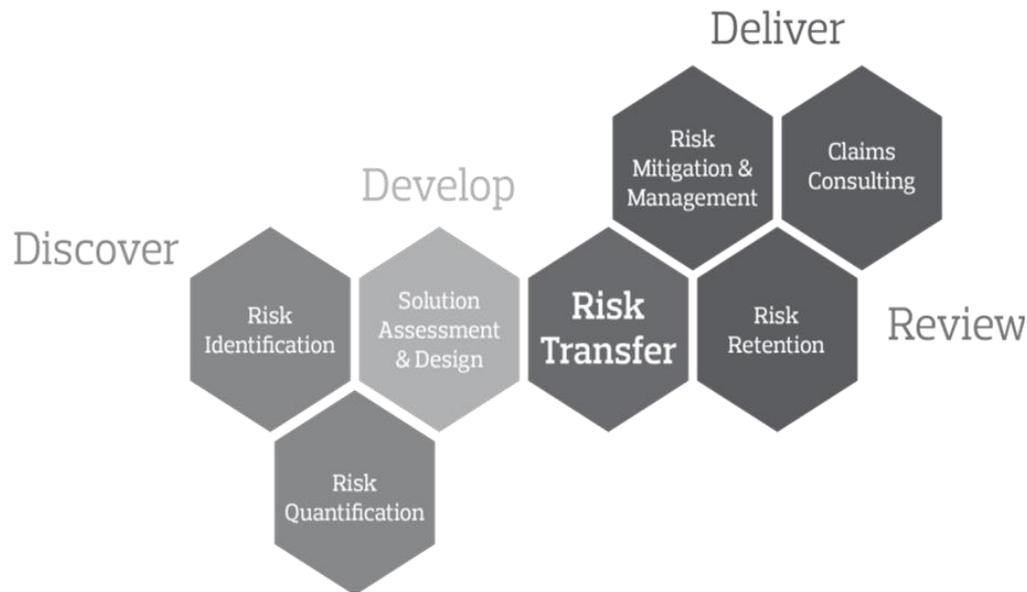


# Our team



**Aon Global Risk Consulting** provides integrated solutions to help clients understand and improve their risk profile to increase profitability and protect their interests. Aon will use a specialist team to complete the project, so effort and output is managed, and to ensure our clients receives best value for money. The team is flexible in our approach in order to align with our clients culture and strategic objectives.

We harness data insights globally and apply them locally - empowering our clients with real results. We give our clients confidence by identifying and quantifying the risks they face; assisting them with the selection and implementation of appropriate risk transfer, risk retention, and risk mitigation solutions; and by providing the right advice following a major loss to ensure the continuity of their operations.



**Patrick Maher – Principle Consultant  
Aon Resilience Lead**

Patrick has over 12 years experience working for industry and leading companies in both the public and private sector. He is the lead for the conception, facilitation and implementation of BCM solution for a global client base.

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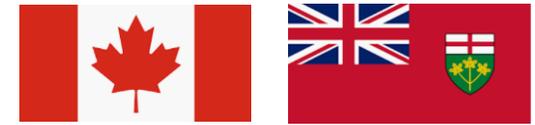
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# Resilience: Covid-19 Strategic Business Impact Analysis (SBIA)



The global spread of Coronavirus and the resultant restrictions imposed by Governments on the movement of people is unique in its pace and extent. The situation is evolving quickly, and this brings uncertainty. Businesses must urgently consider their business continuity priorities. These events create priorities that differ to normal business operations and crucially they may require actions that are different those set out in existing business continuity plans.

As a result, organisations need to understand the **current** and **potential** impacts to the delivery of **Critical Products & Services (CP&S)** during the ongoing COVID-19 Pandemic. An important factor to consider when planning your organisation's ongoing operation during a potentially protracted period of 'abnormal' or remote working is that priorities may change for your organisation as the impact of the virus in a particular area/country/region evolves. Understanding these issues, risks, criticalities, the impacts of interruption on operations, and resource constraints will help you continue to operate as best as possible and importantly adapt with a goal of mitigating the effects of this Pandemic as effectively as possible, returning to a "**New Normal**" operational position.

## How Can Aon Help?

Aon's Enterprise Risk and Resilience Team has created a **COVID-19 Strategic Business Impact Analysis Service ("SBIA")**. This combines the extensive industry experience of our technical experts with a specially developed **COVID-19 Impact Profiling Tool (IPT)**. This helps us to identify impacts on your **CP&S**, identify people, supply chain and asset dependencies, determine relevant continuity strategies, establish what "New Normal" looks like for critical products/services and establish any steps required to maintaining continuity of your operation.

This solution has been created to be **delivered remotely** using a combination of **web video conferencing/ conference calls** in a **virtual workshop** format, minimising risk to your management teams, whilst ensuring rapid turnaround of outputs to give your business the tools needed to react and respond to this unprecedented event. .

### Our Approach Overview



# Resilience: Covid-19 SBIA - Approach



- Aon will utilise any existing Business Impact Analysis, Strategic Objectives and Recovery Protocol information within your organisation and extract key information, embedding it into our **IPT** which will then be reviewed/validated with you.
- If no business impact analysis information is available, Aon will guide you through a request to issue critical business activities, products/services, resources and supplier information necessary for the SBIA.
- Aon will run a **Virtual COVID-19 SBIA Workshop** via video conference (where possible or voice call where not) with key stakeholders your organisation that have knowledge of the priorities from respective business areas/functions that are in scope.
- The purpose of the workshop will be to:
  - Identify and prioritise the organisation's **Top 5 CP&S**, how these may change during differing levels of the pandemic and their related **resource, supplier** and **asset dependencies**.
  - Establish what **“New Normal”** looks like and generate actions necessary to the achievement of this new operational state.
  - Recognise **changes in these dependencies over a period of time** and how this effects the continuity of critical business operations (e.g. loss of 25% workforce, loss of 50% of workforce / Supplier redundant after 1 month, after 3 months etc.)
  - **Identify risk scenarios** against **CP&S** dependencies for short, medium and longer terms.
  - Determine selected **CP&S continuity strategies**, identifying what activities must be done and when to ensure continuation of operations.
  - Confirm **how often a review of the evolving situation and its effects upon the CP&S should occur**, to ensure any changes in priorities are recognised and appropriately addressed.
- Using the information gathered in the **Virtual COVID-19 SBIA Workshop**, Aon will provided your organisation with a **summary report** output capturing key requirements and activities that can be used as guidelines for ongoing continuity.

# About Aon

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Aon plc (NYSE:AON) is a leading global professional services firm providing a broad range of risk, retirement and health solutions. Our 50,000 colleagues in 120 countries empower results for clients by using proprietary data and analytics to deliver insights that reduce volatility and improve performance.

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