



Connected resilience for
modern manufacturing.

Meet tomorrow prepared.

Zurich Resilience Solutions helps manufacturers build resilience and reduce downtime

The pressure on modern manufacturing is intensifying.

You are managing more complexity than ever before.

Manufacturing environments are becoming more connected, automated and operationally complex.

Connected operations, emerging technologies, workforce pressures and global supply chain volatility are reshaping what operational resilience means.

Risk no longer stays where it starts, and a single event can quickly create wider operational, commercial and organisational consequences.

A risk event becomes a production stoppage, becomes a missed customer commitment, becomes a liability exposure.

When resilience falls behind, the impact is felt across the business:

- Production disruption, downtime and reduced output
- Unplanned cost from repair, replacement, waste and rework
- Liability exposure and weaker claims defensibility
- Delayed orders and missed customer commitments
- Greater scrutiny from regulators, insurers and customers

For modern manufacturers, resilience is no longer simply about preventing incidents. It is about maintaining continuity, adapting to disruption and protecting long-term performance.





The four key trends affecting manufacturers

Manufacturers are operating in an environment where efficiency, connectivity and complexity are increasing together.

1 **Connected operations and cyber resilience**

Operational technology and IT systems are now connected across the factory floor.

Connectivity improves efficiency, but it also changes what a cyber incident can do.

An attack no longer only compromises data. It can halt production lines, disrupt automated processes and stop a site operating.

2 **Property, process and infrastructure change**

Extreme weather and flooding are a growing threat to physical sites, disrupting production and damaging facilities.

On-site solar and battery storage are operational assets in their own right, with fire, performance and siting risks to manage.

The shift to electric fleets and charging infrastructure introduces new exposures alongside the vehicles it replaces.

3 **Workforce safety, liability, defensibility and fleet risk**

Workforce exposure and liability pressures are evolving, and the ability to demonstrate strong governance is becoming as important as the controls themselves.

Rising temperatures are becoming a workforce risk in their own right, affecting productivity, fatigue and safety on the factory floor.

Fleet and logistics operations add a further layer of exposure across drivers, vehicles and legal responsibility.

Climate reporting responsibilities are expanding, adding disclosure and governance obligations to the operational picture.

4 **Supply chain, climate and geopolitical disruption**

Manufacturing supply chains are becoming more interconnected and exposed.

Geopolitical instability, and increasingly climate events such as flooding and extreme weather, can disrupt suppliers and the transport links between them.

When one part of the chain is hit, disruption can move quickly across suppliers, sites and customers.

Risk is dynamic. Is your risk management keeping pace?

Most manufacturers have established risk processes, experienced teams and strong local controls. The question is whether those controls are keeping pace with how operations are actually changing.

Even mature controls can leave gaps:

Across sites.

Controls work locally, but not consistently across the wider operation.

Across risks.

Cyber, climate, property, motor, workforce, supply chain and continuity risks are managed separately, not as one connected picture.

Across evidence.

Controls exist, but documentation, training and incident records may not always support defensibility.

Across change.

New technologies, suppliers and processes can shift exposure faster than controls are reviewed.



The result is a gap between knowing a risk exists and having the visibility, controls and evidence to manage it, or to recover quickly when something goes wrong.

Risk moves faster than controls can keep up. Resilience depends on closing that gap.

Building the business case for resilience

Building connected resilience isn't a layer added on top of the operation. It's built in, enabling performance.

From isolated controls to connected visibility.

Understanding how risk moves across people, assets, technology, suppliers and sites, not managing each in isolation.

From managing risk to building resilience.

The goal is an operation that can absorb disruption and keep performing, not one that simply meets the standard.

From compliance to competitive advantage.

Risk maturity becomes a source of confidence for customers, insurers and investors.

Most common improvement themes:

- 1 **Management programmes**
- 2 **Fire detection and protection**
- 3 **Utilities and supporting infrastructure**
- 4 **Process hazards**
- 5 **Health and safety management systems**



Risk advisory that sees the whole picture

Every manufacturing operation carries a unique mix of safety, performance and compliance risk.

Zurich Resilience Solutions brings these together, combining industry expertise, data and field-based insight to build your risk universe: a connected view of how risk shows up across your operations.

We help you understand how interconnected risks behave, identify where exposure sits and build practical strategies that protect your people, your assets and your performance.

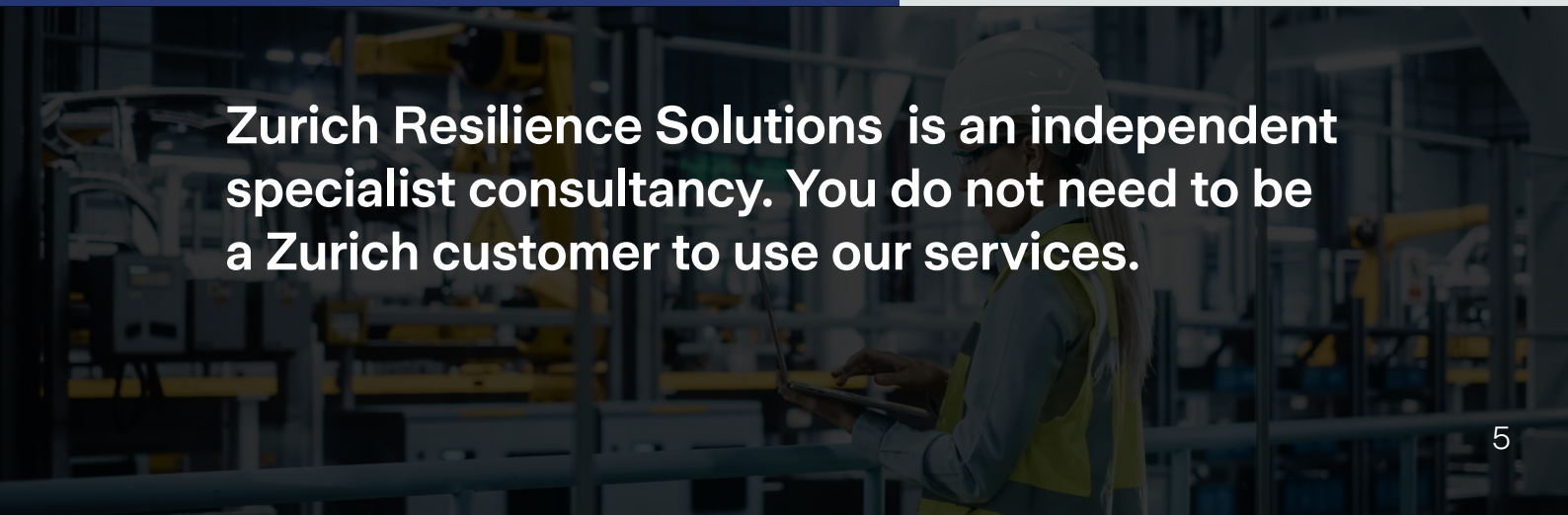
The result is risk management that strengthens continuity, defensibility and operational confidence across the whole lifecycle of your operations.

We look at risk the way it actually exists:

- In live operating conditions, across the pressures, dependencies and day-to-day realities that shape how exposure shows up in practice.

Why leading organisations choose Zurich Resilience Solutions

- Over 75 years of risk and safety expertise
- Specialist risk engineers, not generalist consultants
- Recommendations informed by real claims and loss data
- Trusted by organisations operating in complex, high-risk environments



Zurich Resilience Solutions is an independent specialist consultancy. You do not need to be a Zurich customer to use our services.

What this means for your business

By building your risk universe, Zurich Resilience Solutions gives you a clearer view of where exposure sits, which risks matter most and what action will strengthen resilience.

The outcomes:

Protect your workforce

Reduce the risk of incidents across production, warehouse and fleet environments. Strengthen safety culture, training and claims defensibility.

Keep production running

Reduce downtime, stoppages and disruption to output. Protect schedules, customer commitments and continuity across sites.

Lower the total cost of risk

Mitigate exposure across people, assets, operations and supply chains. Reduce losses, failures and unplanned costs.

Make better decisions

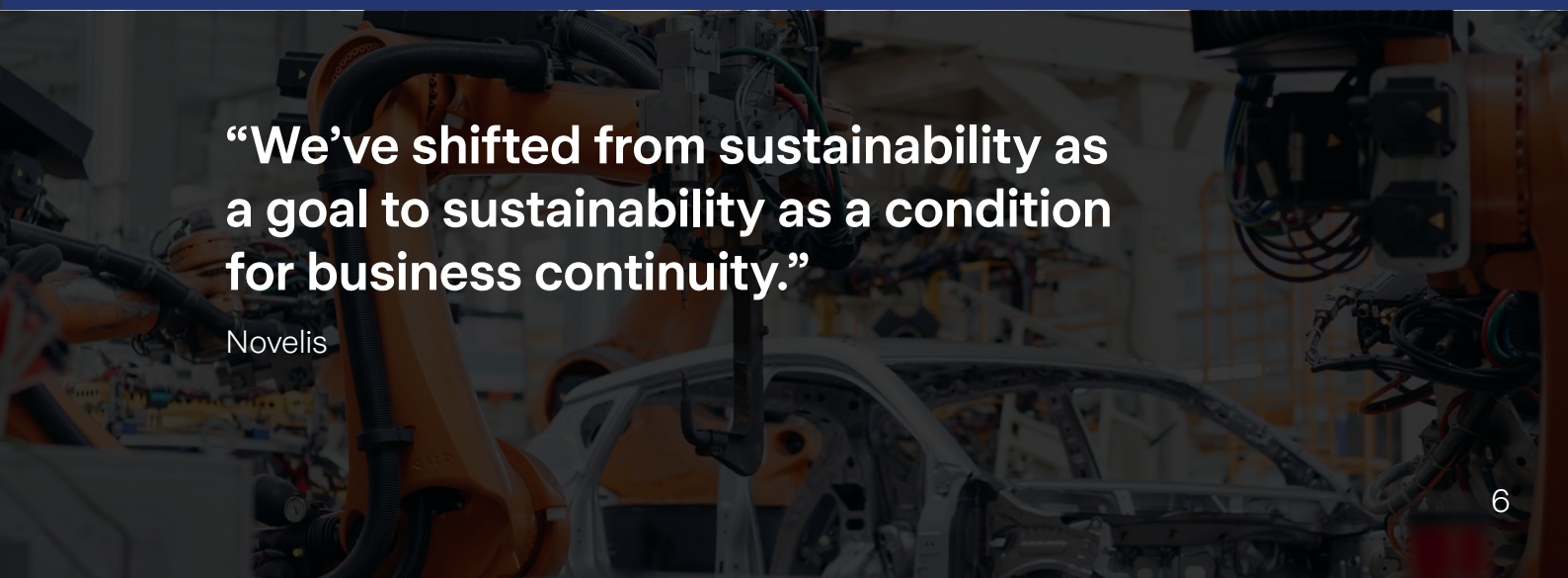
Work from a clearer, benchmarked view of your risk exposure. Prioritise investment and improvement activity by business impact.

Build business continuity and resilience

Improve continuity across sites, systems, suppliers and operations. Recover from disruption faster while maintaining delivery and performance.

Strengthen compliance and defensibility

Improve audit readiness, documentation and evidence of controls. Build confidence with regulators, insurers and stakeholders.



“We’ve shifted from sustainability as a goal to sustainability as a condition for business continuity.”

Novelis

Our approach

1

Identify

We assess your risk landscape on site and through data, covering people, assets, systems and supply dependencies.

2

Quantify

We evaluate the impact of hazard on safety, production, finance and operational continuity, turning complexity into clear, measurable exposure.

3

Prioritise

We identify the risks that matter most to operational performance and continuity.

4

Act

We build a complete view of your risk universe, enabling us to design and support practical controls that embed resilience into your processes and provide a return on investment.

Explore our areas of expertise

We offer a comprehensive suite of risk services, for the specific demands of manufacturing.

They cover safety, property, climate, motor, supply chain, cyber, governance, compliance and enterprise risk, and can be tailored to a single site or across your whole operation.

We work with your team to understand your key vulnerabilities and build a programme that addresses them practically.



1

The full risk picture

Needs analysis and solution mapping

A focused discovery exercise to understand where you are now, the risks you face and what your risk management needs to achieve. The starting point for any engagement, shaping everything that follows.

Strategic risk resilience profiling

A high-level review of your organisational risk position. Where you're strong, where you're exposed and how prepared you are for short-term disruption and longer-term change.

Manufacturing Risk Management

A structured framework for identifying, quantifying, prioritising and managing risk across the organisation. We act to help you align risk management with strategic goals, set risk appetite and embed clear ownership at every level.

2 **Property, assets and operations**

Tailored technical risk and machinery breakdown

Engineering-led reviews of mechanical, electrical and plant risk, including reliability and maintenance planning. We help you understand where exposure sits and how to strengthen the resilience of critical equipment.

Business continuity and emergency response plans

Aligned to ISO 22301, we help you develop and stress-test continuity plans that keep critical operations running through disruption and support faster recovery when incidents occur.

3 **Protect people and reduce liability**

Legislative compliance guidance

Practical guidance across the regulations that affect manufacturing and sector-specific requirements.

Workplace safety and control strategies

On-site assessment of hazards, working practices and safety controls, aligned to ISO 45001 and PUWER. We help you reduce incidents, strengthen safety culture and meet your regulatory obligations.

Risk-specific training and competency development

Training and awareness programmes aligned to the specific risks your teams face, supporting the development of knowledge, competence and safe working practices. Areas of focus include machinery safety, workplace transport, contractor management, risk assessment, incident investigation, cyber awareness, emergency preparedness and operational risk management.

4 **Supply chain**

Supply chain assessment

Evaluation of supplier risk, dependency mapping and resilience across critical inputs. We help you see where vulnerabilities sit, including beyond your direct suppliers, and plan for disruption across the raw materials, single-source components and logistics routes your production depends on.

Cyber and operational technology assessments

Risk-based reviews of your cyber posture, covering IT and operational technology, controls, governance and supply chain exposure. As production systems and connected machinery become more exposed, we help you understand where you stand, where insurers expect you to be and how to close the gap.

Cyber incident response exercises

Scenario-based exercises that test how your teams would respond to a live cyber attack

on production and operational systems. We help you rehearse decisions, find gaps in your response and strengthen readiness before an incident occurs.

Climate resilience

Supply chain screening to identify climate vulnerabilities and critical suppliers requiring site-level support to future-proof investment and reduce downtime. Delivered by our specialist Climate Resilience team, using climate science, data and modelling to assess how physical climate risks such as flooding and extreme weather will change and could affect sites, processes and supply chains and how to protect them in the long term. We also help you prepare for emerging UK SRS reporting requirements.

Logistics and motor risk

Assessment of fleet and logistics exposure across drivers, vehicles and operator responsibility, supporting safer operations and the transition to electric fleets and charging infrastructure.

Meet tomorrow prepared

Whether you're managing a live risk challenge or planning ahead, our specialists are here to help you build a clearer picture of risk across your organisation.

Book a free consultation with our manufacturing specialists to identify where your biggest exposures sit and build a programme around your specific business.

Our services are available to you whether you hold a Zurich insurance policy or not. We work with manufacturers of all sizes to help them understand risk clearly and build lasting resilience.

Start with a conversation

zrs.enquiries@uk.zurich.com



Speak

Talk to a manufacturing risk specialist about your current challenges and priorities.



Explore

We'll assess where your greatest exposures sit and how risk connects across your sites, systems and operations.



Act

Work with our specialist risk engineers to build a practical, actionable plan for resilience.



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