



RESILIENCE BAROMETER 2020



Build resilience. **Protect** value.

Executive Summary

The FTI Consulting Resilience Barometer 2020 shows that in the face of emerging threats, most companies across the G20 remain unprepared. This lack of resilience detracts from their ability to take advantage of opportunities and invest for future growth.

**RESILIENCE
SCORE 2020 43**

Measured out of a total score of 100, the FTI Consulting resilience score gauges how well companies are prepared to deal with both internal and external corporate risks most likely to negatively impact their turnover, value and reputation.

The score is based on the incidence and actual impact which 18 scenarios have on turnover – as well as how proactively corporate leaders believe they are managing those risks. In this way, the Resilience Barometer captures both the impact and likelihood of failures of resilience on their organisations.

Our latest research finds that large companies across G20 countries slightly improved their average resilience score from 40 to 43 over the past year, showing some improvement in the proactive management of these corporate risks.

The low overall score, however, suggests there is much more companies can do to effectively prevent and manage company risks.



“The 2020 elections in the United States, the looming UK exit from the EU, cyber attacks and increasing regulatory actions are just a few examples of challenges

we see companies grappling with each day. It is not a matter of if a company will face an inflection point or crisis, but when it will happen — meaning the senior executives and businesses that are most prepared are likely to remain the most resilient, competitive and viable.”

KEVIN HEWITT

Kevin Hewitt, Chairman, EMEA region

RESILIENCE SCORE 2020 BY COUNTRY AND INDUSTRY

Country	Score	Change to G20 average
INDIA	60	17
BRAZIL	58	15
INDONESIA	54	11
CHINA	51	8
MEXICO	47	4
CANADA	47	4
SOUTH AFRICA	46	3
TURKEY	45	3
ITALY	44	1
US	43	<1
FRANCE	40	-3
JAPAN	40	-3
AUSTRALIA	39	-4
UK	36	-7
RUSSIA	36	-7
ARGENTINA	35	-8
SOUTH KOREA	35	-8
SAUDI ARABIA	33	-10
GERMANY	32	-11

Industry	Score	Change to G20 average
RESOURCE TRANSFORMATION (INDUSTRIALS AND CHEMICALS)	49	6
CONSUMER GOODS	48	6
TECHNOLOGY & COMMUNICATIONS	46	3
FOOD & BEVERAGE	44	1
FINANCIALS	43	<1
INFRASTRUCTURE	42	-1
RENEWABLE RESOURCES & ALTERNATIVE ENERGY	38	-5
SERVICES	37	-6
TRANSPORTATION	36	-7
EXTRACTIVES & MINERALS PROCESSING	36	-7
HEALTHCARE	35	-8

G20
43

2,276

LARGE COMPANIES

C-suite and senior manager perspectives from 2,276 large companies across G20 countries.

\$44 trillion

GLOBAL TURNOVER

Participating companies represent a sum aggregated global turnover of USD\$44 trillion.

58 million

PEOPLE EMPLOYED

58 million people are directly employed by the companies researched.



EXPERTS WITH IMPACT

ABOUT FTI CONSULTING

FTI Consulting is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities.

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