Supply chain report

Building for disruption: the new outlook for supply chain resilience

October 2026

Foreword

Tony Pelli, Practice Director, Supply Chain Resilience, BSI

We are in a new normal for supply chains. Disruption is now routine and businesses are oscillating from one crisis to the next. What's becoming clear is that, often, organizations are responding with a series of tactical actions: stockpiling inventory, diversifying suppliers, adjusting transport routes, nearshoring operations, and investing in technology.

These are sensible responses. But they highlight a challenge: many organizations are addressing supply chain resilience through a collection of disconnected initiatives rather than through an integrated strategy. As our research shows, supply chain resilience involves not one team but many. It rests on collaboration. The complex issues facing businesses today cannot be solved by procurement, risk, sustainability, business continuity or security working independently.

The risks driving today's disruptions span multiple domains simultaneously and require a connected response.

For business leaders reliant on raw materials from one country, manufacturing in another and with logistics requirements in a third, there are key questions to consider. For one, how is their visibility across their extended supply chain? Can they quickly identify and prioritize critical dependencies? Are risk, continuity, sustainability, compliance, and security working from the same picture, with access to the same datasets, and operating with the same goal in mind?

These questions matter, because they will be the key differentiators. Organizations with the capability to connect will be better placed than competitors to detect, respond, adapt and recover when disruption occurs.

What’s encouraging is that 81% of leaders believe they will be better prepared for disruption in the next 12 months.

The organizations that achieve that goal will likely be the ones that move beyond individual resilience initiatives and create a connected, enterprise-wide approach to managing risk and resilience.

© 2026 BSI Group • All Rights Reserved

Methodology

The data from this report is based on a survey conducted by Censuswide between 30th June and 8th July 2026. Two surveys were conducted, as follows:

- Supply chain cohort: 700 junior manager+ respondents in ESG, logistics, procurement and supply chain.
- Finance, ops, legal survey: 700 junior manager+ respondents in finance, legal or operations who have some involvement in supply chain management, risk management or future planning.

Respondents came from companies with 100+ employees in: agriculture, retail & consumer goods, food & beverage, and pharma (minimum of 50 respondents per sector). Surveys covered 100+ respondents in the UK, Germany, France, Italy, Canada, Australia and the US.

Analysis of the findings came from BSI experts, including:

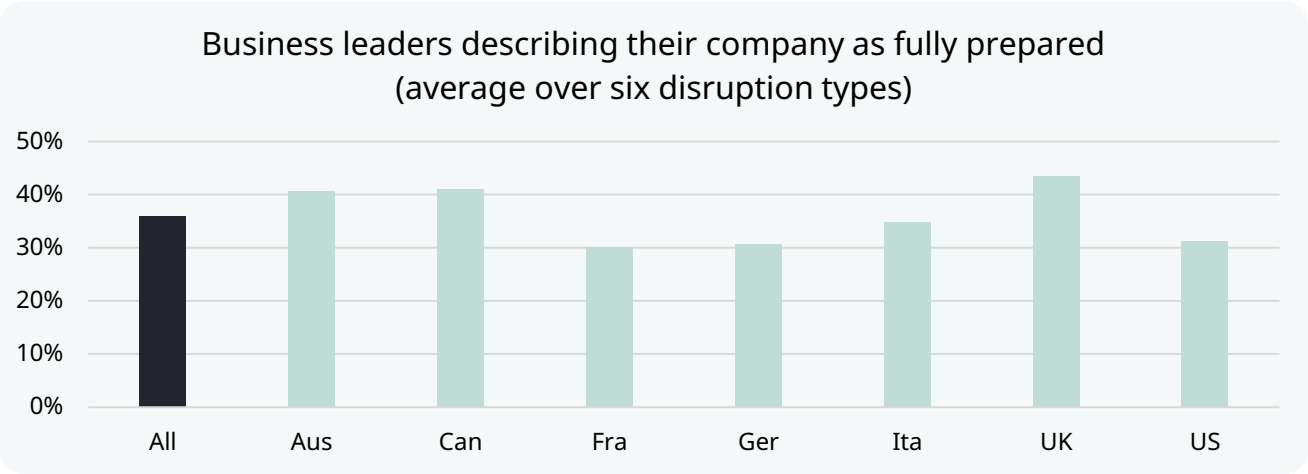
- Tony Pelli, Practice Director, Supply Chain Resilience
- David Fairnie, Senior Principal Consultant, Supply Chain Security

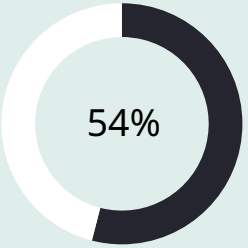
1. Businesses are moving towards a crisis mindset…

Supply chain disruption is no longer a niche risk – but business planning is only beginning to catch up

Geopolitical instability, climate-related challenges, raw material shortages and digital threats are increasingly mainstream supply chain issues rather than occasional events. As a result, crisis management is becoming an organizational capability, and leaders are starting to recognize that resilience depends on speed of response, cross-functional alignment and the ability to execute plans consistently under pressure.

As yet, few organizations count themselves as being fully prepared, with the majority describing themselves only as moderately ready across major disruption types. Most understand the threat and are wise to the need to act, but they are still developing the capability, visibility and agility required to respond confidently when shocks occur.

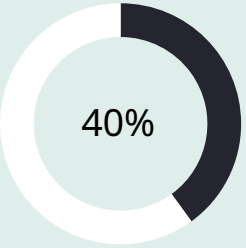




Say their supply chain risk management tends to be reactive rather than proactive

38%

Experienced disruption linked to conflicts, sanctions or political instability in the past year



Experienced climate-related disruption in the past year

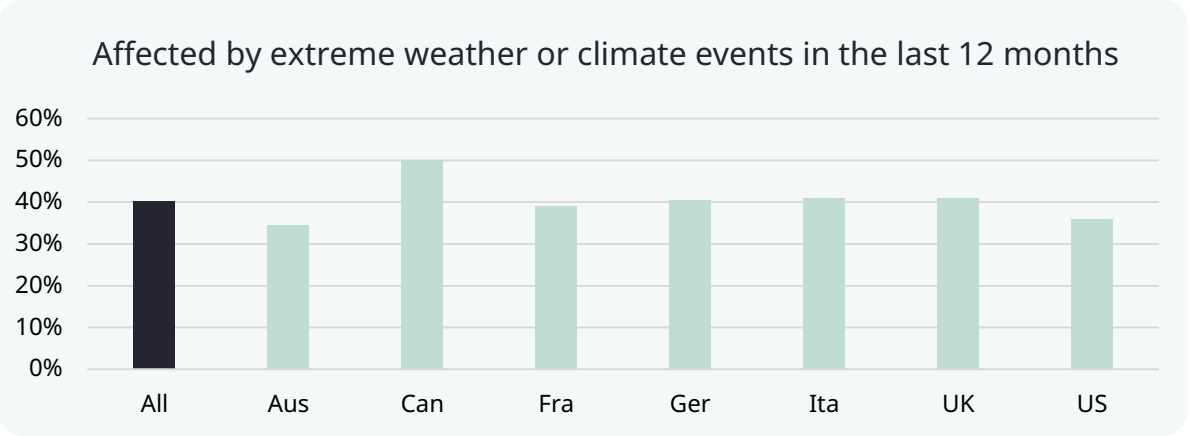
© 2026 BSI Group • All Rights Reserved

… as disruption becomes the perma-crisis

Tony Pelli says: “Supply chains are infinitely more complicated today. Leaders know this – but it doesn’t always translate into considering how this enhances their vulnerabilities.

“The problem is not a crop failing or a blocked transit route, it’s that every step from source to shelf is getting more expensive, less predictable, or both. For example, climate-related disruptions increasingly affect multiple parts of a system at once, often through interconnected pathways that traditional risk assessments overlook.

“Resilience is about understanding how risks connect before they become crises, and how impact can cascade across operations, suppliers, customers, and critical services. Organizations that proactively map dependencies, identify critical vulnerabilities, and understand how risks propagate are better positioned to absorb disruption and recover quickly.”



4 in 10

Experienced logistics and transport disruptions, including border restrictions, in the last year

35%

Affected by component or raw material shortages in the last year

35%

Proportion who felt their supply chain was fully prepared for geopolitical shocks

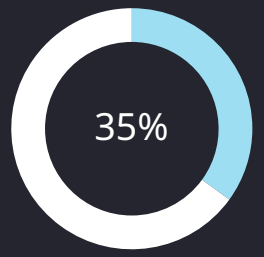
© 2026 BSI Group • All Rights Reserved

2. Confidence about crisis readiness is high…

Organizations seem confident – but there are cracks beneath the surface

Business leaders come across as optimistic about their preparedness; however, this confidence sits uncomfortably next to operational weaknesses, including infrequent cross-functional engagement, inconsistent planning and fragmented communication structures. Resilience is often more aspirational than embedded, and at best is underdeveloped. And, even when organizations have crisis plans, they are not necessarily adept at executing them effectively when reality bites, or overestimate how effectively plans are applied in practice.

Confident the organization systematically learns from past disruptions and updates its processes accordingly



Proportion who felt their supply chain was fully prepared for geopolitical shocks

1 in 3

Have a permanently designated crisis response team, but activation takes up to three days

	All	Aus	Cn	Fra	Ger	Italy	UK	US
Intend to conduct cross-functional scenario planning, but it doesn't happen consistently	45%	44%	51%	52%	46%	39%	32%	49%
Regularly conduct cross-functional scenario planning for supply chain risks	42%	44%	38%	34%	41%	46%	55%	40%
Don’t conduct cross-functional scenario planning	13%	12%	12%	15%	13%	16%	14%	11%

© 2026 BSI Group • All Rights Reserved

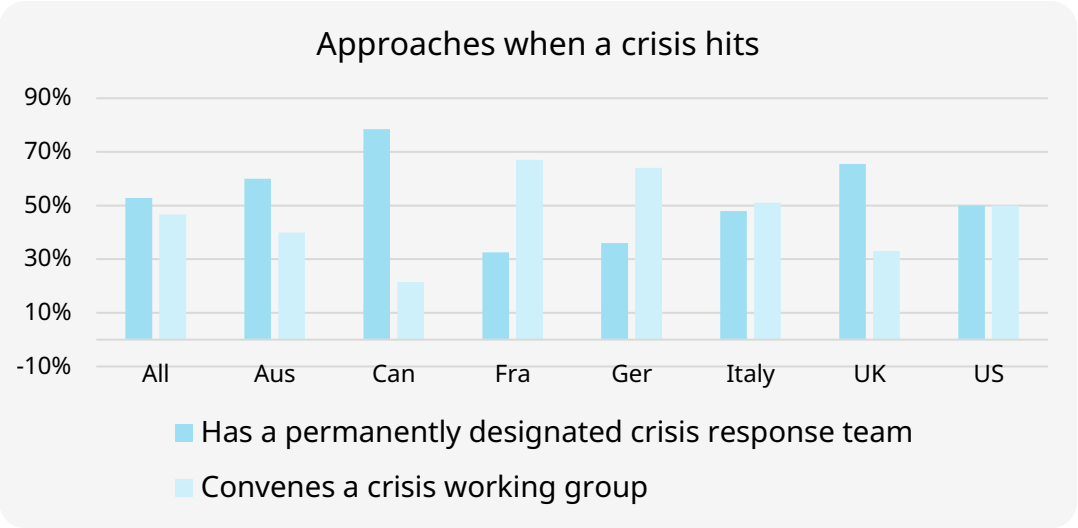
… but processes are often aspirational, not embedded

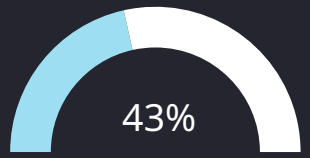
David Fairnie says: “When disruption hits, it’s rarely down to a failure of intelligence, while the constraint on managing its fallout is rarely a lack of analysis. But whether an organization comes through it successfully does depend on pre-planning and resourcing decisions. Ultimately, it’s about whether risk sits at the centre of operational planning – or at the periphery.

“When organizations must build the picture from scratch, they lose days they do not have. Those that can assemble a path forwards quickly buy themselves the one thing the environment does not supply: time to choose.

“Anything that can reduce the lead time on assembling a decision should be thought of. That means reconciling what’s currently in transit, what contracts permit, how much a supplier switch would cost and the impact of different scenarios. Answering these pivotal questions requires asking them enterprise-wide before the next disruption makes them urgent.

“Capability can be built - but it takes longer to build than a crisis takes to arrive, which is the argument for starting before the next one.”





Lack a formal documented process for supply chain risks

37%

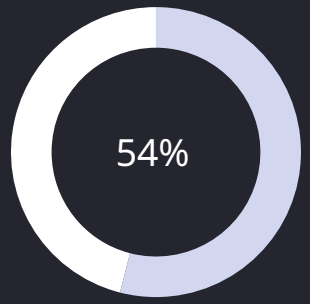
Failed to follow their pre-agreed crisis plan when the Iran conflict broke out

© 2026 BSI Group • All Rights Reserved

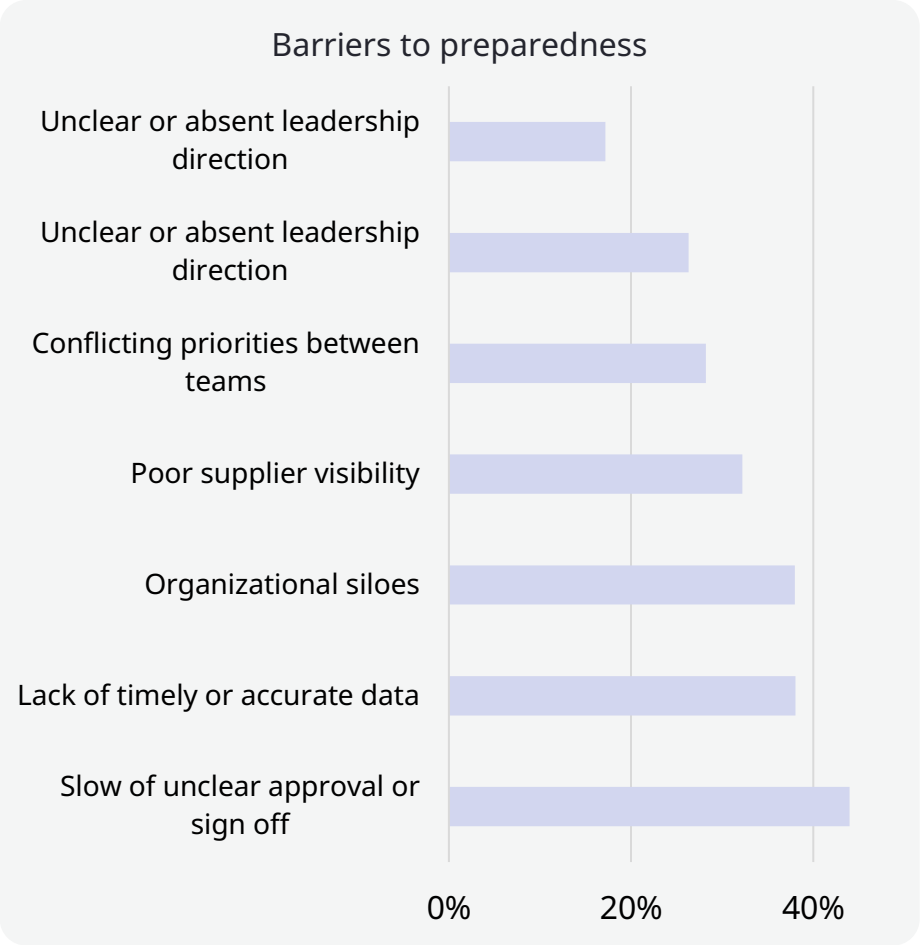
3. Internal barriers undermine preparedness…

Siloes, not collaboration, as the norm

Many of the biggest obstacles to effective disruption management come from inside companies rather than from external events. Slow approvals, siloed decision-making and poor access to information continue to delay responses, suggesting governance and coordination require as much attention as supplier or logistics risks. Organizations may understand the merits of a cross-functional, coordinated response, but are not matching that with fully integrated ways of operating or efficient internal management.



Say when problems occur in the supply chain, finding someone to blame across the business is seen as more important than finding a solution



4 in 10

Have clear, documented protocols for cross-functional communication when supply chain risks arise

38%

Say cross-functional teams meet regularly (at least weekly)

© 2026 BSI Group • All Rights Reserved

… and data sharing needs improving

Information can be as siloed as people

Perhaps the biggest challenge exposed by the data is not simply planning, but rather, ensuring the entire organization responds to disruption in the same disciplined way.

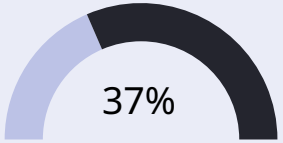
Much of that rests on all functions having access to clear data and information. Yet the picture that emerges is of weak or inconsistent sharing of data, often reliant on manual processes, such as offline spreadsheets or email, making management and control a challenge.

38%

Say a barrier to effective decision-making during disruption comes from lack of timely or accurate data to inform decisions

1 in 4

Say supply chain data is rarely shared across functions, or not shared consistently



Share data but through manual processes

80%

Currently or soon to be improving data integration across supply chain systems

Tony Pelli says: “Evidence of a blame culture, and of poor or fragmented data sharing and heavy reliance on manual processes is concerning.

“It suggests that many organizations continue to struggle with creating a single, real-time view of risk, making it harder to identify issues early and respond quickly when disruption occurs.

“A mature supply chain risk management program gives you a single integrated view of risk across the organization, cross-functional ownership with clear accountability, and technology that serves the process rather than the other way around. It involves collaboration and consultation, with everyone working to the same end goal.”

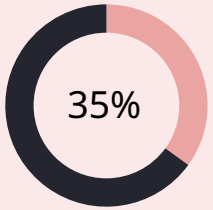
© 2026 BSI Group • All Rights Reserved

Agility is becoming a strategic imperative…

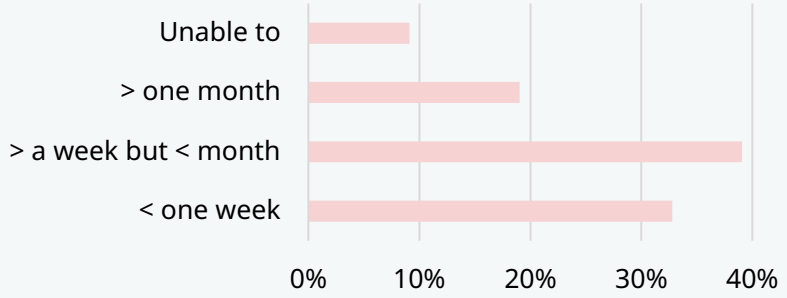
On top of major crises, businesses are operating in an increasingly complex, changeable regulatory and trade landscape. To navigate this sustained disruption, there is a growing need to be adaptable and make rapid shifts, moving from contingency planning to active supply chain reconfiguration. Not all are set up to be this agile, but this will increasingly be a strategic imperative.

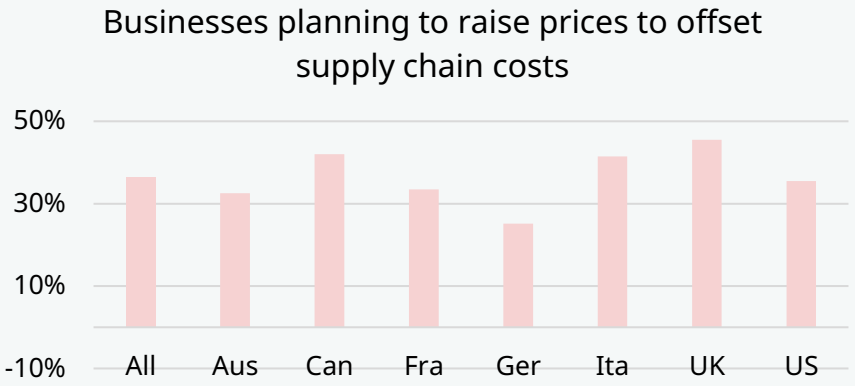
Aside from passing on costs to customers through price rises or reducing product ranges, for many, this means nearshoring supply chains (moving suppliers closer to home), prioritizing resilience and supply security over traditional cost efficiency.

Plans to secure new suppliers, alter transport modes or trade routes, or rationalize product portfolios, all indicate businesses actively reshaping supply chains to make them more flexible and less exposed. Overall, the picture is of businesses increasingly seeing volatility as a long-term reality, making structural changes to operations rather than relying on short-term fixes.



Have faced disruption due to regulatory changes, new trade rules, or import/ export controls





36%

Feel fully prepared for regulatory changes, new trade rules, or import/ export controls

© 2026 BSI Group • All Rights Reserved

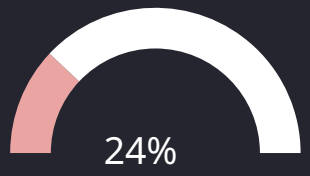
… recognizing that resilience requires transformation

Tony Pelli says: “In today’s disruption cycle, organizations are not only facing more frequent shocks; they are making high-stakes decisions on signals that reverse before they have finished acting on them. Continuity plans built around a return-to-normal no longer suffice. Organizations that come through crises are the ones with a plan but also the flexibility to shape the response to external factors.

“When stability may last only three weeks, knowing in advance which moves or processes can be adapted is worth more than being certain of the optimal path. It’s key to consider ahead of time the implications of changing approach; how long this would take, what contractual commitments can be amended and whether doing so would trigger requalification or regulatory approval. Equally, shifting from one disruption can create new areas of exposure.

“The risk is not simply that an alternative can fail. It is that it can become the next chokepoint before organizations have recognised they have moved, rather than reduced, their exposure.”

Already implementing or planning in the next 6 to 12 months	All	Aus	Cn	Fra	Ger	Italy	UK	US
Nearshoring	78%	79%	89%	62%	72%	80%	89%	79%
Stockpiling or building strategic inventory buffers	80%	82%	91%	65%	79%	80%	87%	81%
Changing modes of transporting products	79%	84%	90%	64%	74%	77%	87%	77%



Expect to shift trade routes in the next six months

1 in 3

Expect to find new suppliers in the next six months. 28% expect to reduce products or SKUs

© 2026 BSI Group • All Rights Reserved

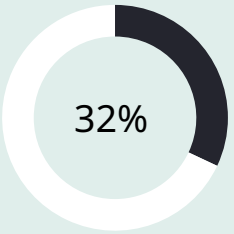
5. Leaders are confident they know their supply chains…

Visibility weakens beyond Tier 1

One of the clearest themes is the arguable overconfidence amongst business leaders that they have visibility across supply chains generally, and especially when they are facing down a crisis. For some, this confidence may be warranted, but the evidence suggests that understanding is often limited to Tier 1 suppliers, and that most businesses face at least some gaps in data or information.

Gaps may occur around supplier compliance with regulatory requirements, or they may be in evidence around potential geographic exposure, or human, social or labour risks.

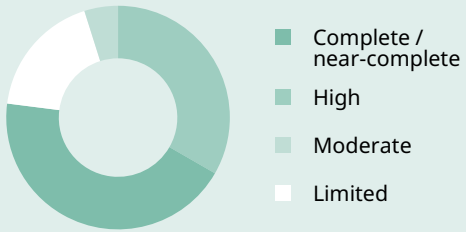
Either way, blind spots can jeopardise business continuity by limiting the ability to anticipate and mitigate disruption before it escalates, or to respond once it does.



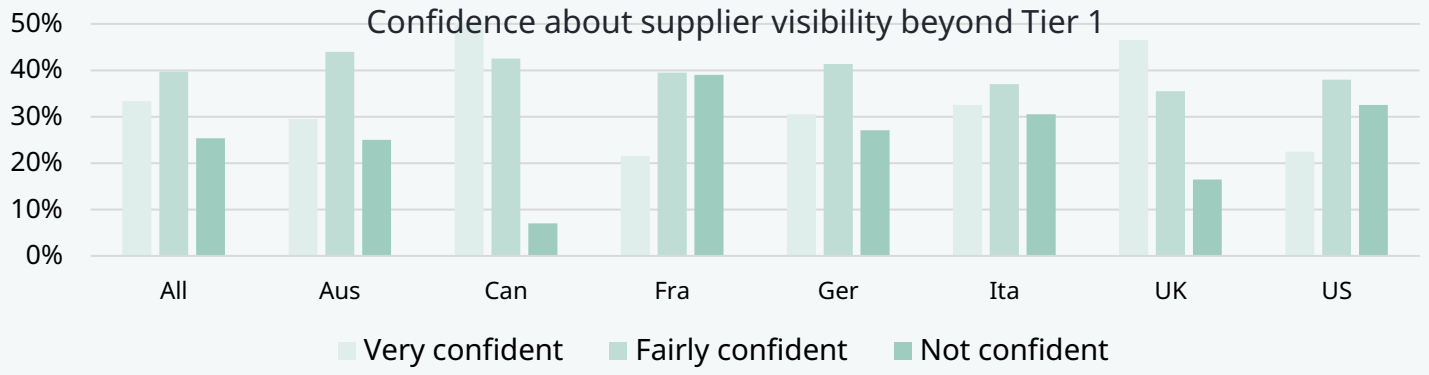
Say a barrier to managing supply chain crises is poor visibility of supplier or inventory status

81%

Say when a crisis hits they have end-to-end visibility of supply chain risks across their network



Perceptions of visibility of supplier locations and geographic exposure



© 2026 BSI Group • All Rights Reserved

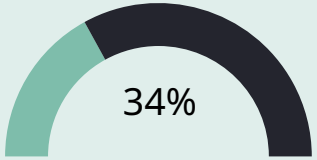
… but visibility is patchy after Tier 1

Tony Pelli says: “Exposure to risk may not appear on a tier-one supplier map. It may lurk deeper and emerge through energy inputs, industrial feedstocks, packaging components, air corridors and cold chain - the parts of a network that most assessments treat as background infrastructure rather than as dependency.

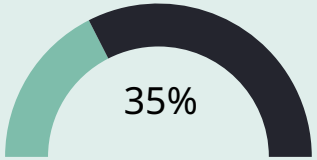
“Most companies understand their direct suppliers. Fewer have full visibility of how climate impacts, infrastructure vulnerabilities, worker availability, energy constraints, financing pressures, and logistics dependencies interact across entire supply networks.

“The fragility of tier two and three networks is too often noticed only when a crisis forces the issue, by which point options are limited. Full visibility on an ongoing basis is vital. This means working directly with suppliers to understand their exposure, costs, and ability to continue operating during a major event. That's where intelligence comes in. It contextualizes geopolitical signals into actionable insight about where your supply network is exposed, and when.”

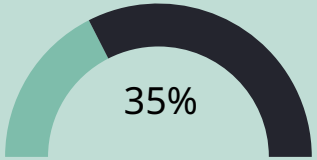
Proportion who have complete or near complete visibility



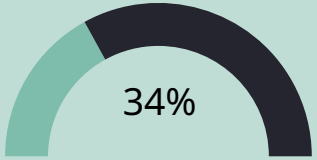
Sanctions or regulatory exposure



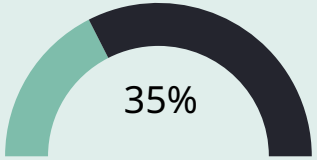
Dependency on high-risk regions, routes, or ports



The accuracy of supplier-reported information



Business continuity and crisis preparedness



Alternate sourcing or contingency arrangements

© 2026 BSI Group • All Rights Reserved

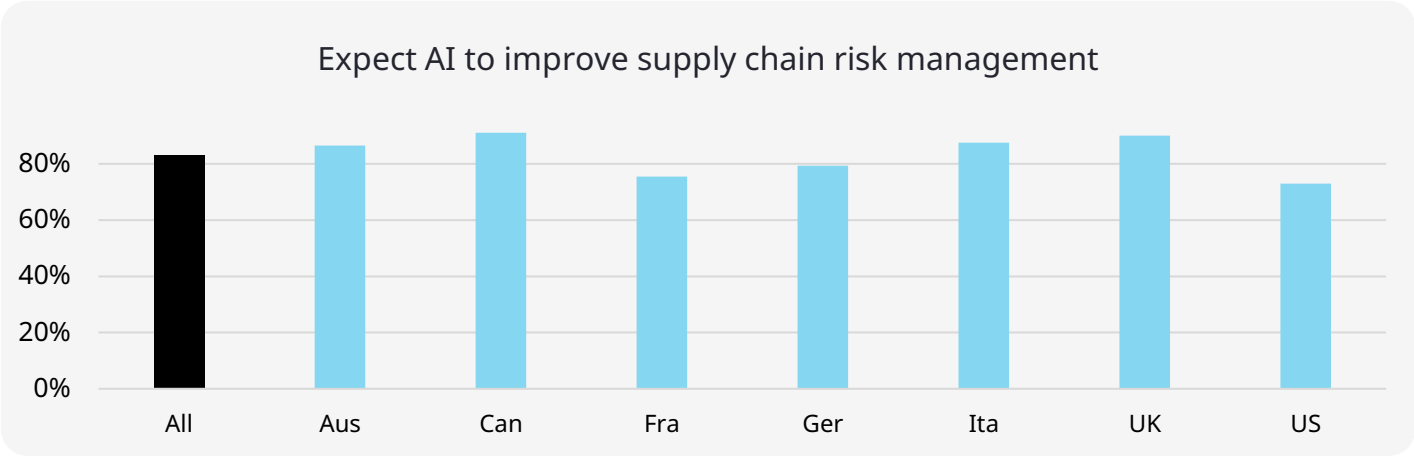
6. Technology is on the cusp of changing everything

From cyber threat to AI enabled supply chain interruption

Technology today sits at the core of supply chain management, but digital transformation has not eliminated risk and is unlikely to do so down the line. Cyber attacks or technology failures are increasingly the price of doing business.

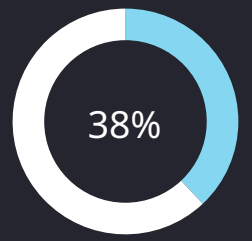
In the coming years we can expect AI to become essential to managing an increasingly complex and disruption-prone operating environment. However, given how vulnerable supply chains are at all stages, enthusiasm comes with significant concern about new risks, including theft, cyber vulnerabilities and unintended consequences.

While wary of what AI might expose them to, businesses are embracing AI as a key enabler of supply chain resilience, particularly for predictive analytics, forecasting and risk monitoring. They increasingly see AI as necessary - if not risk-free.



37%

Say that in the last six months they were fully prepared for cyber incidents or technology failures



Have faced a cyber incident or technology failure in the last year

65%

Supply chain professionals who expect AI to increase the likelihood of theft

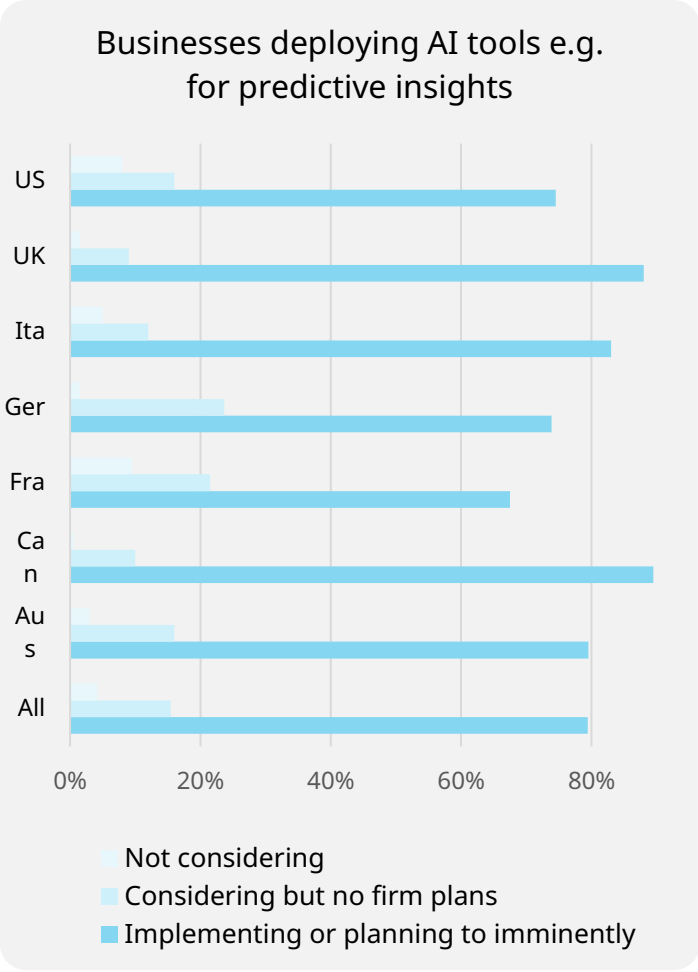
© 2026 BSI Group • All Rights Reserved

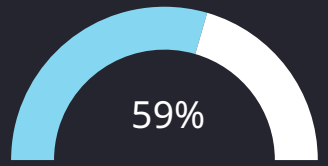
… bringing both opportunity and risk

Tony Pelli says: "If historically companies had a problem of too little data, today they are drowning in it, but not always with sufficient insight into what this shows. AI presents an enormous opportunity here, as well as introducing new areas for fraud, theft or security breaches for companies to grapple with.

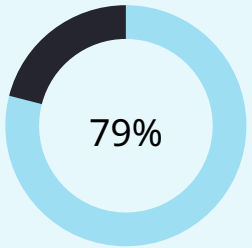
"When it comes to crisis management, companies can use AI to capture a larger dataset to monitor suppliers for adverse signals than any human team can. Similarly, they can more effectively model scenarios, like which suppliers a price spike or a closed shipping lane would hit first. Technology is poised to become the tool that lets a good process move faster.

"Crucially, it only amplifies a good methodology. Point it at poor data and it will help you do the wrong thing faster. Like people, AI needs full context to make good decisions – and always needs a human across it."





Expect AI to increase the likelihood of theft in their supply chain



Expect AI to introduce new supply chain risks

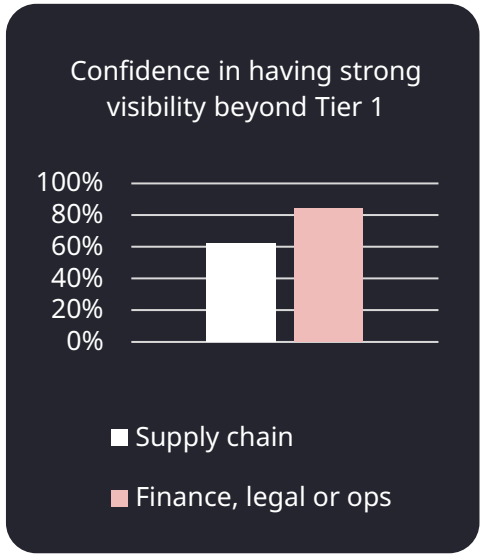
© 2026 BSI Group • All Rights Reserved

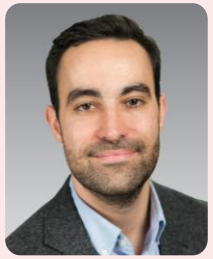
7. Supply chain teams are more attuned to risk

Disconnect between executive confidence and frontline experience

A consistent pattern emerges in the data, showing supply chain professionals as generally more cautious than colleagues in finance, legal and operations.

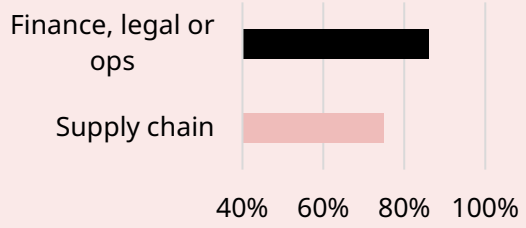
This is likely because they are closer to day-to-day operational realities, and so have greater awareness of challenges around visibility, preparedness or the strength of their organization's crisis resilience.



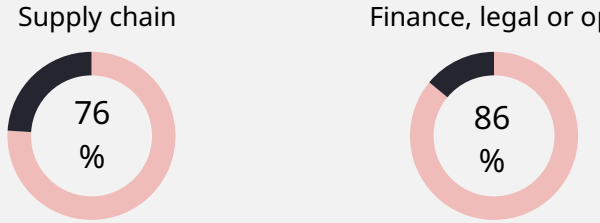


Tony Pelli says: "It may not be surprising that supply chain teams are more cognizant of risk given their enhanced exposure to it, but it is vital that cross-functional understanding is built.

"All teams with input into disruption management need to be across the potential scenarios that can unfold and close to the conversation about how to mitigate them or respond as events unfold."



The right people are in the room to solve challenges when disruption occurs



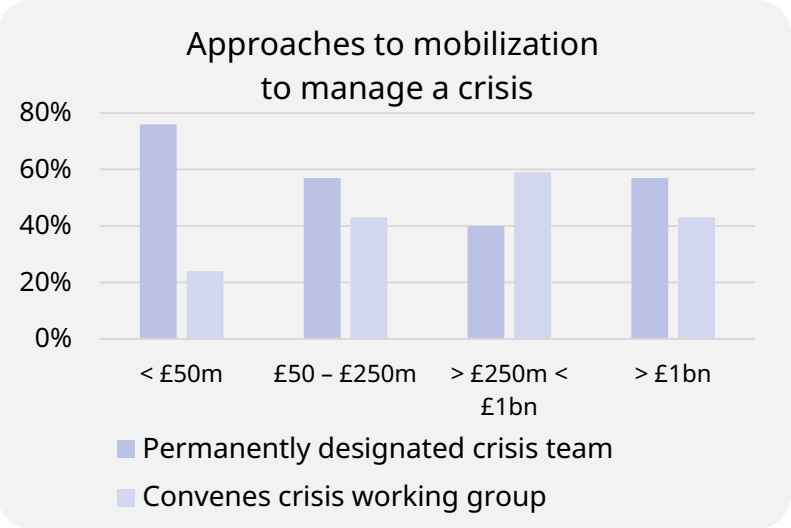
My organization will be better prepared for supply chain disruptions over the next 12 months compared to today

© 2026 BSI Group • All Rights Reserved

8. Business size impacts how crises are tackled

Size has a clear impact on approaches to crisis management and overall resilience

Across all sizes, we found significant reliance on informal processes rather than fully documented supply chain risk frameworks, suggesting that crisis preparedness maturity remains a challenge regardless of how large or small operations are.

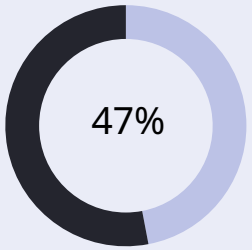


Small businesses (under £50m)

Smaller organizations were the most proactive in taking risk mitigations across almost every measure, with over 90% deploying AI tools, investing in predictive analytics, strengthening crisis management, improving transport flexibility, enhancing visibility tools, or warning customers of potential disruptions. They are also highly focused on nearshoring, suggesting a strong emphasis on building resilience through supplier proximity.

They were more likely to use integrated systems (40%) but many raised barriers around collaboration. 53% said lack of timely or accurate data to inform decisions was a hindrance, significantly above average for all business sizes. Half also cited conflicting priorities between teams as a barrier – again, far higher than average. Although SMEs may have fewer teams and colleagues to navigate, a lack of structures in place means siloes can still be an issue.

Equally, size did not necessarily translate into agility - only 27% could onboard alternative suppliers within a week and 24% took more than a month.

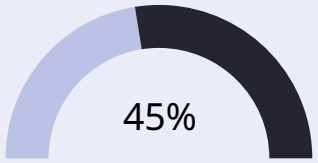


Small business leaders who said unclear leadership was a barrier to addressing crises

90%

Of < £50m businesses are already or planning to undertake nearshoring

© 2026 BSI Group • All Rights Reserved



Mid-sized businesses that regularly conduct cross-team scenario planning for supply chain risks

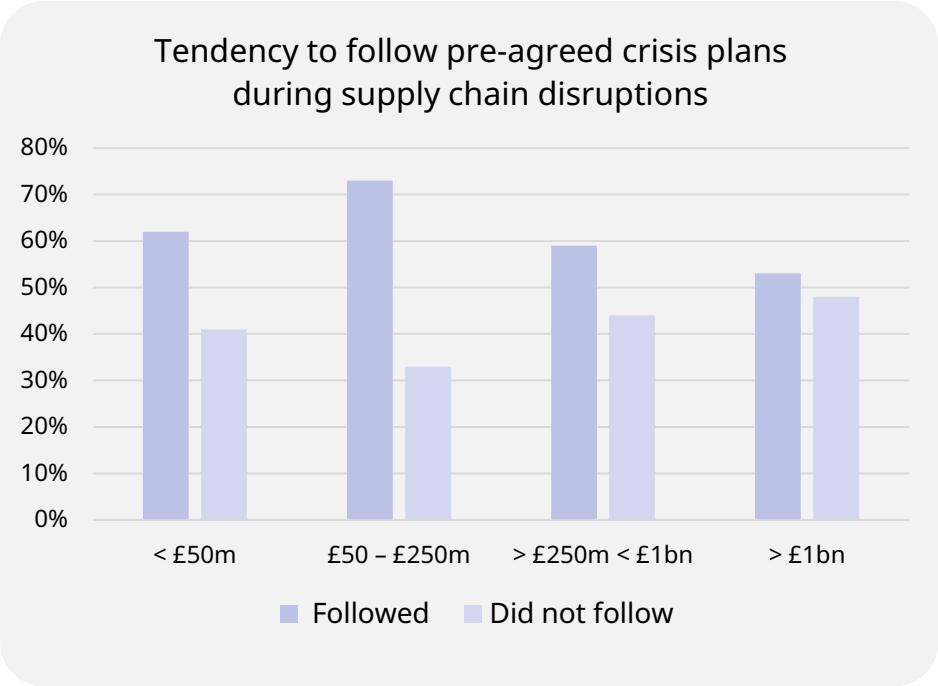
45%

Mid-sized firms that have faced logistics and transport disruptions in the last year

Mid-sized businesses (£50m - £250m)

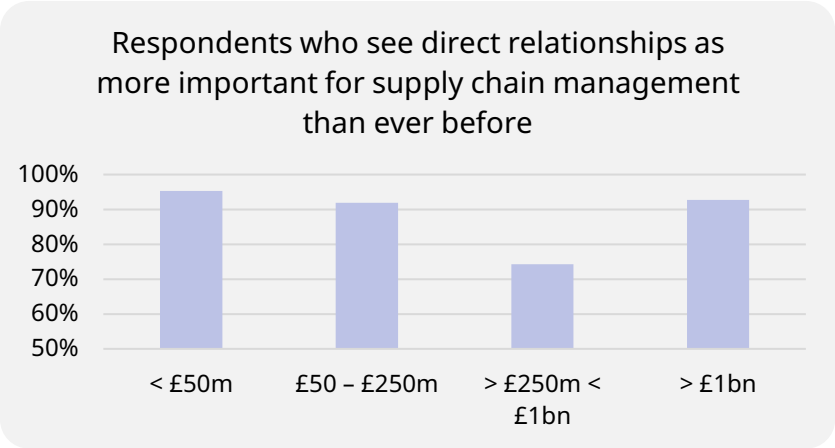
Mid-sized organizations came across as disciplined in crisis execution, with 73% average adherence to pre-agreed contingency plans, and generally more proactivity in advance of a crisis. This may be because they are able to strike an optimal balance between formal planning and operational agility. Notably, nearly half had no formal process for when supply chain risks arise, but said informal norms existed, suggesting a much-needed flexibility. That said, the mid-sized were most likely to cite slow approval processes (58%) and siloes (49%) as barriers. As organizational complexity grows, this can create bottlenecks even where crisis plans are in place.

Compared with large businesses, mid-sized businesses are on the front foot of crisis mitigation, whether it is investing in AI, data integration or visibility tools, or proactively warning customers about risks. Smaller businesses did, however, outpace them on some measures, suggesting that after the initial growth phase, focus shifts to balancing investment with operational reality.



63%

Mid-sized businesses that say supply chain risk management tends to be reactive



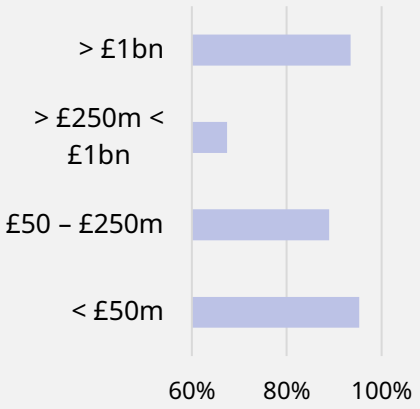
© 2026 BSI Group • All Rights Reserved

Larger organizations (over £250m – up to £1bn)

Organizations above £250m appeared to be the least vulnerable to disruption, perhaps because they are likely to have globally complex supply chains and significant resources to diversify or choose an alternative approach. They also had generally strong levels of preparedness and displayed higher levels of scenario planning and formalisation than SMEs. Yet while it appears that their scale and associated operational robustness are enhancing their resilience, they have not yet reached the level of organizational sophistication seen among the largest businesses.

The companies of this size were, however, the least likely to say that supply chain disruptions were treated as a shared responsibility across functions, and that their organization acted in a coordinated way rather than in siloes. They were also least likely to have end-to-end visibility of supply chain risks across their network when a crisis hits. This cohort arguably sits in a 'visibility valley' between smaller, more hands-on businesses and the largest companies that have the deep pockets to invest in advanced monitoring capabilities. Larger companies were also the worst performing for many decision-making barriers, indicating that their size can sometimes be a hindrance to action.

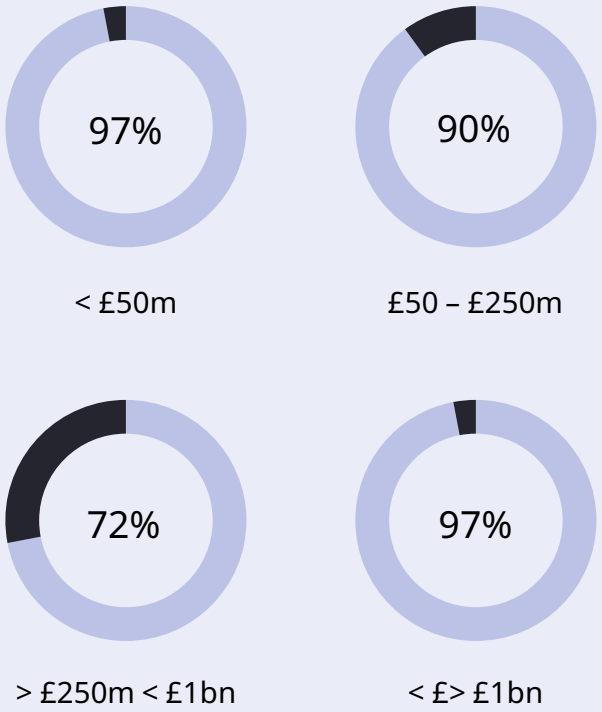
End-to-end visibility of supply chain risks across our network during a crisis



52%

Larger businesses that say it takes more than a week to onboard a new supplier during a crisis

Respondents who said disruptions were treated as a shared responsibility across functions and managed in a coordinated way rather than in departmental siloes

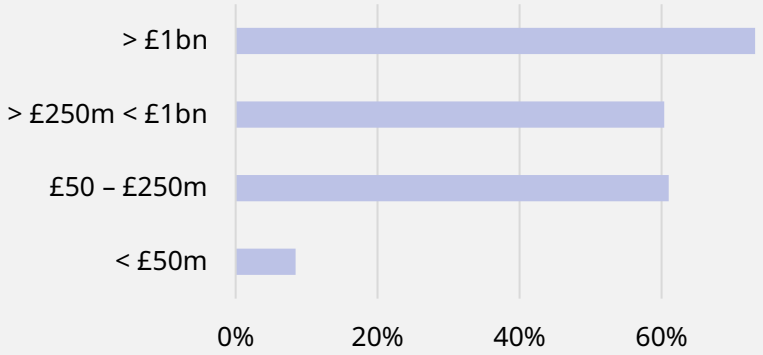


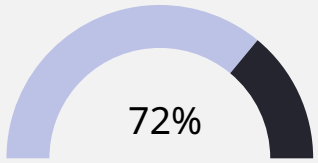
© 2026 BSI Group • All Rights Reserved

The largest organizations (> £1bn)

These were least likely to follow contingency plans.
The complexity of major disruptions in such companies may require more bespoke, real-time responses. They were most likely to identify lack of timely data or conflicting priorities between teams or departments (both 41%) as key obstacles to disruption management, reflecting the difficulty of coordinated decision-making across large, complex and dispersed operations. Despite this, most said supply chain risk was treated as a shared responsibility, rather than in departmental siloes.

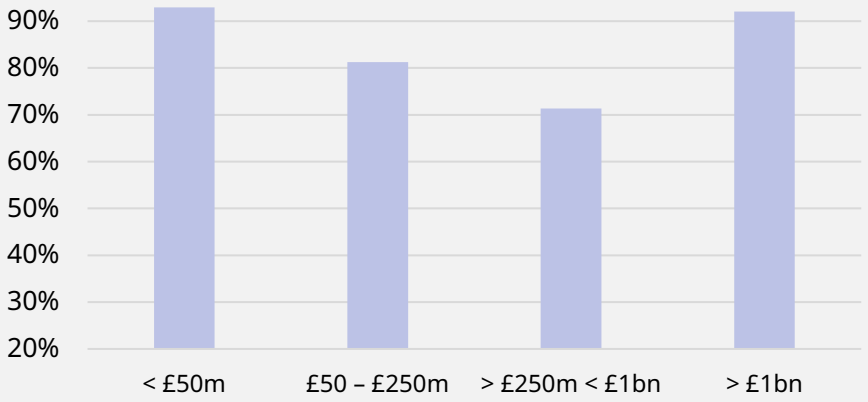
Leaders who say finding someone to blame across the business for supply chain issues is more important than finding a solution



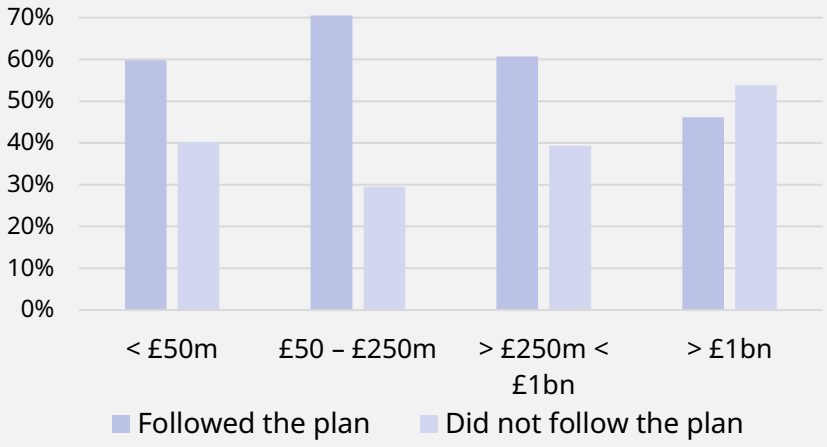


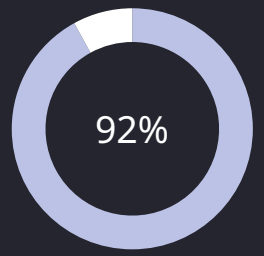
Proportion from £1bn+ businesses who say supply chain risk management tends to be reactive rather than proactive

Confidence the right people are in the room to solve supply chain disruptions



Response to the Iran crisis





Proportion from £1bn+ businesses who say supply chain disruption is handled well

© 2026 BSI Group • All Rights Reserved

Recommendations

Recognize the changing face of disruption

Growing interconnected risks mean organizations must fully understand dependencies and vulnerabilities to build resilience and recover faster.

Put risk at the centre of operational planning

Organizations that prepare decision-making frameworks in advance can respond faster, preserving time and improving resilience when crises occur.

Address internal siloes

Poor data sharing, siloed processes and blame culture can inhibit a real-time view of risk. Effective risk management relies on integrated visibility, clear accountability and cross-functional collaboration.

Adapt to survive

In an era of constant disruption, resilience depends not on rigid return-to-normal plans but on the ability to assess alternatives and shift approach without creating new vulnerabilities.

Mitigate hidden risk

Ongoing visibility across tiers, supplier collaboration, and intelligence-driven insights, are essential for identifying vulnerabilities before they escalate.

Embrace technology while not relying on it

AI can turn large datasets into more effective risk monitoring or scenario planning. Success rests on high-quality data, strong processes and human oversight.

© 2026 BSI Group • All Rights Reserved

Spotlight – Retail and consumer goods sector

The convergence of external shockwaves and customer pressure

Businesses in this sector operate with challenging margins, at the forefront of customer demand. They are vulnerable to external shockwaves, including extreme weather and logistics disruptions, which may explain their focus on nearshoring (82%). Leaders in this sector demonstrated the strongest crisis management discipline, with the highest adherence to pre-made plans (on average 72% adherence).

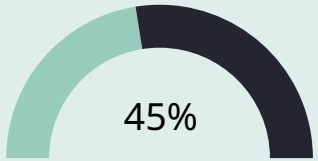
While this suggests a mature approach to disruption management, the sector remains reliant on informal rather than documented processes, and on manual processes, although investment in technology is clearly underway to support supply chain visibility and management. Agility is hindered by slow or unclear approval processes (52%).

58%

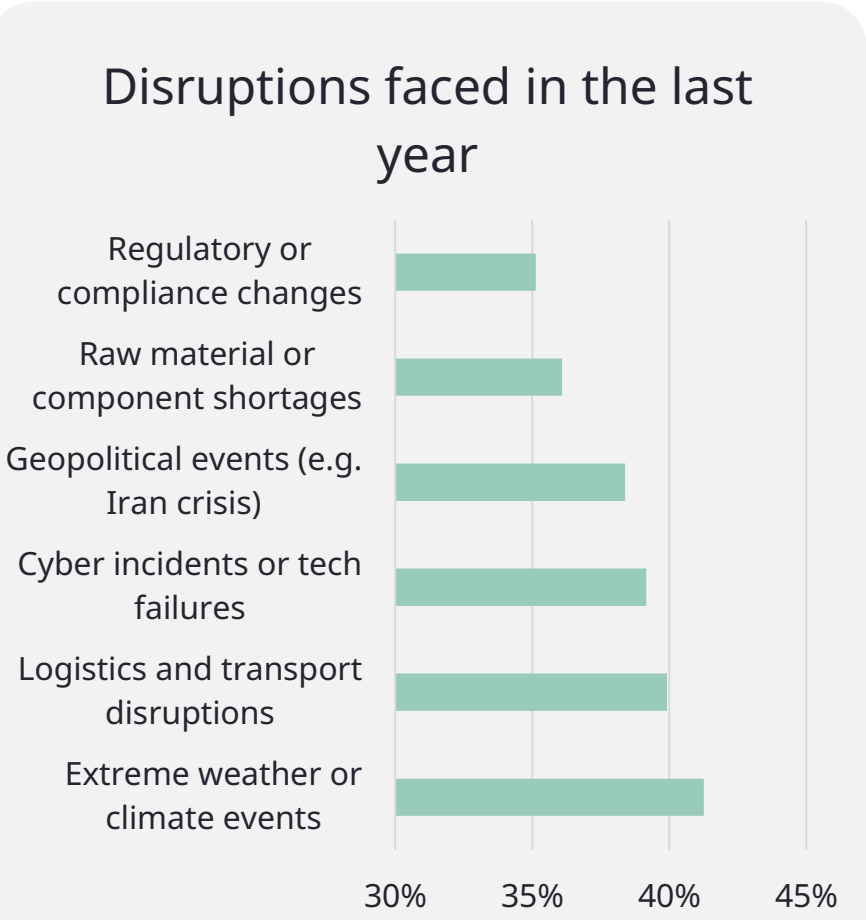
Retail and consumer goods firms with a permanently designated crisis response team

52%

Say slow or unclear approval and sign-off processes act as a barrier to crisis management



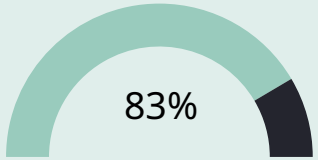
Have no formal process for when supply chain risks arise



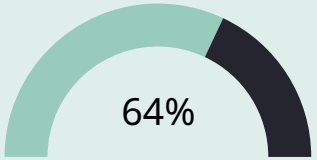
© 2026 BSI Group • All Rights Reserved

Spotlight – Retail and consumer goods sector

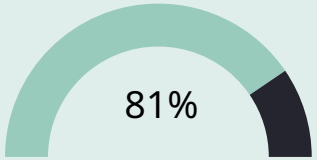
Use of AI and technology



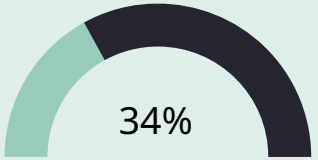
Expect AI to improve supply chain risk management



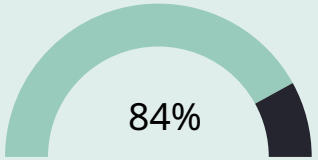
Think AI will increase the likelihood of supply chain theft



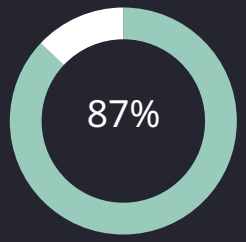
Expect AI to introduce new supply chain risks



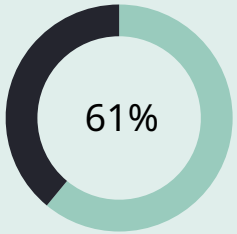
Planning to deploy AI in the next six months to mitigate against disruptions



Actively or considering investing in predictive analytics using AI for supply chain monitoring

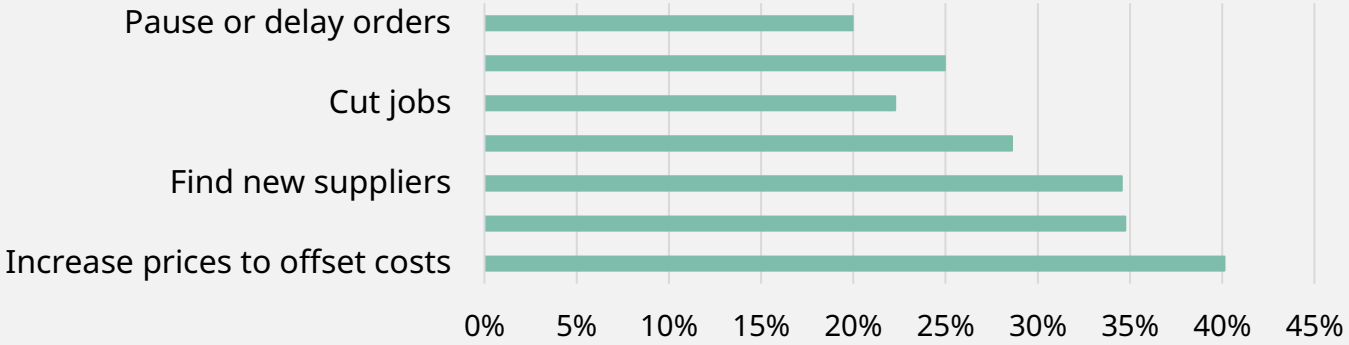


Say direct relationships are now more important for supply chain management than ever



Take more than a week to approve new suppliers during a supply chain crisis

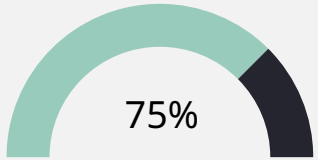
Planning in the next six months to mitigate against disruptions



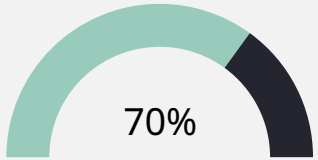
© 2026 BSI Group • All Rights Reserved

Spotlight – Retail and consumer goods sector

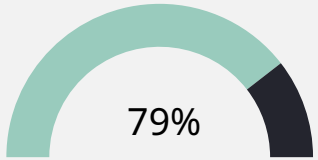
Confident that their organization…



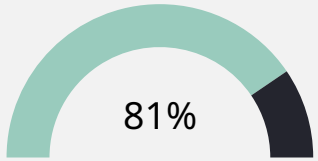
Handles supply chain disruption well



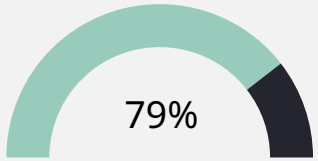
Has strong visibility beyond Tier 1 suppliers



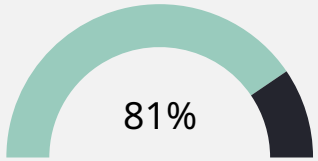
Has the right people in the room to solve challenges when supply chain disruption occurs



Will be better prepared for disruptions over the next 12 months



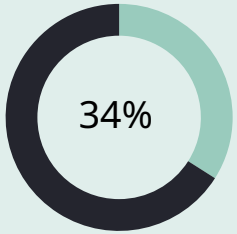
Learns from past disruptions and updates processes accordingly



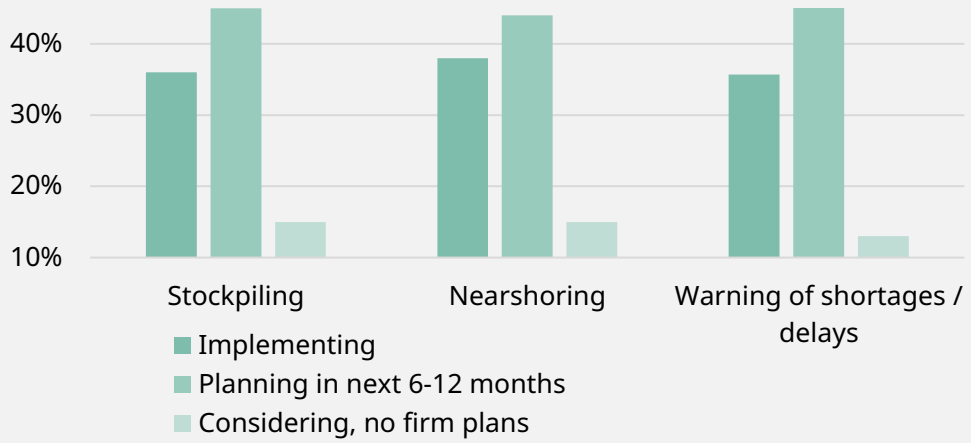
Critical suppliers have effective contingency plans for geopolitical disruption

36%

Complete / near complete visibility of Supplier locations and geographic exposure



Complete / near complete visibility of climate-related exposure



© 2026 BSI Group • All Rights Reserved

Spotlight – Pharmaceutical sector

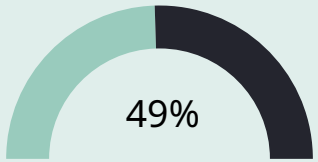
High confidence for a sector that plays a critical role in global health

The pharmaceutical sector is particularly exposed to disruption, including from geopolitical issues and logistics constraints. Nearly one in two firms experienced cyber incidents in the last year. At the same time, the sector emerges as highly resilient, with exceptionally robust levels of preparedness across all areas. Given the critical need to maintain continuity of supply for patients, it is reassuring that more than half have permanently designated crisis teams.

Pharmaceutical companies demonstrated relatively strong adherence to contingency plans, indicating that pre-planned crisis management frameworks are generally effective. This is driving high confidence about future resilience and ability to weather future disruptions. A range of mitigation measures are actively underway or being considered, including high levels of technology adoption. Overall, as disruption becomes routine, the pharmaceutical sector is proactively moving beyond reactive risk management toward more predictive, intelligence-led supply chain resilience.

37%

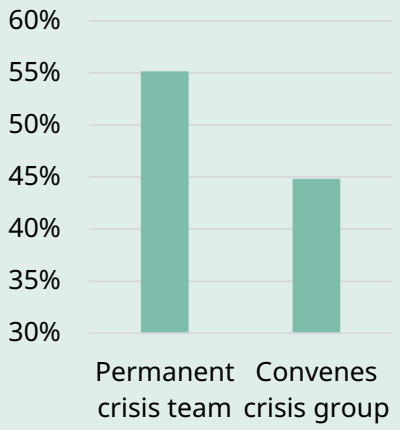
Pharma leaders who say business is fully prepared for all six potential supply chain disruptions



Pharma leaders who say business is fully prepared for all six potential supply chain disruptions

48%

Have been impacted by regulatory or compliance changes in the last year

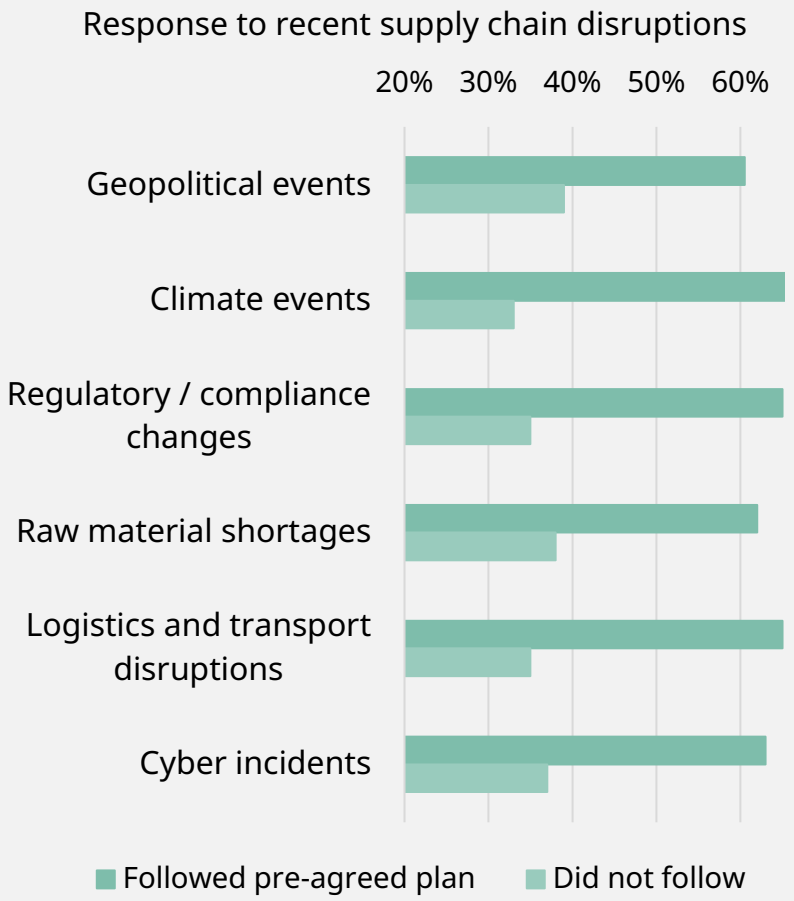


Barriers to crisis management

Slow approval processes	40%
Lack of accurate data	44%
Organizational siloes	47%
Poor supplier visibility	41%
Conflicting priorities between teams	38%
Difficulty identifying internal stakeholders	16%

© 2026 BSI Group • All Rights Reserved

Spotlight – Pharmaceutical sector



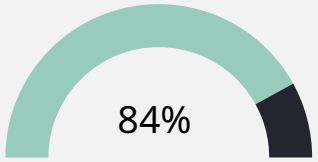
3 in 5

Say their supply chain risk management tends to be reactive rather than proactive

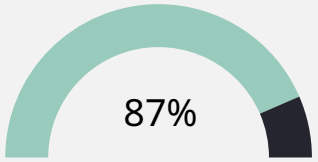
Use of AI and technology

Expect AI to improve supply chain risk management

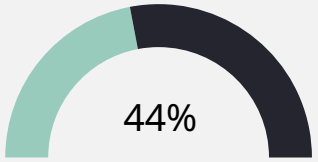
Think AI will increase the likelihood of supply chain theft



Expect AI to introduce new supply chain risks



Actively or considering predictive analytics using AI for supply chain monitoring

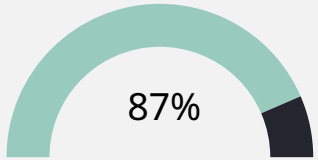


Plan to deploy AI within six months to mitigate against disruptions

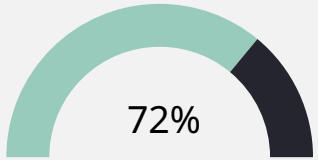
© 2026 BSI Group • All Rights Reserved

Spotlight – Pharmaceutical sector

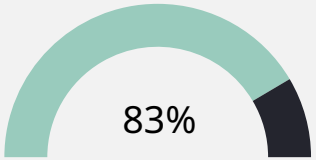
Confident that their organization...



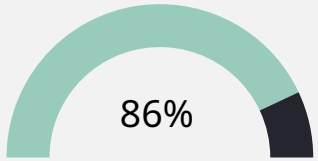
Handles supply chain disruption well



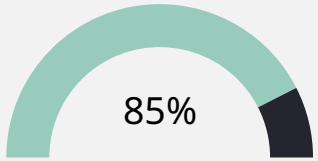
Has strong visibility beyond Tier 1 suppliers



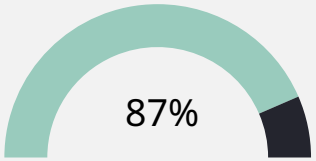
Has the right people in the room to solve challenges when supply chain disruption occurs



Will be better prepared for disruptions over the next 12 months



Learns from past disruptions and updates processes accordingly



Critical suppliers have effective contingency plans for geopolitical disruption

58%

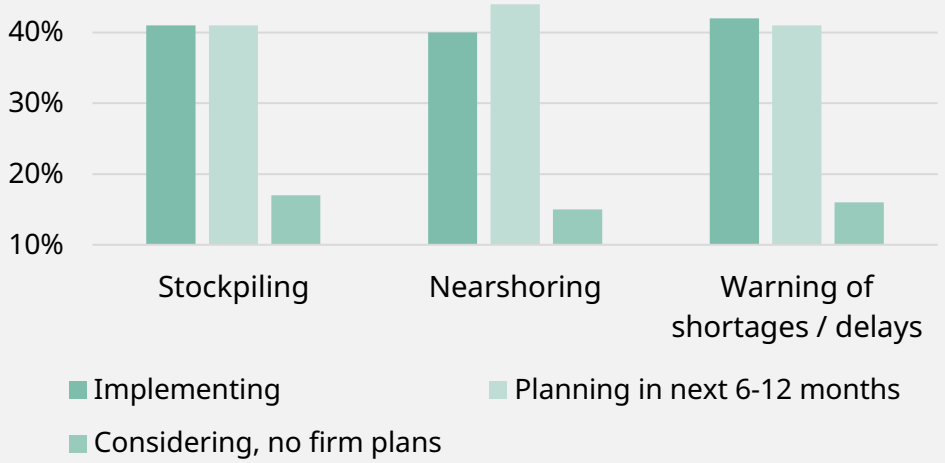
Take more than a week to approve a new supplier during a disruption

Supply chain data sharing

In real time

Manually

Rarely / inconsistently



© 2026 BSI Group • All Rights Reserved

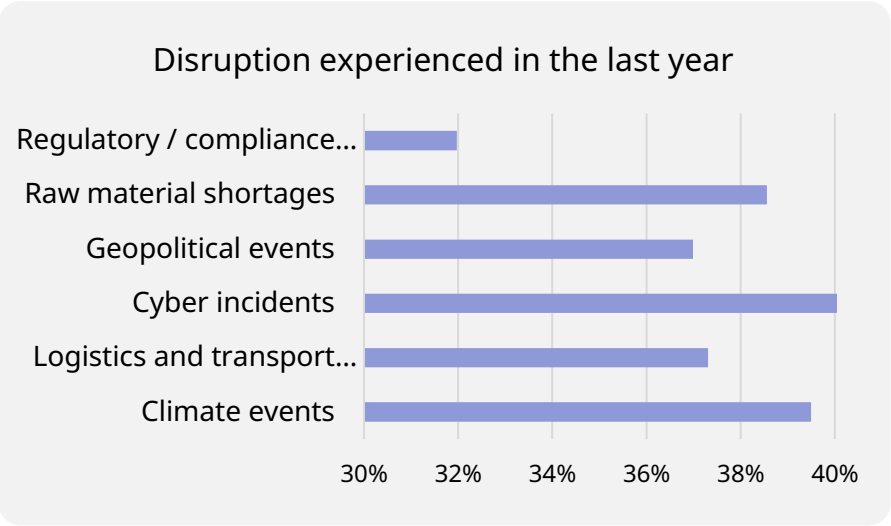
Spotlight – Food and beverage sector

A proactive approach to crisis and risk

Nearly four in ten food organizations experienced extreme weather events, with a similar proportion facing logistics disruption, cyber incidents and geopolitical disruption within the last year. Companies take the view that they are well-prepared to navigate supply chain disruption, with resilience increasingly seen as a core operational capability rather than a compliance exercise. Accordingly, the majority are more structured and collaborative in how they approach crisis preparedness and management. More than half have a permanently designated crisis response team, and the vast majority treat supply chain risk as a shared responsibility across functions. Nine in ten emphasise the value direct relationships at a time on protracted disruption.

There are some areas where businesses in this sector struggle, for example, around data sharing, approval process or organizational siloes, while visibility beyond immediate suppliers remains a challenge too. Broadly speaking, organizational readiness appears to be further ahead of technological readiness.

Looking ahead, the sector is confident about its ability to weather future disruptions. However, as the context becomes increasingly challenging, future investment priorities are focused on diversification and back up plans. The majority of food and beverage businesses are already implementing or planning investments in supply chain visibility tools and data, while many are nearshoring or building strategic inventory buffers.



36%

Say slow sign off acts as a barriers to effective decision-making during a disruption

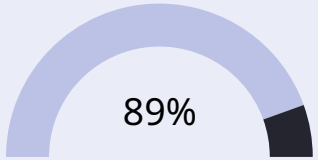
91%

Say direct relationships are now more important for supply chain management than ever

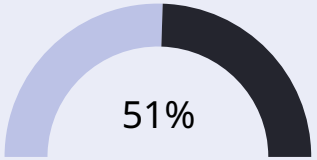
© 2026 BSI Group • All Rights Reserved

Spotlight – Food and beverage sector

Use of AI and technology

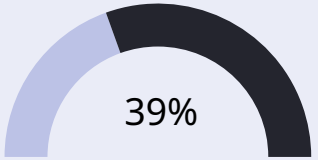


Expect AI to improve supply chain risk management

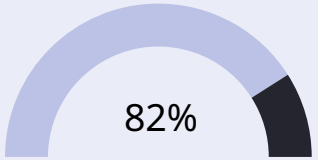


Think AI will increase the likelihood of supply chain theft

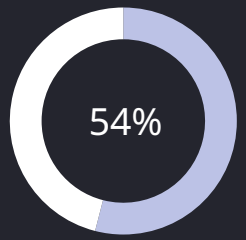
Expect AI to introduce new supply chain risks



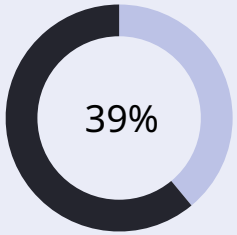
Planning to deploy AI in the next six months to mitigate against disruptions



Actively or considering investing in predictive analytics using AI for supply chain monitoring



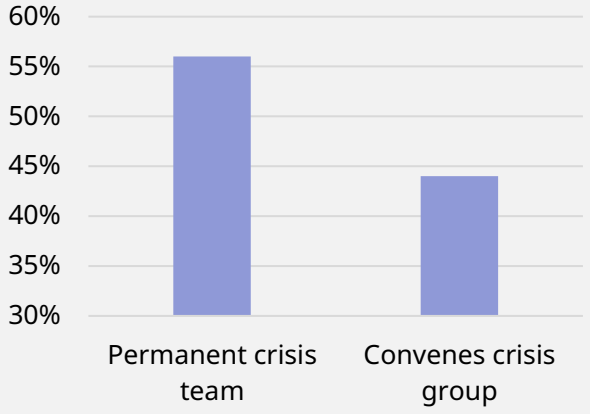
Say they followed pre-agreed plans when the Iran crisis hit



Have no formal or documented process to manage supply chain risks

Supply chain data sharing

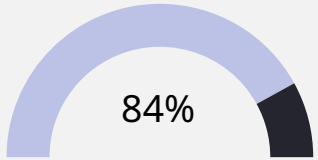
- In real time
- Manually
- Rarely / inconsistently



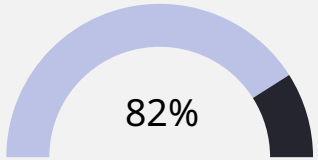
© 2026 BSI Group • All Rights Reserved

Spotlight – Food and beverage sector

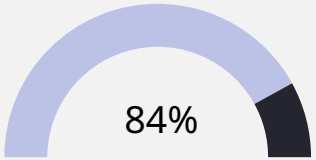
Confident that their organization…



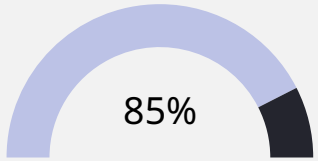
Handles supply chain disruption well



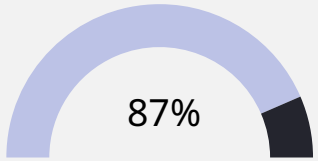
Has strong visibility beyond Tier 1 suppliers



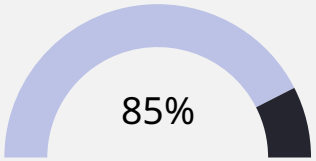
Has the right people in the room to solve challenges when supply chain disruption occurs



will be better prepared for disruptions over the next 12 months



learns from past disruptions and updates processes accordingly



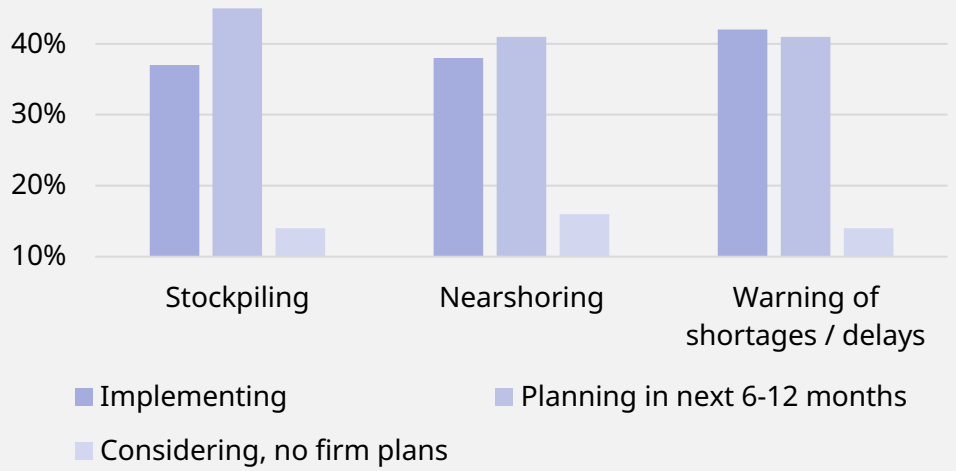
critical suppliers have effective contingency plans for geopolitical disruption

1 in 3

Planning to increase prices in the next six months to offset supply chain costs

32%

Have complete or near complete visibility over supplier locations and geographic exposure



© 2026 BSI Group • All Rights Reserved

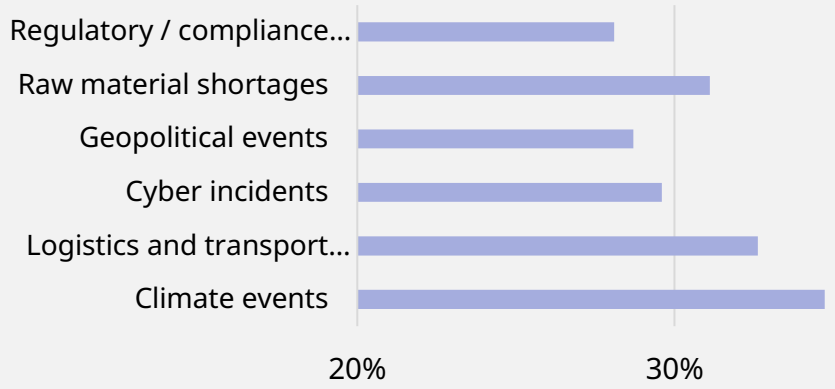
Spotlight - Agriculture

Agility is becoming a strategic imperative

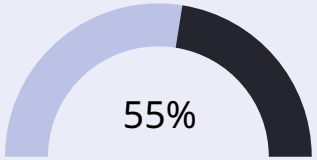
The sector does appear to have robust crisis response mechanisms in place, and relatively mature oversight when risk emerges. Focusing on the future, the sector is pursuing both operational resilience and, unsurprisingly, actively investing in resilience-enhancing measures. This includes investment in visibility tools, better data integration, predictive analytics and AI-enabled monitoring.

Readiness for a crisis, however, cannot overcome the sector's direct exposure to climate, logistics and commodity market shocks, all of which are becoming more frequent.

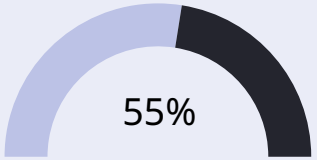
Disruption experienced in the last year



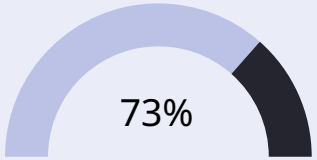
Use of AI and technology



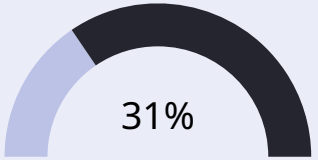
Expect AI to improve supply chain risk management



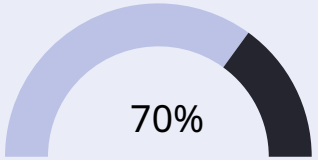
Think AI will increase the likelihood of supply chain theft



Expect AI to introduce new supply chain risks



Planning to deploy AI in the next six months to mitigate against disruptions



Actively or considering investing in predictive analytics using AI for supply chain monitoring

© 2026 BSI Group • All Rights Reserved

How audits can empower organizations to achieve the highest standards

Internal and Supplier Audits

From responsible labour conditions and environmental performance to data handling and subcontractor transparency, audits play a critical role in managing risk and driving excellence. Through our internal and supplier audit programmes (ISA), we help organizations move beyond compliance — enabling them to lead with confidence, strengthen stakeholder relationships, and deliver measurable, positive change across their value chains.

Using our digitally enabled tools and the deep experience of our teams, we help you:

- Identify risk hotspots and compliance gaps
- Pinpoint recurring issues that impact performance and reputation
- Make informed, strategic decisions that strengthen resilience and trust

Internal audit programmes

Elevate your brand's transparency with a risk based and independent review of your organizations' ethical and social practices.

Supplier audit programmes

Enhance traceability and minimize risks from third-party practices with a supplier audit. Whether leveraged internally or across your value chain, these assurance solutions evaluate, measure, understand and report on your organization's social and ethical performance.

Our capabilities

We create risk-based assurance programmes catered to areas requiring your greatest focus, and we also have a wealth of experience delivering already established Industry Association and certifiable programmes.

© 2026 BSI Group • All Rights Reserved

Data-driven insights and services

BSI Connect

Our BSI Connect Screen platform infuses geographic risk data and analysis
into the assessment process to provide a risk-based view of the supply chain.

The enhanced visibility empowers organizations to protect brand reputation and ensure a resilient supply chain through data-driven insight.

Connect Portal

- Gives 24/7 access to manage your audit and testing services from BSI.

Connect Plus

- Conduct your own audits using pre-loaded and self authored checklists. Find out more

Connect Screen

- Allows you to manage your supplier data and supply chain risk analysis. Find out more

Connect Climate

- What are your goals, and where do you want to go, no matter your maturity? Find out more

© 2026 BSI Group • All Rights Reserved

MESH: Mapping, Evaluation, Strategy, Harmonization insights and services

MESH

Supply chain risk is no longer a siloed challenge - it's a business imperative. Fragmented approaches leave critical gaps that impact resilience and profitability.

Built on decades of industry-leading expertise, the unique MESH methodology has been developed in response to today's volatile global landscape, in which modern supply chains are more intricate and exposed than ever, thanks to increasing supply chain disruption, regulatory shifts, cyber-attacks and other emerging risks.

Our proven methodology helps you map your supply chain, assess vulnerabilities, design strategies to reduce exposure, and prioritize actions that deliver ROI.

MESH, which unites BSI's world-class consulting, rigorous auditing, and cutting-edge technology into one program, aims to help you to stay ahead of geopolitical and regulatory changes, pinpoint areas of misalignment and exposure, and take proactive steps such as conducting targeted audits, developing risk mitigation plans, and building internal alignment. The approach involves:

- Gap analysis to identify internal blind spots, siloed ways of working, and drive collaboration on supply chain risk
- Supply Chain Risk Mapping - leveraging BSI's proprietary analytics and sector-specific insights.
- Facilitating cross-functional alignment across procurement, supply chain, operations, compliance, sustainability, IT, and other teams
- Continuously monitoring and improving
- supply chain resilience in response to emerging threats and evolving regulations

Through cross-functional collaboration led by BSI's expert supply chain risk management consultants and auditors, MESH brings together the full spectrum of BSI's knowledge, from compliance and operations to cybersecurity and sustainability, into a single, cohesive program.

© 2026 BSI Group • All Rights Reserved

Contact Us

For more information contact Tony Pelli

E: Tony.Pelli@bsigroup.com