

Berwicks

Berwicks Introduction

“Berwicks helped me understand how to better approach risk in my business; it has changed the way we think about risk and drive growth, safety and success across the organisation.”

Chief Executive, UK Energy & Renewables Supplier

Introduction

Berwicks was formed after the Piper Alpha oil disaster of 1988, with roots in emergency and crisis management for high-hazard industries. We work with leadership teams in complex, high-consequence sectors, from nuclear and petrochemical to healthcare and manufacturing, from operational level to the boardroom.



Most organisations manage risk defensively. Risks are recorded, mitigated and reported, largely to be avoided. We take a different view. Properly understood, risk is one of the most useful levers a business holds. It shows which decisions will stand up, where margin is exposed and which opportunities can be taken with confidence while competitors hesitate.

That depends on seeing risk holistically rather than function by function. Risks are connected, with each function holding one part of the picture. The parts are rarely compared, so the most serious exposure is often the one no single function is accountable for. Our work therefore begins by bringing the separate views together. We identify the dependencies between functions, sites and geographies, then give the executive team one shared assessment to decide from.

Our people have led teams in high-consequence environments in industry, the emergency services and the military. That experience was gained under real pressure rather than in theory. As a Skills for Justice Awards Approved Learning Centre, we design and deliver bespoke accredited training across a range of industries.

We work as an extension of your team rather than as external advisers producing reports. We give you our honest assessment, embed what works and leave the capability with your people.

OUR APPROACH TO RISK

Risk information is some of the most useful management data a business holds.
Our job is to join it up.

SEPARATE VIEWS

Operations

Finance

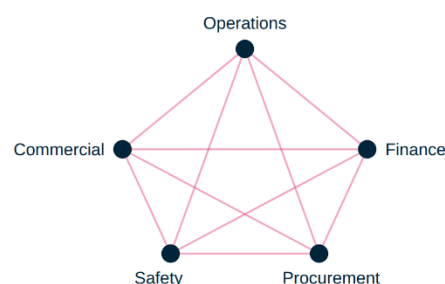
Procurement

Safety

Commercial

▶
We identify the dependencies between functions, sites and geographies

ONE PICTURE



One shared assessment the executive team can decide from

RISKS ARE CONNECTED, SO ONE DECISION TRAVELS

Procurement decision ▶ Operational constraint ▶ Financial covenant ▶ Reputational issue

What we do

Resilience Consultancy

Strengthening organisational resilience through crisis management, emergency preparedness, business continuity and exercising, enabling your organisation to respond, recover and thrive.

- **Crisis and emergency frameworks** built around how your organisation actually works, not a generic template.
- **Red team and blue team testing** that stress-tests strategy and exposes blind spots before the market does.
- **Enterprise risk management** that breaks down silos and joins the picture up across functions.
- **Business continuity, safety, security and compliance** built into the operation, not bolted on afterwards.

Capability Development & Training

Delivering accredited training and embedding practical skills that develop confident leaders, resilient teams and lasting organisational capability beyond the classroom.

- **Approved Learning Centre status** with Skills for Justice Awards, the nationally recognised awarding body, held since 2024.
- **Bespoke, accredited programmes** benchmarked against internationally recognised standards and qualifications.
- **Immersive, scenario-based courses** delivered across sectors from nuclear to aerospace, healthcare to transport.
- **Over 2,000 leaders trained** to make better decisions and stay composed when it matters most.

Programme Management

Leading complex, high-consequence programmes delivered on time to achieve critical, transformational outcomes.

- **Chief of staff support** and embedded senior leadership during major delivery and recovery.
- **Recovery Planning Teams** that turn incident response into a controlled, enterprise-wide recovery rather than a hand-back to business as usual.
- **Stakeholder and resource coordination** across functions, sites and geographies.
- **Governance** that keeps the right people making the right decisions at the right level.

Risk Advisory

Strategic risk advice that helps senior leaders turn uncertainty into opportunity, enabling better decisions, stronger resilience and sustainable business growth.

- **Enterprise-wide risk reviews** that connect what each function already knows but rarely shares.
- **Business intelligence across Africa and the Middle East**, built on trusted local networks rather than desk research.
- **Strategic testing of major decisions** before they are made, not after.
- **A structured route** from spotting a risk to acting on the opportunity sitting inside it.

We help people and organisations to perform better, when it matters most.

Our approach to risk & resilience

The risk that hurts a business most is often not the one nobody saw. It is the one people saw separately.

A procurement team understands a supplier problem. Operations understands a capacity constraint. Finance sees pressure on margin or covenant. Commercial sees a customer commitment at risk. Each issue may be recorded, managed and reported correctly within its own function. What is often missing is the connection between them.



When those connections are not visible, relatively manageable issues can combine into significant loss, disruption or crisis. A decision made in one part of the organisation can alter exposure elsewhere; a control may depend on another control owned by a different team; a minor event may become material when it meets a vulnerability outside the original risk owner's field of view.

Berwicks helps leadership teams see the organisation as a connected system rather than a collection of functions and risk registers. We bring together what your people already know, identify dependencies and concentrations of exposure, and assess how one decision, event or constraint could travel through the business. The aim is not simply to improve the risk register. It is to give the executive team a more realistic picture of what could affect performance, where intervention will have the greatest effect and where risk can be taken with greater confidence.

Traditional risk management remains important, but it can present an incomplete picture when risks are assessed individually, allocated to owners and reported through functional governance.

We work across those boundaries, challenge assumptions and make the relationships visible before the business discovers them through experience.

How we assess the organisation

	WHAT WE LOOK AT	WHY IT MATTERS
Capability	Whether leaders and risk owners have the information, skills and authority to see risk changing, challenge assumptions and act early.	What matters is the conversation between functions, not just individual competence.
Principles	What risk means here, the trade-offs you will accept and the boundaries for decision-making.	Clear principles let teams pursue opportunity without creating exposure the business never agreed to.
Process	Whether risks, dependencies and actions surface across boundaries, and whether reporting leads to timely decisions.	Who needs to know, who can act, what must be escalated and whether the effort is worth it.
Culture	Whether people are encouraged to raise concerns early, test assumptions and talk about risk as part of commercial decisions.	A healthy culture enables managed risk-taking. It does not mistake caution for control.

Capability development & training

Berwicks delivers training and capability development to complement our consultancy and advisory services.

As a UK Approved Learning Centre endorsed by Skills for Justice Awards (SFJA), Berwicks is able to design, deliver and assure accredited training and capability development to clients around the world.

SFJA is an awarding organisation recognised by the Office of Qualifications and Examinations Regulation (Ofqual) and is the custodian of the UK-regulated National Occupational Standards (NOS). These standards define competence in a function, activity or role.



Our accredited courses align with the UK's NOS and carry 'achieved' certification status. This higher level of award demonstrates verified performance competence against regulatory-assured standards.

What makes our training different is that we don't just teach theory. We focus on practical skills that enhance leadership, communication, decision-making and teamwork in real-world situations. These competencies are just as valuable in day-to-day business as they are in a crisis, helping participants become more effective operational managers as well as confident emergency leaders.



Berwicks creates bespoke and tailored training and capability development courses to enhance individual and team performance. We specialise in ensuring that training is outcome-focused and sustains long-term capability.

We align with the Joint Emergency Services Interoperability Principles (JESIP) in our emergency training, focusing on operational, tactical and strategic roles within organisations.



Emergency leadership training
for tactical control room leaders



Live exercising with emergency
services interoperability

“Berwicks absolutely represents industry best practice.”

UK Nuclear Regulator

Who we work with

Berwicks supports global organisations across a range of sectors, delivering our full portfolio of services.



Sellafield Ltd



Westinghouse



"When I took over, I identified a need for a profound shift in organisational culture to empower and develop my leadership teams. Berwicks provided the programme which has transformed my team at every level. I would recommend them to any organisation."

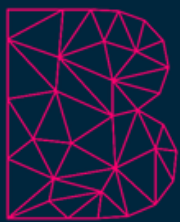
Managing Director, manufacturing

"Berwicks has directly assisted us in taking a multi-billion project from concept to reality. The speed of progress has been unprecedented in a project of this nature. Berwicks has impressed with their commitment, agility, flexibility and ability to get things done."

Global Director, logistics & shipping

"Incredible experience, 17 years of emergency leadership courses and this has been the best one yet. The course constantly evolved, equipping me with the tools needed to go out into the workplace and handle situations to the best of my ability. The experience and knowledge shared was truly inspiring."

Senior Manager, global manufacturing



Berwicks



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