

MARSH

Advancing supply
chain resilience for
key industries in 2026
and beyond



The current state of supply chains

Over the past decade, supply chains have evolved into highly intricate, global networks that span regions, industries, regulatory environments, and supplier tiers. This complexity, while enabling efficiency and scale, has introduced significant vulnerabilities, many of which remain invisible to organizations until disruption strikes.

Data from Marsh's dynamic supply chain risk management tool, **Sentrisk™**, highlights some stark realities:

>90%

of organizations have exposure to a high-risk geopolitical country or an active conflict zone.

65%

of organizations have at least one single point of failure hidden in their upstream supply chain.

Historically, companies have prioritized efficiency, often at the expense of resilience. Lean inventories, single-source suppliers, and just-in-time manufacturing have been the norm. However, the risk landscape has shifted dramatically.

Resilience is no longer a luxury; it is a critical enabler of business continuity and competitive advantage. Visibility into supply chain risks has moved from being a top priority to a baseline expectation — but visibility alone is not enough. Organizations need enriched, validated supplier data that empowers them to **map, model, and transfer** their risks more effectively.

Innovation in insurance solutions plays a pivotal role in this transformation. New tools enable companies to identify, quantify, and transfer risks that were previously unseen or unmanageable. At Marsh, we are committed to helping organizations navigate this evolving landscape by providing the insights and solutions necessary to maintain agile, responsive, and resilient supply chains.

As we look ahead, the ability to anticipate and manage supply chain disruption will define the leaders in every industry. It is our mission to equip you with the knowledge and resources to meet these challenges head-on.

Sincerely,

James Crask

Global Supply Chain Practice Leader,
Head of the Supply Chain Center of Excellence
Marsh

Critical factors shaping supply chains across key industries



Supply chain resilience is a critical concern across a diverse range of priority industries, including aviation, energy and power, food and beverage, retail, construction, chemical, and nuclear sectors. Each industry faces unique operational, financial, and regulatory challenges that shape their approach to managing supply chain risks and ensuring continuity.

In the aviation and nuclear sectors, stringent regulatory requirements and safety-critical components demand rigorous vendor due diligence, continuous supplier performance monitoring, and comprehensive audits to maintain compliance and avoid costly re-approval processes. These industries operate under intense scrutiny to maintain safety and reliability, making supply chain disruptions particularly impactful.



Energy, chemical, and construction industries often contend with complex supply chains that include bottlenecks and single-source suppliers, creating critical points of failure that can disrupt operations and delay projects. Managing these vulnerabilities requires proactive risk assessment, supplier diversification where feasible, and robust contingency planning.



Food and beverage and retail sectors face distinct challenges related to managing perishable goods and fluctuating consumer demand, requiring agile inventory management and robust logistics to maintain supply continuity. These industries must balance the need for safety stocks against capital constraints, especially in low-margin environments, which can increase vulnerability to supply interruptions.



Across all these priority industries, ethical considerations such as human rights compliance, sanctions adherence, and sustainability are increasingly important to protect corporate reputation and meet stakeholder expectations. Construction and chemical industries, in particular, face heightened scrutiny regarding environmental impact and labor practices, necessitating transparent and responsible supply chain management.

Insurance solutions are integral to managing the multifaceted risks these industries face. Contingent business interruption (CBI) coverage

helps mitigate financial losses from supply chain disruptions, while credit risk insurance can protect against supplier insolvency. Marine, cargo, and port terminal insurance safeguard goods in transit and storage. Many organizations also leverage captive insurance arrangements to tailor risk financing to their specific supply chain exposures.

By addressing the operational complexities, financial pressures, regulatory demands, ethical responsibilities, and insurance needs unique to these priority industries, organizations can strengthen their supply chain resilience and better navigate the uncertainties of today's global market.

An inside look at how Sentrisk helped a beverage company identify significant risks



Sentrisk helped a leading beverage company uncover hidden vulnerabilities across its extensive supply chain, enabling more informed risk management and enhanced operational resilience. Key findings from the beverage company's supply chain analysis include:

- **150+ upstream suppliers immediately identified** — revealing a far broader network than initially mapped
- **Supplier clusters concentrated in India** — highlighting potential disruption hotspots that could impact critical downstream networks
- **Over 80% dependency on a single supplier** in glass and glassware components, increasing vulnerability to supplier-specific disruptions

What does this mean for the company's resilience?

These insights reveal critical vulnerabilities that could severely disrupt production and delivery if left unmanaged. High dependency on single suppliers and geographic concentration in regions prone to disruption — such as India — expose the company to risks ranging from natural disasters to geopolitical instability.

By uncovering these hidden risks, Sentrisk enabled the beverage company to proactively address weak points, diversify supply sources, and support stronger insurance positioning, ultimately protecting revenue, brand reputation, and customer trust in an unpredictable global market.

By combining Marsh expertise with geospatial intelligence, AI technology, and comprehensive risk data, Sentrisk empowers you to:

Understand and contextualize your risk: Identify and prioritize your riskiest sites, suppliers, components, and products using a proprietary risk score tailored to the unique complexities of your industry.

Model your risk: Anticipate and mitigate the impact of geopolitical shifts, regulatory changes, tariffs, natural hazards, and other dynamic scenarios by leveraging Sentrisk insights alongside guidance from Marsh risk advisors.

Transfer your risk: Enhance your property damage and business interruption insurance submissions with richer, validated, and up-to-date supplier data to help secure better insurance outcomes, including broader coverage and higher limits.

Align coverage precisely with your risk

A key feature of Sentrisk is the ability to generate Supplier+ and Snapshot reports to uncover more detailed, validated, and up-to-date supplier data. This enriched data can support:

- **More detailed**, accurate submissions to underwriters
- **Potentially higher limits** for property, CBI, and property damage business interruption (PDBI)
- **Digital preparation** of supplier schedules for insurance submissions
- **More accurate and timely reporting** and insurance program reviews

Supply chain risk analysis must go beyond visibility

To strengthen supply chain robustness and support uninterrupted operations across key industries, organizations should adopt a comprehensive, data-driven approach that includes:

- **Comprehensive supply chain mapping:** Gain deeper visibility into multi-tier supplier networks to identify hidden vulnerabilities such as geographic concentration, bottlenecks, and exposure to natural hazards or geopolitical risks.
- **Risk assessment and prioritization:** Use detailed risk scoring and scenario analysis to evaluate the likelihood and impact of potential disruptions, enabling focused mitigation on the most critical risks.
- **Supplier diversification:** Develop alternative sourcing strategies to reduce dependency on single suppliers or regions, minimizing the risk of supply interruptions.
- **Proactive contingency planning:** Implement scenario-based disruption planning and real-time monitoring to anticipate and respond swiftly to emerging threats.
- **Enhanced insurance solutions:** Secure tailored coverage informed by up-to-date supplier risk data to protect against financial losses from supply chain disruptions.
- **Ongoing due diligence:** Continuously monitor supplier performance and reputational risks, especially among lower-tier suppliers, to maintain supply chain integrity.

By integrating these strategies, organizations across key industries can build resilient supply chains and maintain operational continuity in an increasingly volatile global environment.



To learn more, contact your Marsh representative and request a Sentrisk demo.

About Marsh Risk

Marsh Risk is a business of Marsh (NYSE: MRSB), a global leader in risk, reinsurance and capital, people and investments, and management consulting, advising clients in 130 countries. With annual revenue of \$27 billion and more than 95,000 colleagues, Marsh helps build the confidence to thrive through the power of perspective. For more information about Marsh Risk, visit marsh.com, or follow us on LinkedIn and X.

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1166 Avenue of the Americas, New York 10036

