

The background is a dark blue-purple gradient. On the left side, there are several 3D rectangular blocks of varying sizes and orientations. These blocks have a color gradient from light yellow on top to light blue on the sides. The background is also covered with a grid of thin, dashed, light-colored lines that create a sense of depth and perspective.

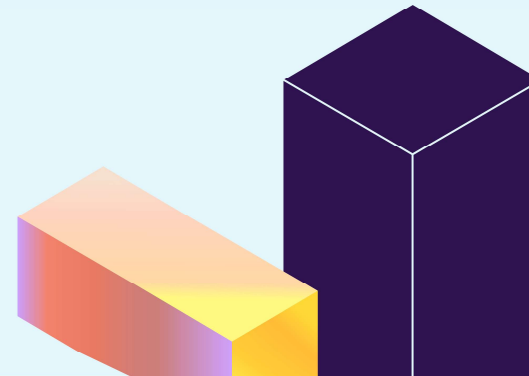
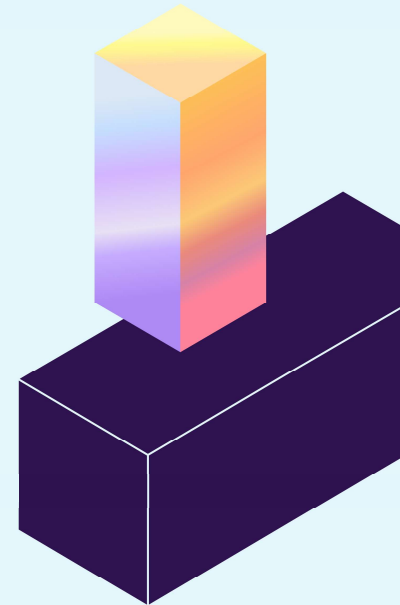
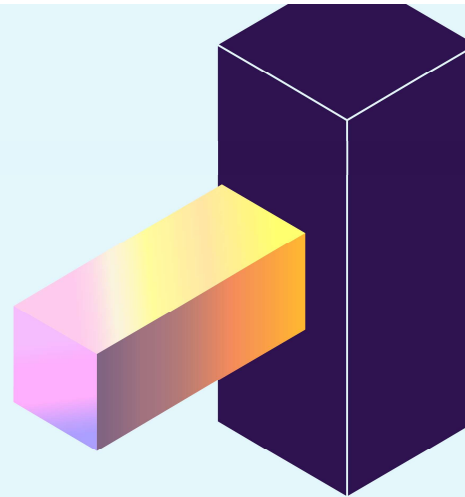
IRI 2025

INNOVATING THE FUTURE

Strategies for Resiliency in Uncertain Times

Dr. Lou Gritz

Chief Science Officer, FM



Strategies for Resiliency in Uncertain Times

Facilitated Session

How are you adapting?

What are the emerging gaps and what technology can help fill them?



Top 10 Global Risks - 2025

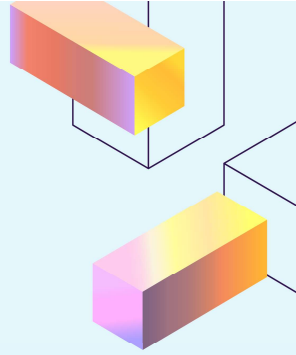
Rank	Top 10 Current Risks	Compared to 2023
1	Cyber Attack or Data Breach	—
2	Business Interruption	—
3	Economic Slowdown or Slow Recovery	—
4	Regulatory or Legislative Changes	↑ 1
5	Increasing Competition	↑ 5
6	Commodity Price Risk or Scarcity of Materials	↑ 1
7	Supply Chain or Distribution Failure	↓ 1
8	Damage to Reputation or Brand	—
9	Geopolitical Volatility	↑ 12
10	Cash Flow or Liquidity Risk	↑ 1



Aon Biannual survey of nearly 3,000 risk and business leaders in 63 countries.



Business Continuity in a Rapidly Changing Landscape



Losses and preparedness

Business interruption is a high-impact risk with broad ripple effects. While most organizations report preparedness, nearly a third still experienced losses — suggesting that continuity plans may not be keeping pace with evolving threats.

31%

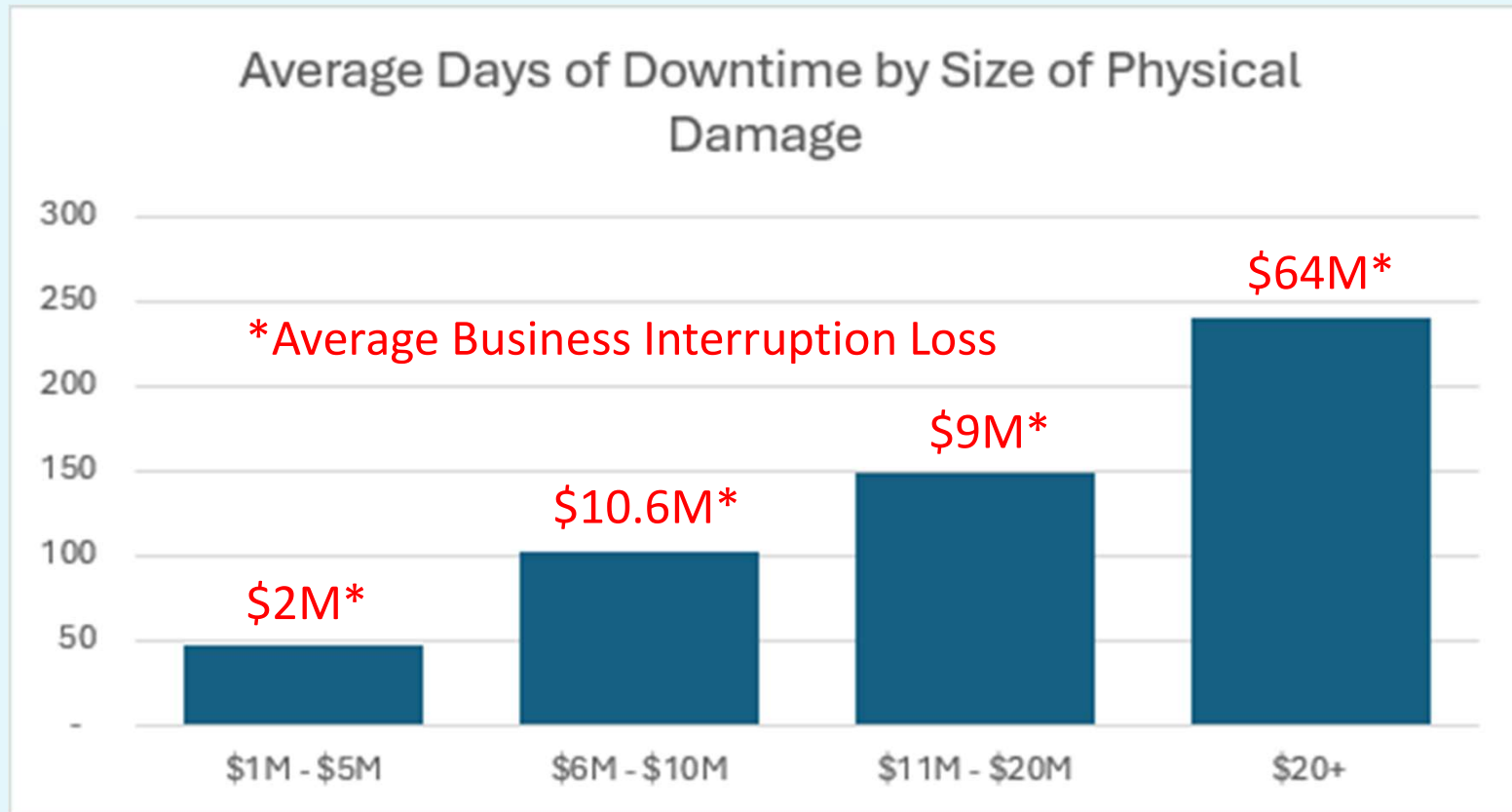
of respondents suffered a loss from this risk in the 12 months prior to the survey.

77%

of respondents stated their organizations had set up a plan to respond to this risk.



FM Clients



Strategies for Resiliency in Uncertain Times

1. In what ways is your organization managing uncertainties?
2. How do you support your teams in adapting to unpredictable situations?
3. What challenges remain, and which tools could assist in minimizing them?



Next Steps

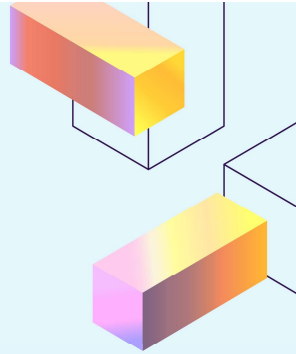
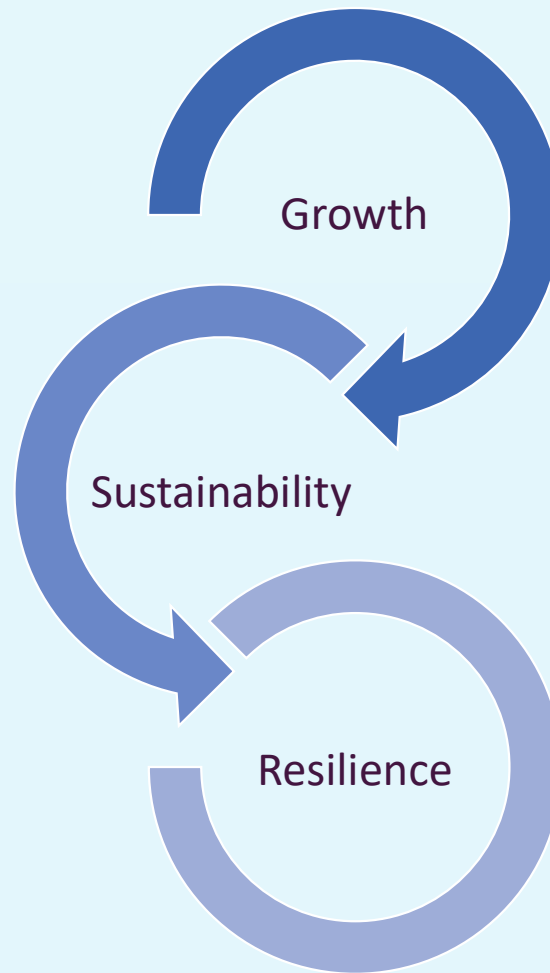
- Tomorrow
- Starting January 1, 2026
- By this event next year

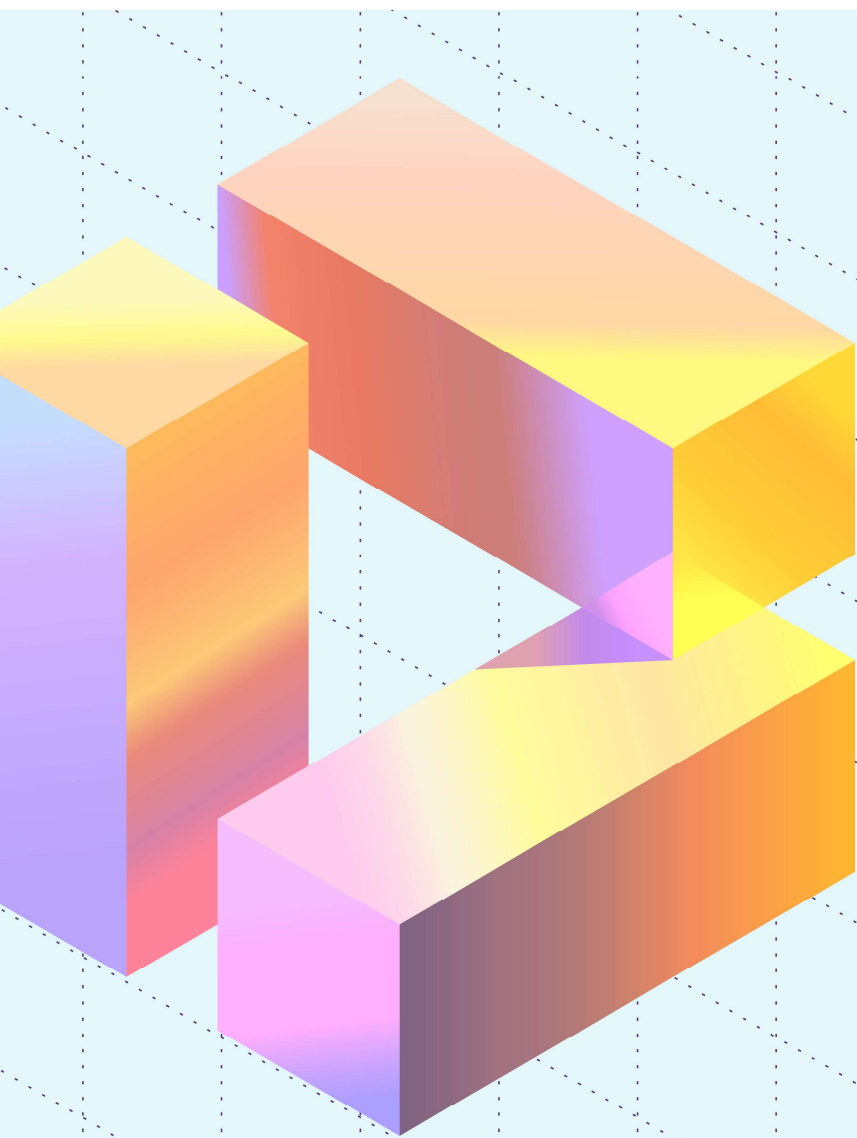
“In today’s hyper-connected economy, a disruption anywhere can quickly become a crisis everywhere.”

Rob Cusack

Global Claims Preparation Leader, AON







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