

The background features a dark purple grid with several 3D rectangular blocks. These blocks are colored with a gradient of yellow, orange, red, purple, and blue. They are arranged in a way that suggests depth and perspective, with some blocks appearing to overlap or be in front of others. The overall effect is a modern, abstract, and dynamic visual.

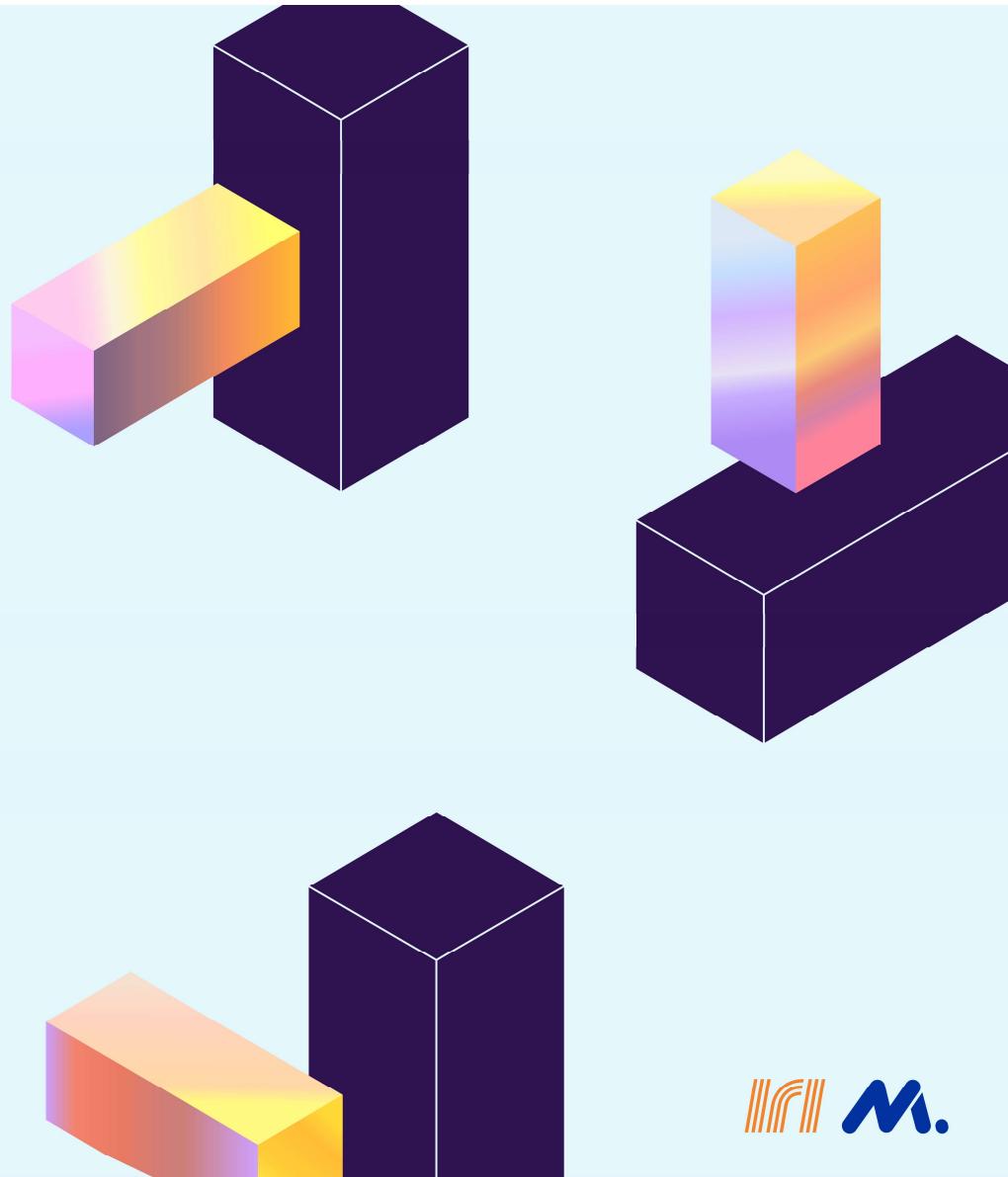
IRI 2025

# INNOVATING THE FUTURE

# Strategies for Resiliency in Uncertain Times

**Dr. Lou Gritzo**

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

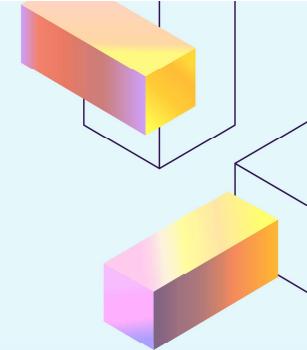
Rank	Top 10 Current Risks	Compared to 2023
1	Cyber Attack or Data Breach	—
2	<b>Business Interruption</b>	—
3	Economic Slowdown or Slow Recovery	—
4	<b>Regulatory or Legislative Changes</b>	↑ 1
5	Increasing Competition	↑ 5
6	Commodity Price Risk or Scarcity of Materials	↑ 1
7	<b>Supply Chain or Distribution Failure</b>	↓ 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.

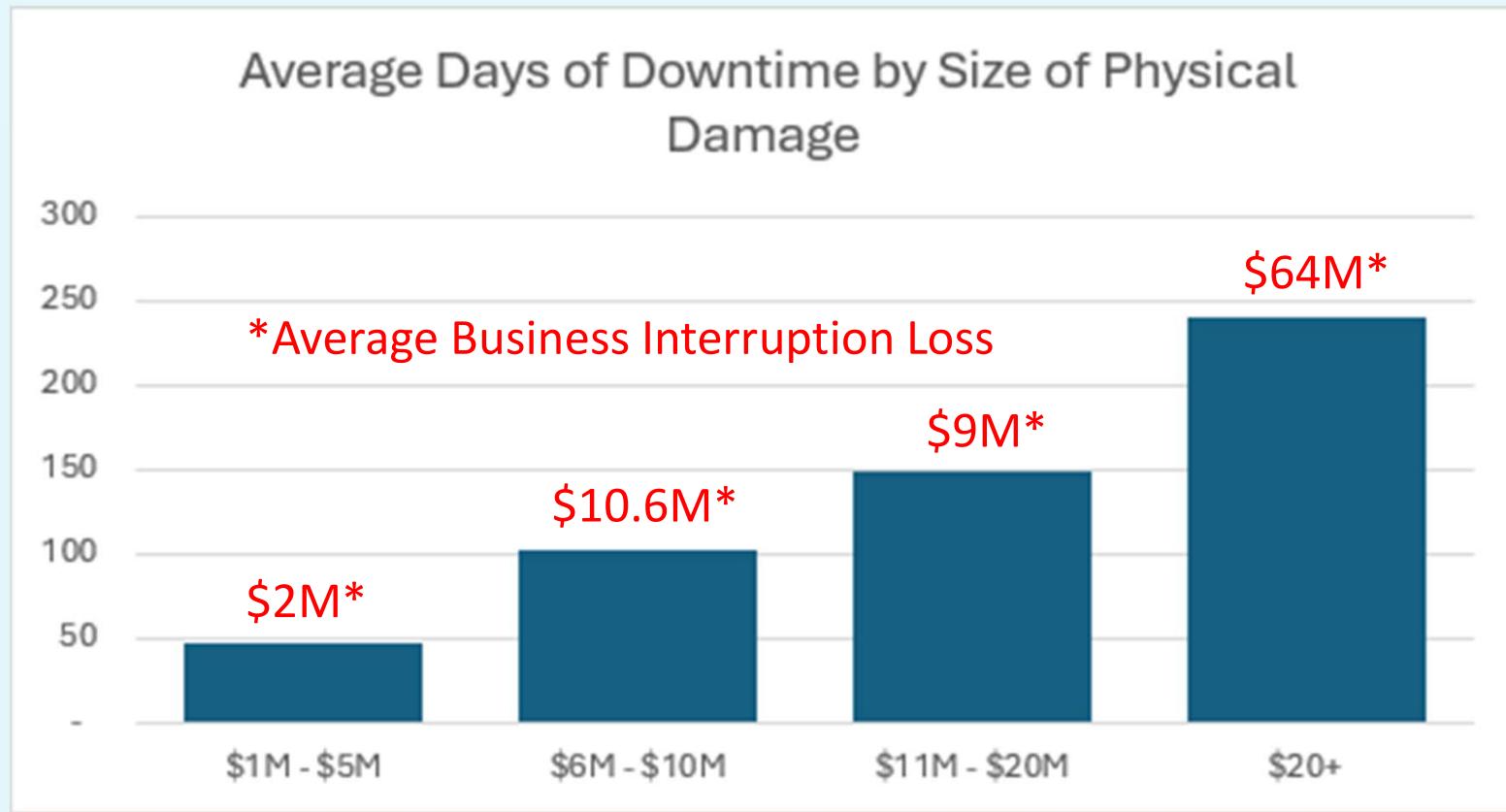
---

**77%**

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

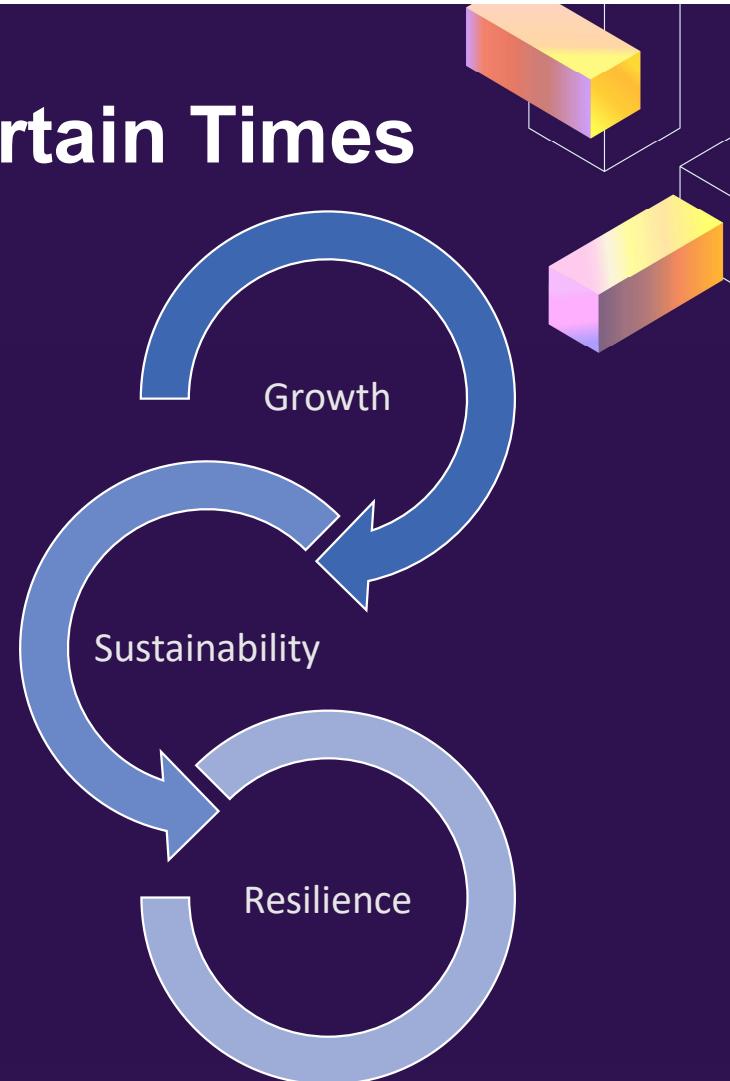


# FM Clients



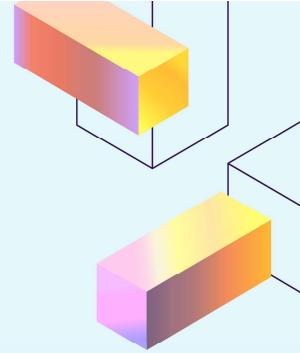
# Strategies for Resiliency in Uncertain Times

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

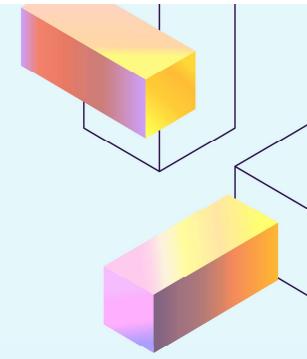
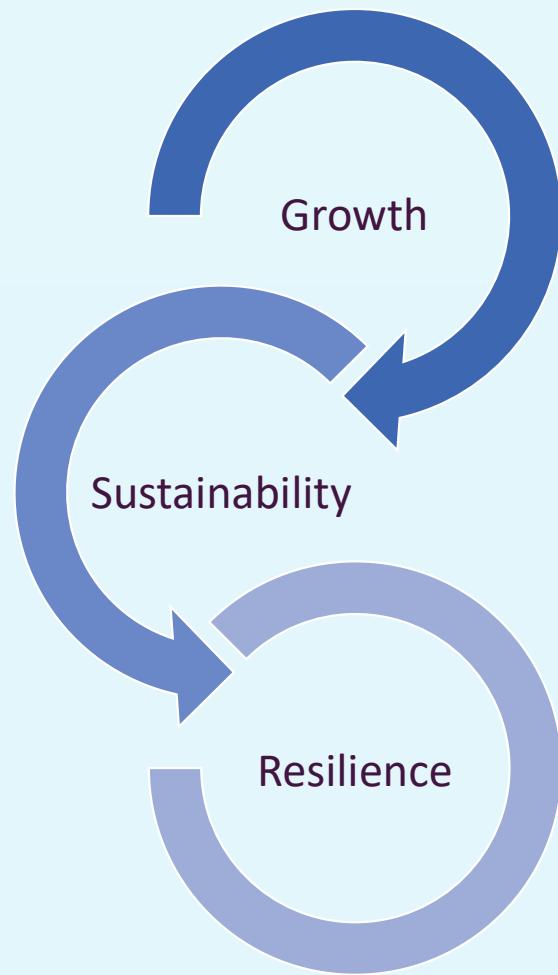
- Tomorrow
- Starting January 1, 2026
- By this event next year

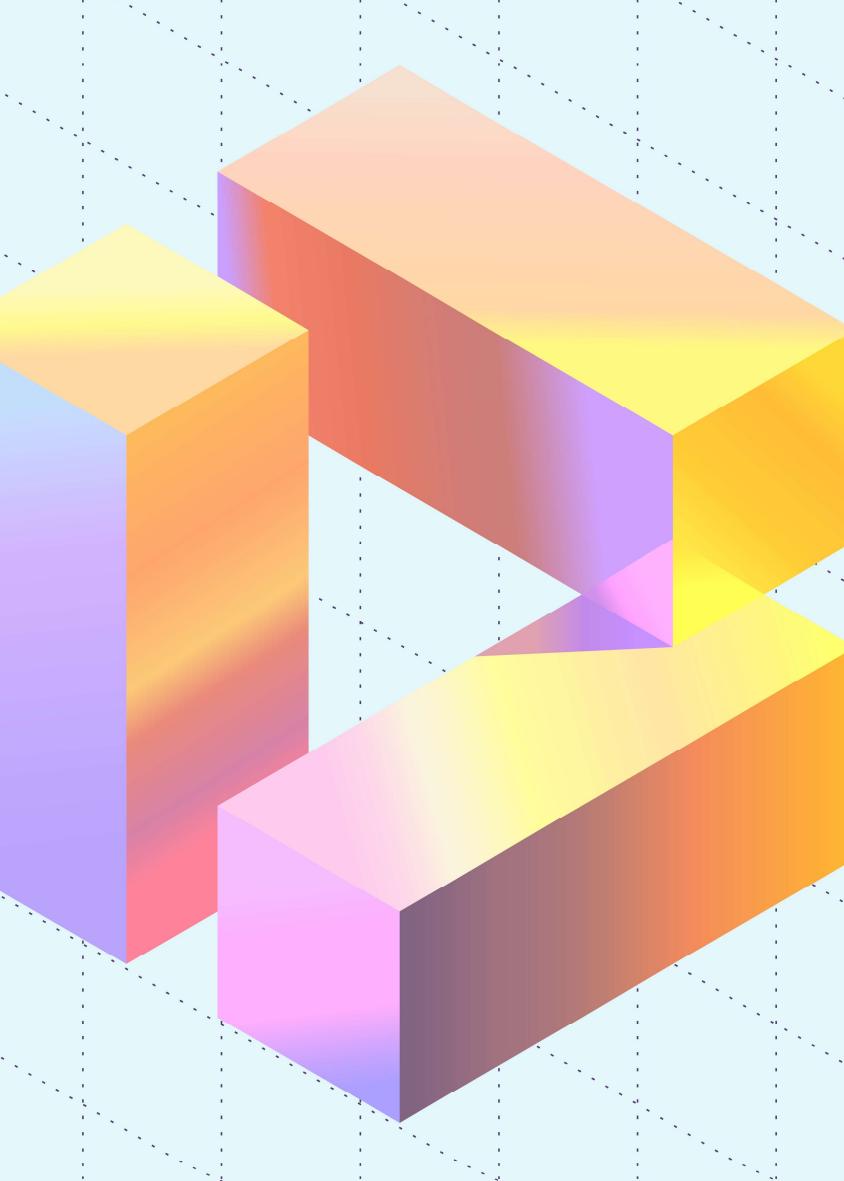


“In today’s hyper-connected economy, a disruption anywhere can quickly become a crisis everywhere.”

**Rob Cusack**  
Global Claims Preparation Leader, AON





A cluster of overlapping 3D rectangular blocks in various colors (orange, yellow, red, purple, pink) is positioned on the left side of the image, partially obscuring the background. The background consists of a light blue surface with a subtle grid pattern of dashed lines.

IRI 2025

# INNOVATING THE FUTURE





III M.