

Deloitte.

Together makes progress



Deloitte Crisis & Resilience Conference

15 October 2025

Welcome and Foreword

Welcome everyone to the tenth Deloitte Crisis & Resilience Conference.

It is a pleasure to have you with us today. As we conclude the first quarter of the 21st century, we are navigating a world defined by converging shocks – from climate disruption and cyber-attacks to geopolitical tensions and economic volatility. The unprecedented disruption of the past five years has made it clear: no single government, regulator, or organisation can manage these complex risks alone, nor can we rely on traditional thinking.

Our world demands a new, holistic approach: **whole of society resilience**. This conference is dedicated to exploring this concept, recognising that resilience is a shared responsibility across government, regulators, companies, and communities.

Thank you for being here and for joining us on this essential journey towards building a more resilient future, together. Our twelve exceptional speakers will delve into major threats and demonstrate how whole of society resilience provides a robust framework for action, built on principles of shared situational awareness, collective responsibility, trust, and adaptability.

I encourage you to actively engage throughout the day. Share your experiences, ask questions, and let's make this a forum where we collectively strengthen our commitment to building resilience.

Thank you for being here.

Tim Johnson, Lead Partner
Reputation, Risk, Crisis and
Resilience



Agenda

Timing	Topic	Speaker	Organisation
8:30 - 9:00	Arrival and coffee		
9:00 – 9:15	Introduction and welcome	Tim Johnson	Deloitte
9:15 – 9:45	A Year in Review: Assessing global risks in a turbulent world	Dr Samir Puri	Chatham House
9:45 – 10:10	Into The Grey Zone: Defence and security challenges and opportunities	Matthew Savill	RUSI
10:10 – 10:35	Beyond Trade Wars: The economic outlook for 2026	Debo Di	Deloitte
BREAK ☕			
10:55 – 11:15	The UK's Resilience Report Card: A national perspective	Matt Clarke	Cabinet office
11:15 – 11:55	A Regulator's View: Building resilience in a changing landscape	Neil Lawrence	OFGEM
		Nihal Newman	OFCOM
11:55 – 12:25	Integrated Operations: Future-proofing our global value chains	Zera Zheng	Maersk
LUNCH 🍽️			
13:30 – 14:00	Disinformation: Understanding the threat	Rachele Gilman	The Global Disinformation Index
14:00 – 14:30	When the News Becomes the News: Navigating the information ecosystem	Paul Moore	ITV
14:30 – 15:10	Trust & Leadership: Building trust and countering false narratives in crisis communication	Stephen Doherty	Aviva
BREAK ☕			
15:30 – 16:00	72 Hours under pressure: Lessons learned from a technological outage	Clive Gardner	Barclays
16:00 – 16:30	The Authentic Narrative: How to build trust and resilience	Simon Baugh	Government Communications Service
16:30 – 16:45	Close	Tim Johnson	Deloitte
NETWORKING 🤝			

Meet our speakers and panellists



Dr Samir Puri
[Chatham House](#)

Director of Centre for Global Governance and Security

Dr Samir Puri, Director of the Global Governance and Security Centre at Chatham House, is a writer, academic and former UK diplomat. He previously worked for the Foreign Office (2009-15) including a year seconded to a ceasefire monitoring mission in Ukraine, and was a Senior Fellow at IISS-Asia based in Singapore (2020-22).

Author of numerous articles and books covering history, geopolitics and international security, his most recent book, *Westlessness*, explores the shifting world order.



Matthew Savill
[Royal United Services Institute](#)
Director of Military Sciences

Before joining RUSI he spent over 20 years as a civil servant working on defence and security, predominantly in the Ministry of Defence. He joined the MOD in 2003, starting his career in Defence Intelligence as an Iraq analyst before moving to intelligence coordination and support to operations, and later roles in private office, approvals and scrutiny of major procurement projects, before a return to analysis and a secondment to the Cabinet Office.

He has also specialised in strategy and policy, with roles in: Defence Strategy and Priorities, working on the Integrated Review; the MOD's Operations Directorate, where he was responsible for operational policy for the Middle East and overseas counter-terrorism; the Cabinet Office National Security Secretariat, to cover intelligence oversight and then Middle East policy; the MOD team responsible for the deployment of the UK Carrier Strike Group in 2021; and operations and crisis team responding to the Russian invasion of Ukraine in 2022. His final role in the MOD was responsibility for Special Operations policy, covering oversight of UK Special Forces and intelligence operations.

He attended the Advanced Command and Staff Course at the Defence Academy Shrivenham in 2010-11, and the Higher Command and Staff Course in 2020, and has a Masters in Defence Studies from King's College London. He has had articles published in Defence Studies and on The Wavell Room website. He has deployed on operations in Iraq, Afghanistan, and across the Middle East for the military campaign against Daesh. Matthew was awarded an MBE in the Queen's Birthday Honours List in 2008.

Meet our speakers and panellists



Debapratim De

Deloitte

Director, Economic Research

Debapratim De (Debo) is Director, Economic Research at Deloitte. He advises clients and shapes the firm's thinking on macroeconomics and financial markets, and also comments on economic developments in the media. In addition to covering the business cycle, his work explores wider economic themes such as the impact of technological change on productivity and employment.

Prior to joining Deloitte, Debo was a researcher in cryptography and applied mathematics at Microsoft. He was educated at BITS Pilani in India and at the London School of Economics.



Matthew Clarke

Cabinet Office

Former Resilience Director
COBR Directorate

Matthew was, until recently, the Resilience Director in the UK Cabinet Office and he is currently leading the merger with the COBR Directorate (more on this in his presentation).

He is responsible for driving the Government's efforts to build the UK's resilience to the range of risks it faces now and in the future. He has a direction-setting role, collaborating with a broad resilience community across the UK and internationally, including the voluntary and community sectors, businesses, Critical National Infrastructure and regulators. Key work includes sharing risks information through the National Risk Register, embedding the lessons from public inquiries, and implementing system-wide interventions such as skills & training through the UK Resilience Academy.

Meet our speakers and panellists



Neil Lawrence

OFGEM

Director of Delivery and Schemes

Neil Lawrence joined Ofgem in July 2021 and is the Executive Director of Delivery and Schemes. His directorate administers 12 low carbon energy and social schemes with an annual value of £12 billion, delivering on the government's ambitions for tackling fuel poverty and advancing decarbonisation.

Prior to working at Ofgem, Neil spent nine years at Deloitte providing professional services to clients across the Energy and Resources sector. Neil started his career in Energy Retail in 1996 and went on to work for a number of integrated energy companies across the energy value chain.

Neil holds an MBA from Henley Business School.



Nihal Newman

OFCOM

Director of Network Security

Nihal Newman is an experienced policy and programme director, leading strategic policy and technical programmes. She has a business management background, with extensive experience of working with technical specialists and leading large cross-disciplinary teams.

Ms Newman is currently the director responsible for network security policy, across telecoms and internet infrastructure sectors, in Ofcom. She is responsible for overseeing Ofcom's regulatory supervisory regimes, which includes monitoring how these companies meet their security duties. She also leads Ofcom's cyber security outcome testing scheme, called TBEST and is a member of Ofcom's Operations Board.

Since joining Ofcom in 2010, Ms Newman has worked across multiple policy, technology and operational areas in the organisation. With her wealth of experience and knowledge, she helps to champion diversity and inclusion in cyber security and broader technical areas. Prior to joining Ofcom, Ms Newman has worked in the transport and infrastructure sector, leading business management functions.

Meet our speakers and panellists



Zera Zheng

Maersk

Global Head of Business Resilience & Consulting

Zera Zheng leads Maersk's Business Resilience Consulting globally, supporting companies in strengthening their supply chains to better navigate uncertainty and disruption. With a background in political economy and professional certifications including AMBCI and CSCP, she brings both analytical depth and practical experience to resilience strategy and implementation.

Her work has contributed to shaping industry thinking, including co-developing Maersk's Supply Chain Resilience Model and supporting customers across sectors in building more robust and agile operations. In recognition of her efforts, Zera received the Business Continuity Institute Award in 2020.

She has also contributed to global dialogue through roles such as expert reviewer for the UNCTAD Port Resilience Guidebook, and as a published author in the World Economic Forum blog and UNCTAD newsletter. Zera regularly shares insights at international forums and podcasts, including at the UNCTAD Global Supply Chain Forum 2024, where she advocates for collaboration and transparency in resilience efforts.

With a focus on practical solutions and cross-functional partnerships, Zera continues to support organisations in turning disruption into a catalyst for long-term resilience.



Rachele Gilman

Global Disinformation Index (GDI)

Director of Intelligence

Rachele F. Gilman is an intelligence and policy expert with 20 years of experience across government, commercial, and non-profit sectors. She specialises in OSINT, online policy, influence operations, and disinformation analysis. Most recently, she served as Director of Intelligence at the Global Disinformation Index, and has previously held senior roles with the U.S. Department of Defense, U.S. European Command, and Booz Allen Hamilton.

Rachele served on the board of the Foreign Information Manipulation and Interference – Information Sharing and Analysis Center (FIMI-ISAC) in 2024 and 2025, and is the current co-chair of the OASIS Open Defending Against Deception Common Data Model (DAD-CDM) project. Both roles focus on building standards and taxonomies to label FIMI and disinformation within structured data, making analysis more precise and comparable across organisations. She has worked with global platforms, multilaterals, and civil society to address emerging digital threats.

Meet our speakers and panellists



Paul Moore

ITV

Group Communications and Corporate Affairs
Director

Paul Moore joined ITV as Group Communications and Corporate Affairs Director in June 2018. He supported the development of a new strategy for ITV - 'More than TV' - designed to help the company evolve in light of the rapid changes in the media landscape and to build upon ITV's unique and winning combination of creativity and commercial strength.

During this time ITV has successfully transitioned from a linear organisation to a strong linear and digital media, entertainment and global production business. ITV has focused on the changing needs of viewers and creating relevant content, with market leading programmes across multiple genres including entertainment, drama, reality and live sport both reflecting and shaping culture in the UK and becoming a global producer.

Paul has also led the development of ITV's first ever Social Purpose strategy changing ITV for the better and using our content and reach to inspire positive change for audiences, the industry and beyond. ITV's Social Purpose agenda focuses on four key areas: Climate Action, Diversity, Equity and Inclusion, Mental Wellbeing and Better Futures.

Before joining ITV, Paul was the Communications and Public Affairs Director at easyJet, Europe's leading short haul airline, for eight years where he was part of the management team that transformed the airline's financial performance and changed the public's expectations for value and service. He led the airline's CSR activity including initiatives to improve the assistance provided to passengers with disabilities and to recruit more female pilots.

Prior to this, Paul was Director of Corporate Affairs at FirstGroup and Virgin Atlantic Airways. He started his career as a civil servant working mainly for the Department of Transport.



Stephen Doherty

Aviva

Chief Brand and Corporate Affairs Officer

Appointed to the Group Executive Committee as Chief Brand and Corporate Affairs Officer in April 2021. Stephen is responsible for Aviva's Brand, Communications, Corporate Responsibility, Public Policy, and Sustainability agendas.

Prior to joining Aviva, Stephen was most recently Group Head of Corporate Relations at Barclays, overseeing Communications, Brand, Sponsorship, Government Relations, ESG, and Citizenship. He joined the bank in June 2012 as Head of Corporate Communications.

Stephen's early career was in politics, working for a UK Labour MP. Then followed nearly 10 years in senior roles at three of the world's leading communications consultancies, and more than five years as Director of Communications for the premium drinks company Diageo, immediately prior to joining Barclays.

Meet our speakers and panellists



Clive Gardner

Barclays

Global Head of Crisis Management and Joint Operations Centre

Clive Gardner joined Barclays in 2015 following a career in Counter Terrorism with the UK Police, specialising in global protection of VIPs and major state events.

Since joining Barclays, Clive's roles have included Head of Executive Protection, Global Events and Travel Security; Head of Physical Security for APAC and Head of Crisis Management and Business Response Planning.

His current role is Global Head of Crisis Management and Joint Operations Centres, with responsibility for ensuring the banks incident and crisis response and preparedness for major internal and external disruption events across the group, including crisis communications strategy.

Specific areas of activity have included: managing the banks response to COVID and planning colleagues safe return to the office; development and delivery of Board and Group level Crisis Ransomware exercises and leading the banks planning and response to geopolitical events in the Middle East, Eastern Europe and India, the CrowdStrike outage and the recent Mainframe Incident.



Simon Baugh

Government Communications Service

Chief Executive

Simon Baugh is the most senior official comms adviser to the UK Government and leads a profession of more than 6,000 communicators.

He has advised Government Ministers in the most high-pressure situations including COBR emergency planning meetings. He led the country's official communications during the COVID-19 pandemic, the death of HM Queen Elizabeth II and the war in Ukraine.

He is also known as a communications innovator and educator. As well as creating the Government's first GenAI tool, he created the 'New Media Unit' which responds to a changed media landscape to reach citizens directly with highly-targeted digital content to increase trust. He has also introduced new standards for communications evaluation, ethical innovation and combating disinformation, and he created GCS Advance, the UK's most comprehensive in-house learning and development offer for communications professionals which operates from Apprentice to Masters levels.

How we help our clients

Today's conference is brought to you by Deloitte's Reputation, Risk, Crisis and Resilience team. We are a team of over 70 professionals, supporting global organisations across a broad range of sectors as they prepare for, respond to and recover from disruptive events; manage and enhance their reputation; design and deliver major programmes; and identify, mitigate and manage enterprise risk.

Enterprise Risk Management

We help organisations become more resilient through intelligent risk management.

Risk landscape and awareness: We support the risk management function across all stages of risk maturity by exploring and understanding the drivers of the organisation's risk landscape, including emerging risks and disruptors.

Risk intelligent culture & governance: We help leaders define and embed a future fit approach to risk, developing optimal risk management cultures and governance with strong oversight in their organisations.

Risk transformation: We help organisations optimise their approach to risk management by developing intelligent risk management programmes.

Risk insight and systems: We help build teams, processes, reporting architecture and technologies to understand and meaningfully report on business-critical risks and their impact.

Organisational Resilience

We help our clients to anticipate future failure, absorb disruptive impact, and adapt and regenerate in the face of changing contexts.

Resilience as a strategic objective: From helping our clients to meet a regulatory objective, deliver more resilient services or enhance competitive advantage, we focus on how our clients can genuinely build resilience by design and remain resilient through change and uncertainty.

Strengthening resilience to withstand specific risks, issues or scenarios: we help our clients to deal with incidents or near misses; navigate complexity; prepare for specific scenarios; respond to regulatory feedback and remediate vulnerabilities.

Resilience through change and transformation: we help our clients to build confidence in major change and transformation plans; prepare for 'Day 1' events; minimize disruption from change and realise transformation opportunities.

Crisis Management

We help clients proactively prepare for, effectively respond to and swiftly recover from crises and high-impact events.

Crisis Readiness: We help clients get crisis-ready, through current state assessments and the design and development of bespoke crisis management plans and structures designed to support the organisation, incorporating technology and AI solutions, tailored for its design and needs.

Training and exercising: Recognising that effective crisis management is people-driven, not just plan-driven, we equip organisations with practical skills through realistic, immersive training and simulation exercises, significantly elevating their readiness and response capabilities.

Live crisis response support: Our dedicated 24/7/365 retainer service, 'CR24', offers immediate, hands-on strategic guidance and tactical assistance. We support clients comprehensively throughout every phase of a live crisis, from initial impact to resolution.

Communication and Reputation

Supporting organisations in the spotlight navigate the most complex communications and engagement challenges.

Communication through change: We help clients communicate and engage with their stakeholders as they design and deliver major programmes – including transformation programmes, corporate restructuring and major events.

Reputation & corporate affairs: We generate insights to help corporate affairs teams understand their reputation, their stakeholders and their risks – and develop strategies to build and protect this valuable asset.

Issues and crises: We support communications teams identify, prepare for, manage, respond to and recover from crises and issues that impact reputation and business objectives.

Thought Leadership



Artificial Intelligence (AI) and the future of crisis management

We know that AI can enhance the efficiency of organisations, transforming operating models and enabling data-driven decision-making. In times of crisis, day-to-day pressures are exaggerated: timelines are constrained, information is often uncertain, and resources are stretched. A crisis is, by nature, unpredictable. Our current operating environment is defined by disruptive challenges, many of which have the potential to become crises. In this article we consider how AI may be used to alleviate operational and strategic challenges posed by crises. We make the case for AI not only delivering time-saving efficiencies, but supporting decision-makers and the workforce to prepare for, respond to and recover from disruptive events.

Read the article, scan the QR code or click [here](#)



How can risk culture elevate ERM as we navigate the future of risk and compliance?

In today's rapidly evolving world, organisations face unprecedented challenges from technological disruption and shifting regulatory landscapes. Success hinges not just on robust Enterprise Risk Management frameworks, but on cultivating a risk-intelligent culture. This article explores why empowering individuals to understand, own, and proactively manage risk is crucial. It transforms risk capabilities into a strategic asset, integrating awareness and accountability into every decision. For Chief Risk Officers, fostering this human-centric, agile, and data-fluent culture is no longer optional – it's the bedrock for dynamic risk management, ensuring robust controls and insightful analysis in an increasingly complex environment.

Read the article, scan the QR code or click [here](#)



Beyond compliance: Future-ready with Op Res 2.0

As firms navigated the 31 March 2025 UK Operational Resilience deadline, a critical question emerged for organisations with global operations: how to effectively manage a growing landscape of international regulations. This article explores the strategic choice between fragmented local compliance and establishing a unified, forward-looking global framework. We highlight the common purpose of these regulations – safeguarding financial stability and customer trust – and champion an outcome-focused global operating model. Discover eight key areas that will enable your organisation to achieve efficiency, consistency, and success in building robust, adaptable operational resilience worldwide.

Read the article, scan the QR code or click [here](#)



Meet our partners from Reputation, Risk, Crisis and Resilience



Tim Johnson

Lead Partner

timjohnson@deloitte.co.uk

(+44) 7971 885979



Sarah Black

Partner, Operational Resilience

sarahblack@deloitte.co.uk

(+44) 2070 079543



Neil Bourke

Partner, Organisational Resilience

nebourke@deloitte.co.uk

(+44) 7875 458263



Nerys Jones

Partner

njones@deloitte.co.uk

(+44) 7790 907536



This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte LLP accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 1 New Street Square, London, EC4A 3HQ, United Kingdom.

Deloitte LLP is the United Kingdom affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. Please see www.deloitte.com/about to learn more about our global network of member firms.