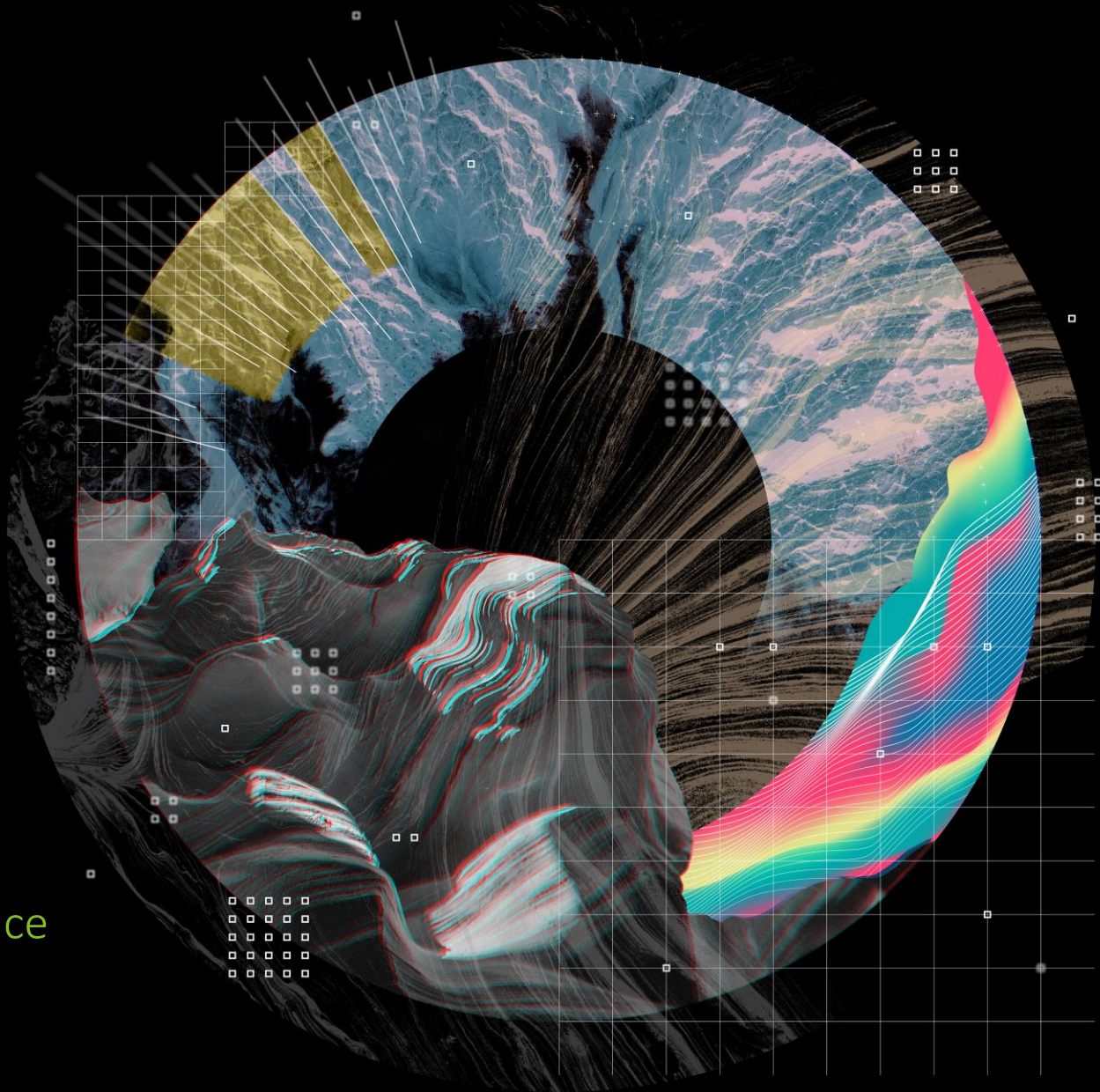




## Deloitte Crisis & Resilience Conference

13 November 2024



# Welcome and Foreword

Welcome everyone. It's a pleasure to have you all here for the ninth Deloitte Crisis & Resilience Conference.

Now, more than ever, we need to understand that a resilient society is not built in isolation. It thrives on interconnectedness. Whether we work in the Financial sector, Government Public sector, Consumers industry, Energy, Resources & Industries industry, Technology, Media & Telecommunication industry, Life Sciences and Health Care industry, or any other field, we are bound together in a web of interdependence. The challenges we face, from global pandemics to climate change, transcend industry boundaries and geographical borders, and their impacts are felt locally and globally.

This interconnectedness means we need to approach risk and resilience holistically. We must learn from each other, share best practices, and collaborate across sectors to build a more resilient future.





This conference provides a vital platform to do just that. We'll have the privilege of hearing from fifteen exceptional speakers – experts who will share their insights on navigating the complexities of our world. They'll offer perspectives on where we stand, how we can better anticipate and manage risk, and how we can collectively build resilience in the face of uncertainty.

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 a more resilient future.

Thank you for being here.

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



Agenda		Break	Panels
Timing	Topic	Speaker	Organisation
08.30-09.00	Arrival and coffee		
09.00-09.15	Introduction and welcome	Tim Johnson	Deloitte
09.15-09.40	<b>Geopolitical Crossroad:</b> A pivotal election year in a fractured world	David Lubin	Chatham House
09:40-10.05	<b>Navigating UK Resilience:</b> Aligning priorities to evolving societal need	Matt Clarke	Cabinet Office
10:05-10.20	<b>Economic Resilience :</b> What lies ahead for 2025	Ian Stewart	Deloitte
10.20-10.50	<b>The Global-Local Nexus:</b> UK resilience in a time of geopolitical and economic shifts	David Lubin, Matt Clarke, Ian Stewart, Prof. Brooke Rogers OBE (Kings College London), Lt Col Nicholas Aucott (Organization for Security and Co-operation in Europe)	
 BREAK			
11.10-11.35	<b>Climate Resilience:</b> Preparing for more frequent and intense climate impacts	Emma Howard Boyd CBE	London Climate Resilience Review
11.35-12:00	<b>Resilient Cities:</b> Smarter cities, connected systems	Dr Joanne M Leach	UK Collaboratorium for Research in Infrastructure and Cities
12.00-12.25	<b>Public Health Resilience and Preparedness:</b> Building resilience for future threats in a post-pandemic world	Prof. Liam Smeeth	The London School of Hygiene & Tropical Medicine
12.25-12.55	<b>Synergies for a Stronger Future:</b> Connecting infrastructure, health, and communities	Prof. Liam Smeeth, Dr Joanne M Leach, Néstor Alfonzo Santamaria (Organisation for Economic Co-operation and Development), George Leigh (London Climate Resilience Review), & Aled Eynon (UK Health Security Agency)	
 LUNCH			
14.15-14.55	<b>Anatomy of a Software Flaw:</b> Crowdstrike's insights on global disruption	Daniel Bernard	CrowdStrike
14.55-15.30	<b>Rebuilding After the Fire:</b> Philips' journey of post-crisis recovery and reinvention in healthcare	Leslie McGibbon	Royal Philips
 BREAK			
15.50-16.15	<b>Resilience through Paris 2024:</b> IOC perspective on overcoming challenges and delivering the Games	Rebecca Wardell	International Olympic Committee
16:15-16.40	<b>Lessons in Resilience from the Front Line:</b> A medic’s perspective on high-stakes decision making and overcoming extreme challenges	Dr Kevin Fong OBE	UCL Hospitals
16.40-16.55	Close	Tim Johnson	Deloitte
 NETWORKING			

# Meet our speakers and panellists



**Lieutenant Colonel Nicholas Aucott**  
**Organisation for Security and Co-operation in Europe**  
Lieutenant Colonel

Lieutenant Colonel Nicholas Aucott commissioned into The Royal Gurkha Rifles in the British Army in 2000. He has a breadth of operational experience, from the Middle East to Europe, and has served in a variety of multinational roles, including as a military intelligence officer in The Netherlands with NATO, and as Chief of Operational Plans in Istanbul, part of the Turkish-sponsored NATO Rapid Deployable Corps.

Nick has also spent a significant amount of his career engaged as a defence diplomat. It began as the Assistant Military Attaché in Kathmandu, then as the Chief of Staff for the UK's Defence Intelligence at the British Embassy in Washington, and now works as the Senior Military Advisor at the UK Delegation to the Organisation for Security and Cooperation in Europe (OSCE), in Vienna.



**Daniel Bernard**  
**CrowdStrike**  
Chief Business Officer

As CrowdStrike's chief business officer, Daniel Bernard leads the company's channel, alliances and partnership efforts, while driving growth initiatives and go-to-market strategy for the company's small and medium business (SMB) customer segment.

A dynamic cybersecurity and cloud expert, Bernard has a strong track record of disrupting markets and accelerating revenue growth through direct and indirect channels. Prior to CrowdStrike, he led channel partnerships and business development at several high-growth SaaS, cloud, and cybersecurity companies, including Dropbox and Cylance. Most recently, he served as SentinelOne's chief marketing officer and is widely recognized for transforming the company's brand and market awareness. Bernard began his career in investment banking, based in Hong Kong and San Francisco.



# Meet our speakers and panellists



**Emma Howard Boyd CBE**  
**London Climate Resilience Review**  
**ClientEarth**  
Chair

Emma Howard Boyd is Chair of the London Climate Resilience Review, an independent report commissioned by the Mayor of London that made 50 recommendations to better prepare the city for climate impacts including heatwaves, droughts, wildfires, sea level rise and storms. Emma has had an extensive career in financial services at the forefront of the climate change, environmental and sustainable finance agenda. She was Chair of the Environment Agency and an ex-officio board member of the Department for Environment, Food and Rural Affairs from 2016 to 2022. She is currently Chair of ClientEarth and a Global Ambassador for Race to Zero and Race to Resilience. Emma serves on several boards and advisory committees which include:

- Climate Arc
- Climate Resilience for All
- European Climate Foundation.

Emma was the UK Commissioner to the Global Commission on Adaptation from 2018 until its sunset in January 2021.



**Matthew Clarke**  
**Cabinet Office**  
Resilience Director

Matthew is Resilience Director in the UK Cabinet Office. In his role he is responsible for driving the Government's efforts to build the UK's resilience to the complex range of risks it faces today, as captured in the published Resilience Framework. He also plays a critical direction-setting role to a broad resilience community, extending beyond Government to local Government, the voluntary and charitable sector and businesses including Critical National Infrastructure.

Formerly, Matthew led the Critical National Infrastructure & Systems team in the Resilience Directorate, overseeing the policy framework for CNI cyber, climate adaptation and economic and supply chain resilience. Before this role, Matthew was Deputy Director in the Cabinet Office Economic and Domestic Secretariat, covering the Economy, Transport, Energy and Infrastructure.

Prior to his Cabinet Office roles, Matthew was Deputy Director of Nuclear Generation and International at the Energy Department, Deputy Director for Civil Nuclear Safety and Security, and Head of International Energy Strategy. He also spent several years in the Civil Contingencies Secretariat on horizon scanning and central government emergency response activities, including leading the emergency response strand of an independent review following extreme flooding events.

# Meet our speakers and panellists



**Aled Eynon**

**UKHSA**

Head of Business Continuity, Emergency Preparedness, Resilience and Response (EPRR)

Aled is Head of Business Continuity at the UK Health Security Agency (UKHSA), with responsibility for development and implementation of UKHSA's business continuity management arrangements.

As a member of the Emergency Preparedness, Resilience and Response Directorate, he also provides expert advice to support incident response across the Agency. He joined UKHSA in 2022 and prior to this, Aled had a 30-year career in policing, performing various operational roles as well as leading transformational change programmes. Aled's recent experience outside of UKHSA also includes four years in the private sector providing cyber security related services.



**Dr Kevin Fong OBE**

**UCL Hospitals**

HEMS doctor, Anaesthetist, Former National Clinical Advisor in Emergency Preparedness Resilience and Response for the Covid-19 Incident

Dr Kevin Fong OBE has worked as a doctor with NASA and currently flies as part of a Helicopter Emergency Medical Service (HEMS) crew in the UK. As of March 2020, Kevin was seconded to NHS England COVID-19 Emergency Preparedness Resilience & Response team. As a frontline emergency physician, his expertise lies in understanding teamwork, risk management and decision making under extreme pressure.

With degrees in astrophysics, medicine and engineering, Kevin is a consultant anaesthetist and anaesthetic lead for Major Incident Planning at UCL Hospitals. He is a professor at University College London where he organises and runs an undergraduate course Extreme Environment Physiology.

Bringing his expertise to television and radio, Kevin co-presented 'Astronauts: Do You Have What it Takes?' and 'Operation Goldrush' with Dan Snow. He wrote and presented 'Space Shuttle: The Final Mission, To Boldly Go' and several Horizon programs including 'We Need To Talk About Death', 'Cyber Attack' and 'How to Avoid Mistakes in Surgery'. Kevin's also presented Channel 4's 'Extreme A&E' and his radio documentaries include 'Game Changer: Fortnite' on 4 and 'Trauma Medicine: The Fight for Life' on BBC Radio 4. As an author, Kevin's book 'Extremes' won an American Association for the Advancement of Science Award (AAAS) in 2015.

# Meet our speakers and panellists



**Dr Joanne M Leach**  
**UK Collaboratorium for Research on Infrastructure and Cities (UKCRIC)**  
**University of Birmingham**  
Executive Manager & Research Fellow

Joanne's research explores the intersection of liveable, sustainable, and resilient cities, focusing on the built environment's impact on well-being. She champions research integration and transdisciplinary collaboration.

Joanne is Executive Manager of the UK Collaboratorium for Research on Infrastructure and Cities (UKCRIC), a consortium of leading UK universities. UKCRIC partners with industry, government, and various sectors to address complex challenges related to infrastructure and urban systems through four scientific missions focused on sustainability, transformation, equity, and innovative governance models.

A research fellow at the University of Birmingham, Joanne co-leads the Sustainable, Liveable and Resilient Cities theme at the Centre for Urban Wellbeing. She serves on the Editorial Board of Proceedings of the Institution of Civil Engineers – Engineering Sustainability.

Passionate about translating research into practice, Joanne's insights have been featured in The Daily Telegraph, BBC Radio 4, The Watt Car podcast, The Guardian, The Conversation, and the Journal of Biophilic Design, shaping public discourse on city living, transportation, and biophilic urban design.



**George Leigh**  
**London Climate Resilience Review**  
**Environment Agency**  
Senior Advisor

George Leigh was the senior adviser on the [London Climate Resilience Review](#), an independent report commissioned by the Mayor of London that made 50 recommendations to better prepare the city for climate impacts including heatwaves, droughts, wildfires, sea level rise and storms. Before the Review, George was the senior adviser to two chairs of the Environment Agency and he has 15 years' experience working on environmental risks, in crisis management in government and as a campaigner in the NGO sector.

# Meet our speakers and panellists



**David Lubin**  
**Chatham House**

Michael Klein Senior Research Fellow, Global Economy and Finance Programme

David Lubin is the Michael Klein Senior Research Fellow in the Global Economy and Finance Programme where he focuses on China, and on economic policy in developing and advanced economies.

Before joining Chatham House, he was managing director and head of emerging markets economics at Citi, an American bank, where he was responsible for a team of some 30 economists in 15 locations globally.

Prior to joining Citi in 2006, David had spent many years as an economist at HSBC.

David has an undergraduate degree in Philosophy, Politics and Economics from Oxford University; and a postgraduate degree from the Fletcher School of Law and Diplomacy at Tufts University.

His book, *Dance of the Trillions: Developing Countries and Global Finance*, examines what makes money flow from high-income countries to lower-income ones; what makes it flow out again; and how developing countries have sought protection against the volatility of international capital flows. The Financial Times selected it as one of the best economics books of 2018.



**Leslie McGibbon**  
**Royal Philips**

Head of Communications and Brand

Leslie McGibbon has over 25 years' experience in building and protecting the reputations of some of the world's leading brands, including those in highly regulated industries. His expertise spans developing multi-stakeholder engagement strategies, crisis management, and leading transformative change.

As Head of Communications and Brand at Philips, Leslie reports to the CEO and acts as a trusted advisor to the board of management and supervisory board. His previous experience includes leadership of communications, branding, government relations, ESG and digital teams in the pharmaceutical, industrial and consumer sectors across the globe.

Passionate about driving transformation throughout the marketing communications value chain, Leslie has a strong focus on business goals which has served him in good stead whilst navigating complex situations such as shareholder activism, labour and geopolitical issues. He is married with two children and lives in Amsterdam, the Netherlands.



# Meet our speakers and panellists



**Prof. Brooke Rogers OBE**  
**King's College London**  
Professor of Behavioural Science and Security

Professor Brooke Rogers OBE is a Professor of Behavioural Science and Security and Vice-Dean (People & Planning) of the Faculty of Social Science & Public Policy at King's College London.

Her multi-disciplinary, collaborative projects explore psychological and behavioural responses to low likelihood, high-impact events such as chemical, biological, radiological and nuclear (CBRN) incidents, public delivery of first aid during extreme events, communication with vulnerable groups, community and organisational resilience, the role of schools in building resilience, protecting crowded places, insider threat, and the psychology of violent radicalisation. Professor Rogers chairs the Cabinet Office Behavioural Science Expert Group (BSEG), co-chairs the Home Office Science Advisory Council (HOSAC), and is a member of several other independent science advisory councils including the Police Science Council and the Defra Recovery Science Advisory Group.

Professor Rogers was an independent participant in the UK's Science Advisory Group for Emergencies (SAGE), co-chair of SAGE's behavioural science sub-group (SPI-B), and a member of the Welsh government Technical Advisory Group during the COVID-19 pandemic. She inputs formal advice into the heart of strategic-level decision-making about current and future science and technology research and development priorities through the Prime Minister's Council for Science and Technology (CST). Professor Rogers also contributes evidence-based strategic and operational advice to international organisations including the OECD, NATO, Department of Homeland Security, International Atomic Energy Association (IAEA), The International Olympic Committee, the UN Office of Counter-Terrorism, the National Academies of Sciences, Engineering, and Medicine, and more.



**Néstor Alfonso Santamaria**  
**Organisation for Economic Co-operation and Development (OECD)**  
Policy Advice & Research

Néstor is an expert in disaster risk management and currently serves as a senior advisor on risk governance for the Organisation for Economic Co-operation and Development (OECD) working for the Governance Reviews and Partnerships Division, within the Public Governance Directorate.

Prior to his current position, he worked on critical infrastructure resilience and disaster management policy in several ministries of the United Kingdom and for the government of London's Financial District (the City of London).

Néstor has also advised on disaster management issues for the European Union, various UN agencies, the World Bank and the Inter-American Development Bank.

Originally from Venezuela, Néstor has also worked in the wider region on political violence prevention and peacebuilding initiatives, electoral observation, human rights promotion and support to refugees/internally displaced persons.

# Meet our speakers and panellists



Ian Stewart  
Deloitte UK  
Chief Economist

Ian is a Partner and Chief Economist with Deloitte UK based in London where he researches the business implications of economic change.

Before joining Deloitte, Ian spent 12 years as Chief Economist for Europe at the US investment bank, Merrill Lynch in London. He previously worked as Special Adviser in government and as Head of Economics in the Conservative Party's Research Department.



Prof. Liam Smeeth  
The London School of Hygiene and Tropical Medicine  
Director

Professor Liam Smeeth is Director of the London School of Hygiene and Tropical Medicine and a professor of clinical epidemiology. He is also a practicing doctor in NHS general practice.

During his career he has been supported by fellowships from MRC, NIHR and Wellcome. He was previously a Trustee of the British Heart Foundation and a non-executive director of the Medicines and Healthcare products Regulatory Agency. He is a member of the strategic oversight committee for UK Biobank and an elected Fellow of the Academy of Medical Sciences. He co-chairs the BMJ Commission on the Future of the NHS.

Much of his research is based on making better use of computerised clinical data for research, and he co-led the creation of the OpenSafely resource in response to the Covid pandemic. His broad interests include disease aetiology, drug effects, genetics, and non-communicable diseases in low-income settings.

# Meet our speakers and panellists



**Rebecca Wardell**

**International Olympic Committee**

Senior Games Readiness Manager

Rebecca Wardell is the Senior Games Readiness Manager at the International Olympic Committee (IOC) in Lausanne, Switzerland. Rebecca works closely with the local organising committees of each edition of the summer and winter Olympic Games in their final 18 months preparation before the Opening Ceremony, supporting them in the development and delivery of their operational readiness programme. This includes the development of their Exceptional Situation Management Plan and associated exercises such as tabletops and simulations.

Rebecca has been at the IOC for 10 years. Before joining the IOC she worked at the New Zealand Olympic Committee. Previously she was an elite athlete, representing New Zealand in athletics at the Olympic Games, World Championships and Commonwealth Games. She also rode her bicycle from Switzerland to New Zealand in 2018/19, raising money for charity.



# 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 100 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 and Crisis Management

**Ensuring organisations are prepared for and able to thrive during adversity and disruption.**

**Resilience by Design:** We help our clients put in structures, processes, governance and plans to anticipate, withstand and respond to disruption, change and adversity.

**Major Programme Resilience:** We anticipate and prepare for the unexpected by incorporating contingencies and operational readiness into strategically important change reducing the likelihood of delivery issues.

**Crisis Management:** We help clients prepare for any crisis and able to mobilise and make decision to resolve high impact events with reduced disruption.

## 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.



# Meet our partners from Reputation, Risk, Crisis and Resilience



**Emma Price**

Partner, Enterprise Risk Management

[emprice@deloitte.co.uk](mailto:emprice@deloitte.co.uk)

(+44) 7467 441773



**Neil Bourke**

Partner, Organisational Resilience

[nebourke@deloitte.co.uk](mailto:nebourke@deloitte.co.uk)

(+44) 7875 458263



**Sarah Black**

Partner, Operational Resilience

[sarahblack@deloitte.co.uk](mailto:sarahblack@deloitte.co.uk)

(+44) 2070 079543



**Tim Johnson**

Lead Partner

[timjohnson@deloitte.co.uk](mailto:timjohnson@deloitte.co.uk)

(+44) 7971 885979



## 2024 Corporate Affairs Report

Our [2022 research](#) revealed Corporate Affairs (CA) as a function that has been tested to navigate storms, that is trusted by their leadership and that is transforming into a multi-disciplinary and value-focused asset. Since then, global events spanning geopolitics, conflict, trade and supply chain disruption alongside the impact of transformative technologies, has placed greater expectations and demands on CA. The risks and opportunities presented by a changing external world raises new questions for the modern CA function as it is asked to navigate risk, retain trust and protect an organisation's licence to operate and grow.

[2024 Corporate Affairs Report](#)

Download the report, scan the QR code

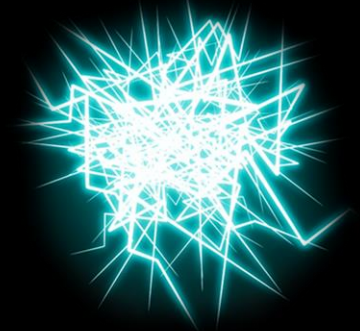


## Navigating uncertainty: practical steps to address geopolitical risk in 2024

Heightened global tensions and conflict are leading organisations of all shapes and sizes to rethink and reassess their collective exposure to geopolitical risk. In the last three decades, organisations have largely (though not exclusively) operated in a period of relative global stability. Globalisation presented opportunities for firms to reorientate supply chains to maximise value and access new and emerging markets against a backdrop of stable international political and economic relations.

[Navigating uncertainty: practical steps to address geopolitical risk in 2024](#)

Read the article, scan the QR code



## Navigating the EU Critical Entities Resilience Directive

For years, resilience<sup>1</sup> has been a senior leadership priority for public and private sector organizations in the European Union (EU). Yet, the COVID pandemic, war in Ukraine, and climate-related events have revealed shortcomings in resilience planning. This has resulted in an urgent imperative to bolster resilience capabilities and the launch of the European Commission's EU Critical Entities Resilience (CER) Directive which Member States will have to adhere to by 17th July 2026.

[Navigating the EU Critical Entities Resilience Directive](#)

Download the report, scan the QR code







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