

Cyber risk tops business leaders concerns in the Pacific as economic and climate pressures intensify, Aon study finds

AUCKLAND, Nov. 6, 2025 - [Aon plc](#) (NYSE: AON), a leading global professional services firm, has released the Pacific findings of its 2025 [Global Risk Management Survey](#). The results reveal that cyber threats remain the most pressing risk for Pacific organisations, with regulatory change, economic slowdown and reputational damage rising in importance compared to 2023.

The biennial survey, which gathered insights from nearly 3,000 risk managers, executives and C-suite leaders across 63 countries — including New Zealand and Australia — highlights how businesses in the Pacific region are navigating a landscape shaped by digital transformation, economic volatility and climate impacts.

2025 Top 10 Pacific Risks (Change from Previous Survey)

1. Cyber Attacks / Data Breach
2. Regulatory / Legislative Changes (↑ 1)
3. Economic Slowdown / Slow Recovery (↑ 1)
4. Damage to Reputation / Brand (↑ 4)
5. Business Interruption (↑ 1)
6. Failure to Attract or Retain Top Talent (↓ 4)
7. Cash Flow / Liquidity Risk (↑ 3)
8. Weather / Natural Disasters
9. Supply Chain or Distribution Failure (↓ 4)
10. Increasing Competition

While cyber risk continues to prevail, workforce-related challenges have eased. “Failure to Attract or Retain Top Talent” dropped four places since the previous survey and is no longer featured in the global top 10. In contrast, cash-flow pressures, business interruption and economic slowdown have all risen, underscoring the difficult balancing act facing businesses trying to maintain growth and resilience in a volatile environment.

Building Resilience in Uncertain Times

Cyber resilience remains a boardroom priority, driven by the rapid expansion of digital and AI technologies. As cyber threats become more sophisticated, Pacific organisations are shifting from reactive measures to proactive risk management — embedding cyber resilience into overall strategy, quantifying exposure and ensuring preparedness across people and partners.

“As cyber threats accelerate in scale and sophistication, businesses are challenged to anticipate — not just respond to — emerging risks,” said Duncan Morrison, cyber practice leader in New Zealand for Aon. “The organisations leading the way are those championing continuous innovation in cyber resilience, fostering agility in their risk strategies, and empowering their teams to make informed decisions that protect value and build trust in a digital-first economy.”

Despite high awareness, only a small proportion of organisations have quantified their cyber exposure, contributing to underinsurance and increased vulnerability. The report calls for structured AI risk governance and integrated cyber resilience frameworks.

Pacific organisations are not only facing compounding risks, but are also taking action: 92.6 percent of respondents have formal plans for cyber risk and 71.9 percent have board-level oversight for risk management — both above global averages. However, with only 52.4 percent of respondents having mitigation plans in place for climate-related events, there is a clear need for further investment in climate resilience.

Angus McCullough, head of Commercial Risk in New Zealand at Aon, commented: “Pacific businesses are facing a convergence of risks — from cyber threats and regulatory change to climate and economic pressures. Success in this environment requires integrated risk management and data-driven decision-making to build resilience and long-term growth.”

Climate and Catastrophe Risks Remain in Focus

Extreme weather events continue to challenge organisations, including in New Zealand and Australia, where events can disrupt operations and supply chains. Notably, 76.5 percent of Pacific respondents reported losses from weather/natural disasters in the past year — much higher than the global average.

“The Pacific region has enjoyed relatively favourable conditions in recent years, but long-term weather trends ultimately shape insurance costs and financial performance,” said James Knight, head of APAC, view of risk advisory at Aon. “Building resilience into homes, businesses and infrastructure today is essential to withstand extreme weather events in the future.”

Looking Ahead: Projected Top Five Risks by 2028

Looking to the future, the survey projects that by 2028, the top five risks for Pacific businesses will be:

1. Cyber Attacks / Data Breach
2. Economic Slowdown / Slow Recovery
3. Regulatory / Legislative Changes
4. Increasing Competition
5. Cash Flow / Liquidity Risk

These projections underscore the ongoing interplay of digital, regulatory, economic and competitive pressures. Organisations are urged to build resilience through data-driven decision-making and integrated risk management to navigate an increasingly complex risk landscape.



To access the full report and explore how Aon is helping clients navigate today's disruption dynamic, visit <https://www.aon.com/grms>.

About Aon

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