



Brussels Resilience Forum Inaugural Symposium (4 December 2025) – Outcomes

Issue

Europe must build people-centred resilience across systems over the course of the coming five years. In the year ahead, the Brussels Resilience Forum (BRF) will build on the findings of its Inaugural Symposium held on 4 December 2025 to produce a Preparedness Compendium designed to guide policymakers and identify priority investment areas to ensure Europe’s resilience to challenges posed by hybrid, biological, chemical, cyber, climate and geopolitical threats.

Background

Geopolitical disruptions, conflict, hybrid threats, and climate change are converging to test Europe’s resilience. Resilience must be understood as prevention, adaptation, and transformation, not just recovery. There is an increasing recognition that siloed approaches are not working. Cross sectorial collaboration is necessary to build a whole-of-society approach to resilience, with a focus on health, security and preparedness while exploring the challenges and opportunities of policy making and preparedness investment, in Europe and internationally.

Recommendations for the Forum’s 2026 agenda

- **Advocate for whole-of-society preparedness:** Investment in health systems should be recognised as a critical component of European defence strategy. With that shared understanding, we will work to align objectives across sectors, governments, EU institutions, and international partners to create policies that are coherent, resilient, and capable of addressing complex, cross-sectoral challenges without leaving gaps between mandates. Effective preparedness requires mutually reinforcing efforts across public and private sectors, fostering collaboration between civilian and military actors. This approach builds the capacity of societies to not only withstand crises, but to anticipate, absorb, adapt, and transform. This ambition must remain outward facing, and the Forum will promote an approach that remains open to the world and future strategic partnerships.
- **Identify civilian-military opportunities for collaboration to strengthen**



societal resilience: Fora that bring together the perspectives of civilian stakeholders, military, industry and civil society, are essential to ensure decisions are informed by a comprehensive understanding of risks and competing priorities. The ability to tackle challenges as a joint civilian and military endeavour with shared objectives will reduce duplication, burden-share resources, amplify intellectual capacity.

- **Define dual- (or multiple-) benefits pathways that deliver benefits across civilian and military environments:** Supporting investments, policies and innovation that contribute to both civilian and military objectives through targeted investments will lead to the strengthening of healthcare systems. This can enhance the development and roll out of, for example, innovative therapeutics, medical devices, and digital infrastructure. This approach supports governments to protect civilian populations both in peace and crisis, while in parallel ensuring military readiness and addressing hybrid threats that blur civil–military boundaries. This requires scaling up and investing in innovative technologies that serve both civilian and military purposes through robust public / private partnerships.
- **Advocate for resilience in spending and policies:** A strong, sustained commitment to advocacy ensures that the Forum's findings inform policymaking, creating durable political and institutional support for resilience. Working with our BRF partners through a networked approach, we will help ensure that preparedness remains a fixture in long-term strategic planning. This will reinforce the value of health, security, and crisis readiness as core components of societal stability. It is a core intent to ensure that resilience remains a political priority beyond moments of crisis.

Timing: Shared Priorities 2026–2030

The Brussels Resilience Forum, in partnership with academia, will develop a **Preparedness Compendium** to promote multi-stakeholder collaboration and provide guidance for European policymakers and their partners. The Compendium will build the case of the economic value of funding and policies for health, security, and preparedness and for integrated strategies that address the diverse threats of AMR; biosecurity; pandemic and emerging disease preparedness; cybersecurity; blood product availability; and large-scale combat operations. Through collaboration with EU and NATO Member



States and active participation in leading international fora, the Brussels Resilience Forum will promote increased action in health, security, and resilience. In addition, by engaging with upcoming EU Council Presidencies, the forum will further advance its objectives by supporting Council Conclusions focused on implementing a comprehensive, whole-of-society approach to preparedness.