DRI Annual Predictions Report for 2026

Geo-political factors, increased social polarization, immigration challenges, economic uncertainty, the rise of artificial intelligence, and increasing cyber security risks suggest a turbulent landscape for 2026

Introduction

To round off each year, the members of the DRI Future Vision Committee (FVC) look forward to the year ahead and collaboratively come up with predictions for the year to come. While this is not a formal horizon scan or a research study, it is a set of opinions based on the expertise and experience of FVC subject matter experts in North America, Europe, and Asia.

The Predictions Report assesses how the current state of the world could play out over 2026. Although our predictions are guided by expert opinion, extrapolation of past results is no guarantee of future outcomes. Nevertheless, our report may help to guide organizations in considering their own risk landscapes.

As a committee, we are often asked about the relevance of the predictions to resilience practitioners. There is no intent to specifically link each prediction to a specific skill or task undertaken by a practitioner and more serves as a guide to the type of events that might trigger a need for a corporate response.

The forecasts each year may or may not trigger the need for a response, but that entirely depends on the nature of a business and its location. How international is it, how stretched are its supply chains, and what specific threats are endemic to its region or country?

One of the risks that impacts a wide range of businesses is the threat of supply chain disruption. There are myriad reasons reasons why a supply chain problem might occur, but a number of the predictions (if true) could have a very negative impact on supply chain reliability. These include:

- Foreign conflicts such as those in the Middle East (**Prediction 5**)
- Deterioration in U.S./China relations (**Prediction 2**)
- Cyber-attacks on vital supply lines (**Prediction 3**)
- Economic policy on issues like varying and inconsistent tariffs (**Prediction 1**)
- Innovation in manufacturing to counter supply restrictions (**Prediction 2**)
- Natural disasters in regions that supply vital electronic components (**Prediction 8**)

A complete list of predictions for 2026 follows. We are always interested in your feedback and are eager to hear whether you share our opinions or have an alternate vision. The committee can be contacted at driinfo@drii.org.

Top Predictions for 2026

2026 Prediction 1

The U.S. economy will face difficult challenges as policies adopted in 2025 start to have consequences.

To forecast U.S. business activity for the next 12 months is challenging. While it appears that the U.S. has had a soft landing from its inflationary period, the full impact of tariffs has not yet been felt. There is a legal challenge to be heard by the Supreme Court to determine the legality of the use of emergency tariffs controlled by the U.S. president. If the court rules in the government's favor and tariffs remain in effect, the inflationary effects may reduce consumer spending and lead to a sluggish economy.

Several other factors may influence economic performance. The reduction of the U.S. National Institute of Health's (NIH) budget by 40% and the National Science Foundation's (NSF) budget by 55% may reduce innovation, which drives industrial and pharmaceutical growth. Furthermore, the proposed cessation of funding to any project involving non-U.S. labs may affect the viability of certain projects and cause tension between national science organizations[1].

Increased unemployment also will be felt in the public sector as government implements cost reduction policies. Additionally, the loss of tax credits for the purchase of EVs has already reduced demand in the U.S., and a reduction in future sales is expected.

Furthermore, when full-year figures are announced, 2025 is expected to see a $5.7 billion drop in total inbound travel spending (including an 18% fall in visitor numbers from Canada), with Europeans now opting to holiday within Europe or the Middle East, and many Asian tourists choosing Europe. Canada was a key contributor to the fall in travel spending as travel boycotts to the U.S. continue due to tariff disputes. Canadians are now more likely to holiday domestically[2]. There is no sign of this trend bucking in 2026.

2026 Prediction 2

China – U.S. relations will further deteriorate as China consolidates its control over rare earth minerals.

The U.S.' relationship with China has been challenging for several years. There is a temporary truce on tariffs, but other contentious issues are likely to come to the fore in 2026.

China dominates the production and reserves of rare earth minerals, controlling over 70% of global rare earth mining. China holds about 37% of the world's known rare earth element reserves, which are essential for various high-tech applications, including electric vehicles, smartphones, and defense systems. Additionally, China – the world's top carbon polluter responsible for 28% of global emissions – has invested heavily in renewable energy power. It has become the global leader in wind, solar, and electric vehicles, while also dominating the refining and production of critical minerals crucial for clean energy technologies and needed by competitive countries.

The impact of this has not been fully felt in the U.S., as many manufacturers had stockpiled materials, but those stockpiles are being reduced. China's restrictions, if they continue, could adversely impact all industrial manufacturing both in the U.S. and in all other countries with a strong manufacturing base.

1 https://sciencebusiness.net/news/clinical-trials/trump-halts-new-nih-grants-international-health-research-partners
2 https://www.cnbc.com/2025/09/07/where-are-travelers-going-if-they-arent-going-to-the-us.html

China has built a near–total monopoly over the global rare-earth supply chain, from refining to high-strength magnet production. Today, Chinese facilities handle roughly 90% of the world's rare-earth separation and processing, and manufacture around 85–90% of permanent rare-earth magnets – giving Beijing outsized influence over supply chains for defense, electronics and green energy[3].

This dominance stems from decades of sustained state investment in processing infrastructure and technical expertise, as advanced economies largely off-loaded the complex and environmentally costly separation work[4]. As a result, rebuilding a comparable rare-earth processing capacity outside China in an area such as the U.S. will likely take many years, given the deep technical know-how, extensive environmental permitting, and construction of chemical plants required[5].

The automotive industry is another which has the potential to be hit hard by the introduction of licenses for the supply of rare earth metals. After China suspended exports of rare metals in April with the introduction of the licensing system, the supply chains of some manufacturing subsectors such as automobile manufacturers, aerospace manufacturers, semiconductor makers, and military equipment manufacturers have been hit hard. In the automotive sector, plants have been forced to close.

However, while this might suggest a downturn in production in 2026 for manufacturers dependent on these rare elements, the suspension is also testing the resilience strategies of organizations with large manufacturers already using mitigation strategies. Currently, 94% of traction motors use magnet-based technology, but companies such as General Motors and BMW are leading the way in researching and developing motors using externally-excited synchronous motors (EESM) which use copper wires rather than magnets, while Mercedes-Benz is in talks with suppliers about stockpiling. Both North America and India are also considering domestic extraction and production of rare earth minerals to counter the drought of materials from China.

While China shutting down global access to its rare earth metals is clearly a far from ideal situation, companies are taking it upon themselves in being proactive in reducing dependence on China, redefining their manufacturing processes, and ensuring a deep understanding of their supply chains.

2026 Prediction 3

There will be an increasing number of cyber-attacks on private companies and government institutions as AI is further exploited by the cybercriminal community.

Cyber security has moved firmly into the boardroom, as executives see it as a strategic business risk. It has topped many risk registers for several years and has the potential to produce significant financial and operational harm. Cyber-attacks can damage operations, halt factory production, and disrupt ports and hospitals. There are also regulatory implications if customer records are breached; as of January 2025, GDPR fines exceeded $6.2 billion[6]. Recent incidents such as Jaguar Land Rover also show damage to customer loyalty and investor confidence, while the resultant pause in production of vehicles was blamed as a major contributor to the contraction of the entire UK economy in September 2025. Information provided by the Head of the Cambridge Cyber Centre in the UK shows emerging technologies can facilitate the penetration and potency of attacks. However, the Centre is also quick to point out that AI also has its uses in the war against cyber-crime:

[3] https://rareearthexchanges.com/news/chinas-dominance-in-rare-earth-magnet-manufacturing/
[4] https://rareearthexchanges.com/news/the-rare-earth-reckoning-how-china-pulled-ahead-and-what-itll-take-for-the-west-to-catch-up/
[5] https://rareearthexchanges.com/news/the-rare-earth-reckoning-how-china-pulled-ahead-and-what-itll-take-for-the-west-to-catch-up/
[6] https://www.dlapiper.com/en-us/insights/publications/2025/01/dla-piper-gdpr-fines-and-data-breach-survey-january-2025

those companies that invest in AI as a cyber defense tool cut breach detection times significantly and around $1.9 million has been saved globally as a result of using AI tools[7].

Still, attackers can use AI to generate phishing attacks and create deepfakes that impersonate executives, customers, or government officials. It is estimated that, to date in 2025, only 16% of breaches involve AI, but this percentage is likely to increase[8]. Analysis also shows weak security governance is often partly to blame for successful attacks. It is estimated that 97% of successful AI-related breaches involved inadequate access controls.

State actors increasingly weaponize cyber. North Korea, China, Russia, and Iran are the most active perpetrators, but they often use cyber mercenaries (private firms providing cyber offensive tools and services), and this blurs accountability.

2026 Prediction 4

The use of AI will increase rapidly in 2026 for a wider range of activities than previously seen.

The consensus across business and management publications is that eventually AI will create more jobs than it displaces. According to Forbes, much has been made of the existing jobs that will be displaced, but in 2026 the focus will shift to the many new roles created[9]. We will start to see the true scale of opportunities for people with AI skills in new roles as well as existing roles adapted to the use of AI. However, 2026 will be a transition year when all job losses may not be replaced by new positions.

There is an opportunity for displaced workers to develop different skill sets to take new roles. In addition, it may be feasible to retrain workers with institutional knowledge to support an AI-based workplace. At this point, the most successful and accurate use of AI leverages human input. Any retraining would be a long process, however, and the immediate job loss will be significant.

This short-term impact is already being felt by global workforces. In the UK, a major new survey by the Chartered Institute of Personnel Development shows that one in six UK companies expect AI to reduce the size of their workforce within the next 12 months[10]. Some 62% of anticipated job losses are expected to fall on clerical staff, junior management, professional staff, and administrators as AI implementation accelerates. The impact is expected to be most pronounced among large private sector companies and least among public sector employees.

2026 Prediction 5

Tensions remain high in the Middle East and no fundamental progress will be made on resolving the underlying problems. This will cause ongoing civil unrest in countries beyond the Middle East.

Balancing the different demands of Israel and the State of Palestine will remain challenging. While it is unlikely that an agreement can fully satisfy the demands of either party, western politicians will continue to attempt to broker a peace deal. The official end of the Gaza war might be announced in 2026, but that is already being described as only a potential interlude between conflicts[11].

7 https://www.fortra.com/blog/data-breach-costs-drop-first-time-5-years
8 https://www.bakerdonelson.com/webfiles/Publications/20250822_Cost-of-a-Data-Breach-Report-2025.pdf
9 https://www.forbes.com/sites/joemckendrick/2025/11/13/ais-impact-on-employment-is-negligible-study-asserts/
10 https://www.cipd.org/uk/about/press-releases/one-in-six-employers-say-ai-shrink-headcount-autumn-labour-market-outlook/
11 https://www.rand.org/pubs/commentary/2025/10/the-gaza-cease-fire-could-become-just-an-interlude.html

The war in Gaza has created a fundamental ideological division across the world. This has resulted in vast protests and counterprotests in major cities worldwide. Furthermore, cities beyond the Middle East are seeing the most interruption to business. London is one of the most affected of all capital cities: regular protests are creating wide-scale public and business disruption, taking up significant police resources to control as well as stoking even more political pressure on the UK government to act decisively. Demonstrations are unlikely to abate in 2026 – even if the immediate conflict is over.

2026 Prediction 6

Despite considerable opposition from environmental groups, investment will increase in fossil fuel exploration in the U.S.

In the U.S., the banking community, led by shareholder activism, has backed away from restricting loans for fossil exploration. This restriction has been a key part of corporate ESG efforts over the past decade. Recent shareholder meetings held by Bank of America, Wells Fargo, and Citi failed to pass shareholder proposals for defunding loans to fossil fuel projects. Following this, BlackRock, Vanguard, and State Street shareholders also rejected such proposals.

Overall, it is the first time in six years that no environmental proposals have been passed by U.S. public companies. This development marks a significant downturn in investor appetite for climate-related initiatives and signals growing political and strategic caution within the corporate ESG landscape.

Outside the U.S., the picture is not so clear cut. With investment in renewables falling in the U.S., Europe is attempting to put itself at the forefront of renewable energy generation. Some 50% of European energy is already generated from renewable sources, and, in September 2025, a new €300 billion allocation of funds over the next two years for energy transition projects[12] was announced. Outside of Europe, the Global Gateway initiative is also allocating a €300 billion investment into sustainable infrastructure which includes projects in Africa and Latin America. Over 2026, it is likely that while corporations in the U.S. (particularly data center companies) will look to source energy from on-site renewable alternatives, the rest of the world will see it taking a back seat as a driver of emissions reduction.

However, while investment in renewables in the U.S. may dwindle, their stocks are outperforming. A recent report by Reuters shows that the stocks of seven U.S.-listed clean energy companies are outperforming more established energy majors[13]. This is primarily driven by the increased data demands of AI technology on datacenters.

2026 Prediction 7

DEI will largely disappear as a formal corporate requirement in the U.S.

DEI will remain a legal requirement in some European countries, potentially creating difficulties for U.S. organizations in complying with the legal and regulatory demands of European countries in which they have offices.

Diversity, equity, and inclusion (DEI) efforts in the U.S. have been reduced significantly under the current administration, and that is likely to continue for the foreseeable future. In the first month of the administration, U.S. President Donald Trump announced three Executive Orders directed at removing DEI/DEIA offices, programs, training mandates, and performance requirements.

12 https://strategicenergy.eu/europe-seeks-to-lead-the-era-of-renewable-abundance-with-e300-billion-in-investments/
13 https://www.reuters.com/business/energy/seven-possibly-magnificent-us-clean-energy-stocks-2025-10-16/

However, while DEI might be scaled down in the U.S., in other countries (such as the UK, France, and Italy) organizations still must comply with national legislation. In the UK for example, if a company follows its U.S. parent and attempts to remove DEI from company policy, it will almost certainly find itself in court facing significant financial penalty. Additionally, UK companies may not be able to do business with U.S. companies that do not comply with UK DEI regulations.

This puts pressure on U.S. organizations with subsidiaries in these countries. The U.S. administration is sending letters to European organizations asking them to certify that they do not operate any programs promoting DEI that violate applicable anti-discrimination laws in the U.S. However, compliance with this demand will not be possible for most European-based U.S. organizations unless they break the law in the countries in which they operate.

In the U.S., the stated government objective was to restore a merit-based, non-discriminatory federal employment system without DEI considerations. Federal agencies closed DEI offices, removed materials and placed DEI personnel on leave or termination. The government is now extending this policy to influence federally-funded vendors. The outlook for DEI in the U.S. is not bright, with influence over contract funding and regulatory agencies, while even the Justice Department administration is set to eliminate DEI as an employment consideration.

2026 Prediction 8

Climate-related disasters will continue to increase as countries are unable to reduce their carbon emissions sufficiently. Governments will need to focus their attention on practical damage limitation measures but may be reluctant to do so.

Despite widespread knowledge of the increase in global adverse weather disasters, political acceptance of their relation to climate change is limited: France has seen planning on environmental projects halted since 2023[14], with other nations following similar strategies. Other global administrations are also placing climate low on their political agendas, often because governments want to deliver greater wealth and prosperity in their short term in office, and climate change is still viewed as something for the future[15]. The 2015 Paris Agreement, with the aim of limiting global warming to below 2C, has never looked so fragile.

Furthermore, even if governments and administrations do set targets, translating these into action requires institutional capability, inter-governmental coordination, financing, and accountability – all, or some, of which are likely to be weak[16].

The 2025 Paris Agreement is based on non-binding, self-determined national pledges, and does not have a means of penalizing countries that do not comply. With countries able to remove themselves from the agreement with just a year's notice, mandatory global initiatives are sorely needed – but will only be effective if countries fully endorse and implement them.

Climate adaptation measures will be very expensive, but all governments will now need to seriously work towards them – they cannot rely on the reduction of greenhouse gas emissions to provide the solution.

[14] https://www.lemonde.fr/en/opinion/article/2025/10/27/france-s-government-has-abandoned-its-climate-plans_6746820_23.html
[15] https://www.thepolicypractice.com/why-governments-drag-their-feet-climate-action-and-what-do-about-it-new-blog-tpp-director-neil
[16] https://institute.global/insights/climate-and-energy/the-climate-paradox-why-we-need-to-reset-action-on-climate-change

Comparing Predictions and Trends

If we compare the FVC predictions for 2026 against the main concerns of resilience professionals identified in the FVC's 2025 Trends Report (available at drii.org, the Trends Report is the companion piece to this report), there are significant overlaps:

U.S. economy: This is a major issue for resilience professionals and is expressed in the Trends Report as "Financial Concerns."

U.S./China relationship: This reflects on current worries about the strategic direction being taken by China. It relates to both the security and supply chain risks identified in the Trends Report.

Increased cyber-attacks: This maps entirely to the number one risk for resilience professionals – cyber events.

Ukraine War: This causes supply chain disruption, gas and oil shortages, financial damage, and increased cyber-threats to multinational companies and companies operating in neighboring countries to Ukraine.

Increased uptake in AI: This is identified by resilience professionals as the most important longer-term strategic issue for their roles, in the Trends Report. AI can have direct benefits by, for example, partially automating the BIA process leaving professionals to validate its results. It could be used to write plans and create scenarios for testing. In an invocation, it could be employed to evaluate the status of response as circumstances evolve and generate updated plans. This may require professionals who usually undertake this type of work to change their working methods and develop new skill sets.

Middle East conflicts: The Middle East is not only the largest producer of oil, but also contains the Red Sea, the main means of transporting goods between Asia, Australasia, and Europe. Conflict escalation may cause shipping pathways to be blocked or an escalation of pirate activity, resulting in costly supply chain disruptions. It will also have an indirect effect on social cohesion in countries outside the region, with more disruptive protests and increased risk of international terrorism.

Easing of ESG regulation in the U.S. against fossil fuel investments: Many resilience professionals work closely with ESG colleagues, providing data to support their reporting needs. As regulation eases, this role may not be needed.

DEI as a corporate imperative in the U.S.: As for ESG changes, support made by resilience in the provision of DEI reporting data is likely to be reduced or eliminated in the U.S.

Climate-related issues: These map entirely to the natural disaster risk defined in the Trends Report.

Innovation in manufacturing processes: This has the potential for resilience professionals to work with supply chain/procurement professionals to overcome some supply restrictions caused by Chinese domination of certain materials.

How good were our how predictions for 2025?

Prediction 1

The Ukraine War will end with both sides claiming victory but with Russia consolidating its sovereignty over Crimea and parts of Eastern Ukraine.

This prediction was clearly not correct. At press time, the war continues unabated with no realistic possibility that a solution will be found in the near future. In the longer term, the prediction is almost certainly correct as the only serious alternative is a full-scale war across Europe which would then have the potential to spread globally.

Even a short-term ceasefire to allow negotiations to continue seems impossible to achieve despite intense U.S. diplomacy on both sides of the conflict. A summit between President Trump and Russian President Vladimir Putin seemed to offer some hope, but the cancellation of the follow-up summit planned for Budapest, Hungary has largely extinguished those chances.

The Russian position is that not only should they retain the territory they have taken, but also the entire Donbas region should become part of Russia. They also demand the disarmament of Ukraine and guarantee it can never become part of NATO. Ukraine does not agree to these demands, but Russia appears to believe that long-term continuation of the conflict will inevitably lead to success. Russia also seems to be of the view that U.S. support is limited and that NATO has neither the finance nor the political will to take the leadership role in supporting Ukraine.

President Trump's early confidence that the war could be settled by compromise and deal-making now appears to be over. There is no end to the war in sight and no route-map that can achieve it without unacceptable compromises by both sides.

Prediction 2

Israel will attempt to destroy Iran's nuclear capability, with tacit approval from the U.S. Iran will concentrate more on its own internal and external challenges and less on support to its regional terrorist groups.

This prediction is partially correct, and the U.S. did provide more than tacit approval when it bombed Iran's nuclear facilities in June 2025. Although initial claims that all of Iran's nuclear facilities had been destroyed, later evidence from a leaked Defense Intelligence Agency report claimed that the strikes only delayed the Iranian nuclear program by about six months. This was disputed by the White House, but it is generally agreed that the attacks hindered rather than destroyed Iran's capability.

Israeli strikes followed by the U.S. attack severely damaged Natanz, Iran's biggest uranium enrichment facility, but with more than thirty nuclear facilities across the country, it remains a serious threat to Israel and all its other neighbors in the Middle East.

Prediction 3

There will be extensive flooding across all regions, both in severity and frequency, with unprecedented damage in some cities and surrounding areas.

This prediction is demonstrably true. There is little doubt that there has been an increase in severe weather events over recent years. The earth is experiencing longer – and hotter – heatwaves. In the past three years, UK temperatures topped 40C for the first time, 48C temperatures were recorded in Mali, and there has been a prolonged heatwave in Scandinavia with temperatures often above 30C in the traditionally cooler climes of Norway[17]. The arctic has warmed nearly four times more than the global average, affecting jet streams and potentially giving rise to heat domes.

In October, Hurricane Melissa created devastation in Jamaica, Cuba, and Haiti, while Typhoon Kalmaei caused devasting flooding in central Philippines in November 2025 with unprecedented rainfall. Other flood-related disasters and incidents of note earlier in 2025 include:

1. Bolivian Floods (March)
2. Cyclone in Bangladesh (May)
3. East Cape Floods, South Africa (June)
4. Balkan Floods (July)
5. Pakistan Floods (July)
6. Central Texas Floods (July)

Other major weather-related incidents this year are as a result of excessive heat and wildfires. These stretch from Southern California in January, via Turkey and the Balkans in late spring, and then to Europe and Eastern China in July.

Prediction 4

For democratic nations, climate change policies will soften as the economic consequences of moving to net-zero adversely impact living costs and face voter resistance.

This prediction is probably true to some extent. The desire to actively pursue a green agenda continues across most governments and many commercial organizations. However, it is becoming increasingly difficult to achieve the desired public support while higher industrial energy prices impact the cost of food, heating, and transportation. Governments are also under pressure politically to remove subsidies for renewable energy and electric vehicles, as was announced in the United States on September 30, 2025[18]. In the U.S., the banking community, driven by shareholder activism, has backed away from restricting loans for fossil exploration. For the first time in six years, no environmental proposals have passed during the annual proxy voting season among U.S. public companies.

While there is widescale acceptance of the reality and importance of climate change, the question remains about how many individuals are voluntarily prepared to accept higher living costs or increased restrictions on their lifestyle choices. In democratic countries, it is almost prohibitively challenging for governments to impose deeply unpopular measures and remain in power.

Prediction 5

More western electorates will elect right-wing politicians as migration becomes the key issue for many voters. Uncontrolled illegal migration is fueling civil unrest across Europe and North America.

We got the electoral component of this prediction largely incorrect. The election success of President Trump did not encourage a swing to right wing political leaders and, in fact, the reverse happened in both Canada and Australia. At this time last year, both countries' polls had predicted defeat for the ruling center left parties – but this did not happen.

In Europe, the political climate remains febrile with the French government increasingly unstable and with the far right party, the National Rally (Rassemblement National – or RN), gaining increased national support. In Germany, the voting system almost always guarantees a coalition government, but tactics to keep the far right Alternative für Deutschland (AfD) party out of any coalition are looking increasingly difficult to sustain. The Netherlands has a similar voting system

[17] https://www.bbc.co.uk/news/articles/cy4dgp1p3p1o
[18] https://yaledailynews.com/blog/2025/10/08/u-s-electric-vehicle-subsidies-expire-raising-fears-of-global-lag/

to that in Germany but has failed to keep the right wing populist Party for Freedom (Partij voor de Vrijheid – or PVV) party out of a share of government. In the UK, the government is deeply unpopular with the right-wing challenger party Reform UK topping all national opinion polls at the current time.

The second part of the prediction is almost certainly correct, as uncontrolled immigration is common to all European countries. It is the key issue that is driving the move towards populist parties who promise immediate solutions to this complex problem.

Prediction 6

There will be a significant upturn in the level of state sponsored cyber-attacks on western nations, particularly from Russia and North Korea.

SQ magazine, a specialist cyber security publication, reported that "across the globe, cyber-attacks have shifted gear in 2025, not only in volume but also in tactics, targets and consequences[19]. The journal collates world statistics and claims that in 2025 to date there have been over 7.5 million recorded cyber incidents globally, compared to 6.3 million over the same period in 2024. Asia-Pacific suffered the worst, with 34% of all attacks. These mainly targeted financial institutions and supply chain networks.

These statistics do not identify attacks specifically associated with state-sponsored attacks. The source of any attack is obviously kept very confidential by government, so it is probably not possible to fully verify the exact claims of this prediction. However, it has been determined that cyber incidents against government networks have risen this year. The worst region is Europe where such attacks have risen by 28% year-on-year.

Prediction 7

Major corporations and governments will actively reassess their ESG policies, concentrating on the environment component and reducing emphasis on the social and governance aspects.

This prediction was broadly correct. Shareholder activism has driven a push-back against many ESG policies that they see as damaging to their investments, particularly evident in the U.S. The restriction of finance for fossil exploration – a key part of ESG efforts – has eased since the new Trump administration took control. Key investors such as the Bank of America, Wells Fargo, and Citi all failed to pass proposals for defunding loans to fossil fuel projects. Following this, BlackRock, Vanguard, and State Street shareholders also rejected such ballots. The development marks a significant downturn in investor appetite for climate-related initiatives and signals growing political and strategic caution within the corporate ESG landscape.

However, with investment in clean energy projects on an upward trend in Europe, Africa, and Latin America, the impact of the investment community outside the U.S. is clearly not as strong.

Prediction 8

Shareholder pressure and the changing political environment will ensure that organizations modify their approach to diversity, equity and inclusion (DEI) initiatives.

This prediction, which is largely related to the U.S., is correct and it probably even understates the effect of the incoming administration's antipathy to the subject. In the first month of the Trump administration, several Executive Orders were passed which dramatically reduced the influence of DEI in business. The U.S.

[19] https://sqmagazine.co.uk/cybersecurity-attacks-statistics/

government objective was to restore a merit-based, non-discriminatory federal employment system without DEI considerations. This attack on DEI is likely to continue for the foreseeable future.

However, beyond the U.S., a considerable amount of DEI related national legislation exists which will prevent all U.S. companies operating in the UK, France and Italy (for example) from changing their working practices even if they wish to do so.

Prediction 9

The U.S. Administration will impose trade tariffs on countries that do not permit free access to U.S. goods, with China and the EU being the main targets.

This prediction is certainly true but its long-term efficacy has yet to be seen. The Trump administration has used tariffs or the threat of tariffs as a political weapon to achieve domestic goals. To date, over $200 billion has been collected as part of the tariff import tax but there is a question about the legality of these actions which have been made under emergency powers legislation. Should the Supreme Court rule that the tariffs are non-emergency and hence need congressional authorization, the funds might have to be returned to the businesses that paid them. Even if the tariffs remain in effect, the inflationary effects may reduce consumer spending and lead to stagflation.

Prediction 10

Artificial Intelligence will be adopted by more organizations to analyze data and replace routine tasks, but it will not yet make a significant breakthrough in replacing professional skills and experience.

This is essentially true and might continue to be the case for the short- to medium-term. However professional jobs are not immune to replacement by AI. Nvidia CEO, Jensen Huang, expressed that the augmentation of AI in organizations and potentially replacing programmers needs to be taken seriously. He opined that “kids no longer should study coding because AI will do it”.

Currently there is a tendency for any firms making significant job cuts to blame or partially blame AI. Amazon made a pledge to replace 14,000 middle management level staff at corporate locations with its investment in AI. A week before the Amazon statement, UPS announced it had cut 48,000 jobs since last year citing AI as a contributory cause. Other firms have also announced reductions in workforce with customer service jobs being the major casualty.

However, AI may only be partially responsible for the increasing number of redundancies. Job losses might well arise from corporate restructuring, which is often only partly triggered by AI.

The Future Vision Committee

Foundation

Future Vision Committee

Bringing together a global community of subject matter experts, DRI International has convened the Future Vision Committee, the leading global think tank on matters of operational resilience, discipline integration, and the future role of resilience professionals. This interdisciplinary group seeks to unite the profession by establishing meaningful and productive links among other professional bodies, higher education, and membership organizations.

Lyndon Bird is chair of the DRI Future Vision Committee and Chief Knowledge Officer for DRI International. He has worked exclusively in business continuity since 1986 as a consultant, presenter, educator, author, and business manager. He has spoken at and chaired conferences throughout the world and has contributed features, articles and interviews to most leading business and specialist publications. He has been interviewed by a wide range of broadcasters, including the BBC, Sky News, Bloomberg TV and CNBC on continuity and resilience topics. Bird helped found the Business Continuity Institute in 1994 to promote and develop the emerging BC discipline as a professional field of activity and was a member of the original BS25999 Technical Committee. He was voted BCM Consultant of the Year in 2002 and given the BCM Lifetime Award in 2004 by Continuity, Insurance & Risk Magazine. Bird is currently Editor of the Journal of Business Continuity and Emergency Planning, a member of the Advisory Board for the Crisis Management Response Journal, and a regular contributor to the US based Resilience Hub platform.

Patrick Alcantara is head of strategic customer insight at AXA UK, and has worked for other well-loved British brands such as Co-op Insurance and O2. He was also the former head of research at the Business Continuity Institute (BCI), where he extended the resilience industry's evidence base by introducing new reports on climate change, cyber resilience, emergency communications, salary benchmarking, and the future of the industry, among others. He has also delivered research on behalf of organizations such as the former UK Department of Business, Innovation & Skills, BSI, Everbridge, PwC, SAP, Siemens Netherlands, Sungard AS, and Zurich Insurance. He specializes in harnessing customer data, using foresight, and conducting quantitative/qualitative research to support customer, commercial and regulatory outcomes. He also serves on the editorial board of the Journal of Business Continuity and Emergency Planning and holds a Business Continuity Management diploma and an Executive Data Science credential. He has been interviewed and has spoken at podcasts and conferences in various countries including the Czech Republic, Germany, the Netherlands, the Philippines, Switzerland, the UK, and the US.

Alcantara brings more than 15 years of experience in quantitative/qualitative research, market intelligence, and business analytics. He also holds an Executive Data Science credential and a Diploma in Business Continuity Management. Alcantara has a bachelor's in psychology and a master's degree with Distinction from the Institute of Education (University College London). He is currently based in the United Kingdom.

Dr.Yair Amir, PhD, is Professor Emeritus of Computer Science, and Director of the Distributed Systems and Networks Lab at Johns Hopkins University. His goal is to invent resilient, performant, and secure distributed systems that make a difference, collecting friends along the way.

Amir served as Professor (1995-2023) and Department Chair (2015-2018) of Computer Science at Johns Hopkins, as program co-chair (2015) and general co-chair (2022) of the IEEE/IFIP Dependable Systems and Networks (DSN) conference, and as a Vice Chair of the IFIP 10.4 Working Group on Dependable Computing (2016-2018). He is a member of the National Academies' Forum on Cyber Resilience since 2019.

Amir is a co-founder of Spread Concepts LLC, a consulting company helping clients with the design, development, and deployment of resilient infrastructure systems.

Amir is a co-founder and Chief Science Officer of LTN Global Communications, a cloud service provider offering live video transport and processing services that are used by major media companies including Disney, YouTube TV, CNN, Fox, ABC, BBC, Bloomberg, CBS, Deutsche Welle, ESPN, NBC, PBS, and Turner.

Amir holds BSc (Summa Cum Laude) and MSc from the Technion, Israel Institute of Technology, and a Ph.D. from the Hebrew University of Jerusalem, Israel.

Al Berman, MBCP, CBCLA, CCRP, is Treasurer and Board Member of DRI International, and the President of the DRI Foundation. During his career, Berman has been President of a major US bank subsidiary, CIO for a major trust company, National Practice Leader for Operational Resiliency (PricewaterhouseCoopers), Global Business Continuity Management Practice Leader (Marsh), and Program Director for BCM for a major healthcare organization.

Berman has served on the Homeland Security Standards Panel, US congressional committee Project on National Security Reform, ANSI-ANAB Council of Experts, NYC Partnership for Risk Management and Security, and Chair for the Alfred P. Sloan Foundation committee to create the new standard for the US Private Sector Preparedness Act (PS-Prep). He has worked with governments in the US, Middle East, Latin America, and Asia to create standards and regulations.

His career in cybersecurity spans 4 decades, from being part of a US government tiger team vested with the responsibility of finding flaws in networks and systems, to creating security systems used by IBM and other major system developers, to serving on government committees. Berman serves as an adviser to companies and governments worldwide on issues including resilience, business continuity, disaster recovery, geopolitical risk, and cybersecurity. Berman's articles and interviews have been on TV, radio, printed media, and online publications around the world.

Dr. Ray Chang, Ph.D., is a tenured associate professor in The Department of Security and Emergency Services at Embry-Riddle Aeronautical University-Worldwide. Before he pursued his doctoral degree, he was in charge of developing emergency operations plans for high-rise buildings, subway stations, and the longest tunnel (8 miles) in Taiwan. Chang earned his M.S. in Fire Service Administration from Arizona State University and his Ph.D. in Disaster Science and Management from the Biden School of Public Policy and Administration at the University of Delaware.

Chang's research areas include disaster preparedness, disaster response, and fire service administration. He is a principal member of the National Fire Protection Association (NFPA) 1600 (Standards on Continuity, Emergency, and Crisis Management) code development committee. He also serves as a subject matter expert for several governmental agencies in Taiwan (e.g., the Office of Homeland Security and Taipei City Government) to increase their capabilities of disaster preparedness and response.

Linda Conrad is the Senior Vice President responsible for global Enterprise IT Risk Management, Innovation, Business Continuity, Compliance, Security Architecture, Security Operations, Identity and Access Management, Security Engineering, Data Protection, and Education for information security and technology across Everest Re Group. She develops and implements strategies to protect Everest's global technology, proprietary data, and digital ecosystem with the goal of supporting global expansion and organizational transformation.

Conrad previously worked as Principal, Corporate and Information Security Services for Exelon Corporation. She helped develop a dynamic dashboard process and implemented a business intelligence tool to support corporate, cyber and Third-Party Key Performance and Risk Indicators. Conrad managed Background Investigations Services, where she launched an International Risk Mitigation Process across all Exelon Operating Companies

Prior to Exelon, Conrad was the Director of Strategic Business Risk at Zurich, where she founded and headed a global team responsible for developing and delivering a Strategic Risk Management product suite. She also served as interim CEO of a start-up, where she led a team which pioneered innovative financial and technology products.

Conrad partnered with National Institute of Standards and Technology on creation and predictive analytics for a cyber supply chain risk portal, which received the Cybersecurity Award for Practice from Institute of Electrical and Electronics Engineers. She addresses enterprise resiliency issues in print and television appearances, including CNBC, Fox Business News, The Financial Times, and The Wall Street Journal. Conrad is an Adjunct Professor of Supply Chain at Robert H. Smith School of Business and holds a Specialist Designation from Institute of Risk Management in London.

Rachael Elliott is Director of Global Strategy and Innovation for DRI International. Prior to joining the DRI, Elliott led the Thought Leadership department at the Business Continuity Institute (BCI) for six years. Prior to that, she has nearly 20 years' experience leading commercial research in organizations, such as HSBC, BDO LLP, Marakon Associates, CBRE, and BCMS. She has particular expertise in the technology side of resilience, and has a keen interest in how artificial intelligence can help to transform the resilience of organizations. Her research has been used in the UK Parliament to help develop government industrial strategy as well as in the BDO High Street Sales Tracker, which Elliott was instrumental in developing and is still the UK's primary barometer for tracking high street sales performance. She maintains a keen interest in competitive intelligence and investigative research techniques.

Boris Issavi, CBCP, MBCP, CBCV, is an experienced leader in risk and business continuity management and related disciplines (i.e. security operations, crisis/incident management, disaster recovery). He is the Director of Business Continuity Management Program at Gilead Sciences Responsible for its overall BCM program, aiming at increasing enterprise resiliency and reducing risk exposure. In his current role, Issavi manages all phases of planning, analysis, and implementation of recovery solutions in direct support of resilience and crisis management objectives from the conceptual stage to the final execution. He has implemented resiliency strategies both, from ground-up or from an existing program to the next level of maturity. He is the corporate liaison on Physical Climate Risk Assessment for the Task Force on Climate-related Financial Disclosures (TCFD) framework.

Issavi works hand in hand with business partners at various affiliates worldwide on strategic and operational roadmaps that are aligned with the company's risk profile, and partners with the Sustainability Group on Physical Climate Risk Assessment initiatives, as well as working closely with Enterprise Risk Management (ERM) within the Audit group, Facilities Operations on crisis management and planning, and IT Security on systems' disaster recovery.

He serves as business continuity and enterprise risk management (BC/ERM) track lead for mergers and acquisitions (M&A), and serves as BCM function lead on incident assessment and incident response teams (IAT & IRT) at the enterprise level.

Prior to Gilead, Issavi systematically built his expertise in operational risk over 20 years, mainly in the financial, healthcare, and pharmaceutical industries. As a leader, he strives to create an environment where ideas can flourish, and effective solutions materialize.

Richard Knowlton is Director of Security Studies at the Oxford Cyber Academy and Visiting Lecturer at the Cambridge Judge Business School. He is an Associate Director of Strategia-Worldwide and an honorary Life Member of the International Security Management Association (ISMA). Knowlton was Group Corporate Security Director of Vodafone (2009-2015), after previously working in Milan as Head of Security (Global Operations) for the Italian UniCredit Group, the largest bank in Central and Eastern Europe. Between 2014-2017, Knowlton was Executive Director (Europe) of the non-profit Internet Security Alliance (ISA), a multi-sector trade association based in Washington DC. He was also previously a board member of the Commonwealth Cyber Crime Consortium and of the UK government's Overseas Security Information for Business (OSIB).

Knowlton has spoken extensively on digital security risk management on the BBC and regularly presents at major international events, such as the Mobile World Congress in Barcelona (2017-2018). He is the three-times chairman of the Security of Things World Conferences in Berlin (2016-2018). Richard worked in the UK Foreign Service before entering the corporate sector. He is based in Italy.

Steven Lei, CBCP, is an organizational change and risk management leader with over 15 years of cross-functional experience in the public, private, and non-profit sectors. He is currently Assistant Vice President of Business Continuity and Disaster Recovery at East West Bank, a publicly traded bank with over 120 locations in the U.S. and Asia. Previously, Lei has held strategic roles in finance and business operations at the Federal Reserve Bank and the University of California System, and served as a business resilience consultant at Facebook.

In 2023, Lei was appointed to serve on the Los Angeles County Economy and Efficiency Commission. Previously, he served on the San Francisco Civil Grand Jury, a state constitutionally-mandated body responsible for examining the conduct and operations of county government. His current and previous board service includes Opera Parallèle, the Pony Barnes Foundation (LGBTQ+ and educational focused grant maker), BluPeak Credit Union ($1B+ in assets); the Institute of Human Behavior, Research, and Education, and the Chinese Historical Society of America Museum.

Lei earned his Bachelor's degree at the University of California, San Diego, Master's degree at the London School of Economics, and has completed the Accelerated Management Program at the Yale School of Management. In addition to his CBCP designation with DRI, he is certified as a Community Emergency Response Team (CERT) volunteer, and holds the Society for Human Resource Management's Senior Certified Professional credential (SHRM-SCP).

Eric J. McNulty holds an appointment as Associate Director for the Program for Health Care Negotiation and Conflict Resolution and at the National Preparedness Leadership Initiative, a joint program of the Harvard Chan School and the Harvard Kennedy School of Government. He is an Instructor at the Harvard T.H. Chan School of Public Health. His work centers on leadership in high-stakes, high-stress situations. McNulty's most recent book, You're It: Crisis, Change, and How to Lead When it Matters Most (Public Affairs, 2019) is based on meta-leadership, the core leadership framework of the group's curriculum. He teaches in graduate-level courses on public health leadership, conflict resolution, and negotiation as well as serving as Program Co-director for the Leading in Health Systems executive education program at the Chan School. He also teaches in executive education programs at Harvard Medical School, MIT, and UC San Diego Health.

McNulty is the co-author, along with Dr. Leonard Marcus and Dr. Barry Dorn, of the second edition of Renegotiating Health Care: Resolving Conflict to Build Collaboration (Jossey-Bass, 2011). He is the principal author of case studies on leadership decision making in the Boston Marathon bombing response, innovation in the response Hurricane Sandy and the professional/political interface in the Deepwater Horizon response drawing upon his first-hand research as well as extensive interviews with leaders involved in the responses. McNulty has written more than 200 by-lined articles for the Harvard Business Review (HBR), Sloan Management Review, Strategy+Business, and other publications as well as several for peer-reviewed journals. His HBR cases have been anthologized through the HBR paperback series and have been used in business education curricula in the United States and as far away as France and the Philippines.

David Porter was the Director of Business Continuity Management (BCM) at the Australian Taxation Office (ATO) from September 2010 and has provided a strategic oversight role since August 2016, while leading technology, HR and building refurbishment projects.

Porter developed the Australian whole-of-government BCM Community of Practice, with members from over 40 Commonwealth and state-based agencies. He provides regular mentoring support for other organisations locally and has represented the ATO in London, Berlin and Jakarta. As a member of several forums, Porter has contributed towards the emergency readiness and preparedness across the public sector and finance industries. As well as leading several national level responses to business interruptions and natural disasters, Porter has guided senior executive and board level groups through detailed crisis simulation testing and exercises.

Porter has established a credible, international profile within the BCM industry, through his work with the Disaster Recovery Institute's Future Vision Committee and regularly presenting at national and international conferences. He has been published in the peak industry academic publication Journal of Business Continuity and Emergency Planning and forms part of the global editorial board with 25 other industry leaders.

Porter has received several national and international awards across continuity and risk related industries. He has also worked with the United Nations Office of Disaster Risk Reduction to benchmark effective organizational responses to natural disaster events. Porter has completed studies in Business Management and holds a Bachelor of Digital Design from Curtin University.

Dr. Kenji Watanabe is a professor at the Graduate School of Social Engineering, and also the head of Disaster & Safety Management of the Nagoya Institute of Technology, with major research areas in risk management, business continuity management (BCM), and critical infrastructure protection (CIP). He has almost 20 years of business experience at the Mizuho Bank, PricewaterhouseCoopers, and IBM Business Consulting Services in financial business and risk management fields.

He is also a chair or a professional member of several Japanese governmental committees at the Critical Infrastructure Protection Council (Cabinet Secretariat), the Food Security Advisory Board (Ministry of Agriculture, Forestry and Fisheries), the Transportation Safety Council (Ministry of Land, Infrastructure, Transport and Tourism), and others. As international activities, he is a member of the DRI Future Vision Committee, the head of delegates of Japan for ISO/TC292(Security and resilience), editorial committee member of the International Journal of Critical Infrastructure Protection (IJCIP) and the Journal of Disaster Research (JDR).

He has executed many disaster management related projects including the Area-BCM project in Thailand sponsored by JICA to enhance regional disaster resilience at industry complexes. (2017-2024). He holds PhD (Waseda University) and MBA (Southern Methodist University).

About DRI International

Disaster Recovery Institute International (DRI) is the oldest and largest nonprofit that helps organizations around the world prepare for and recover from disasters by providing education, accreditation, and thought leadership in business continuity, disaster recovery, cyber resilience and related fields. Founded in 1988, DRI has certified 20,000+ resilience professionals in 110+ countries and at 95 percent of Fortune 100 companies. DRI offers 15 individual certifications, including the globally-recognized CBCP certification, and certifies organizations as resilient enterprises. DRI offers training programs ranging from introductory to masters level across a variety of specialties in multiple languages; online and in-person continuing education opportunities; and an annual conference dedicated to the resilience profession. DRI supports charitable activities through the DRI Foundation.

DRI provides independent analysis and standard-neutral, technical advice for governments and international organizations as the voice of the resilience profession. DRI is a Standards Development Organization accredited by the American National Standards Institute (ANSI), an International Organization Liaison Observer to the International Organization for Standardization (ISO) Technical Committee 292 that manages ISO 22301, a National Initiative for Cybersecurity Careers and Studies (NICCS) Training Provider, and a United Nations Office for Disaster Risk Reduction ARISE Initiative Partner. Our certification programs are recognized by various government agencies including the U.S. Federal Government via the Montgomery GI Bill and the GSA Schedule.

From our inception, we have and continue to advocate an inclusive environment that enables everyone to develop their skills and make a difference through education and accreditation. Diversity, inclusiveness, and the promotion of mutual respect is exemplified in all facets of our goals and mission, including the Board of Directors' membership, staff, thought leadership and charitable activities worldwide.

For more information, visit our website or contact a representative today.

drii.org | (866) 542-3744 | info@drii.org