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Emerging Risks for 2026

KEY CHALLENGES
SHAPING THE BUSINESS
LANDSCAPE AHEAD

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Introduction and Overview

2026 Risk Landscape

Growing complexity of risks

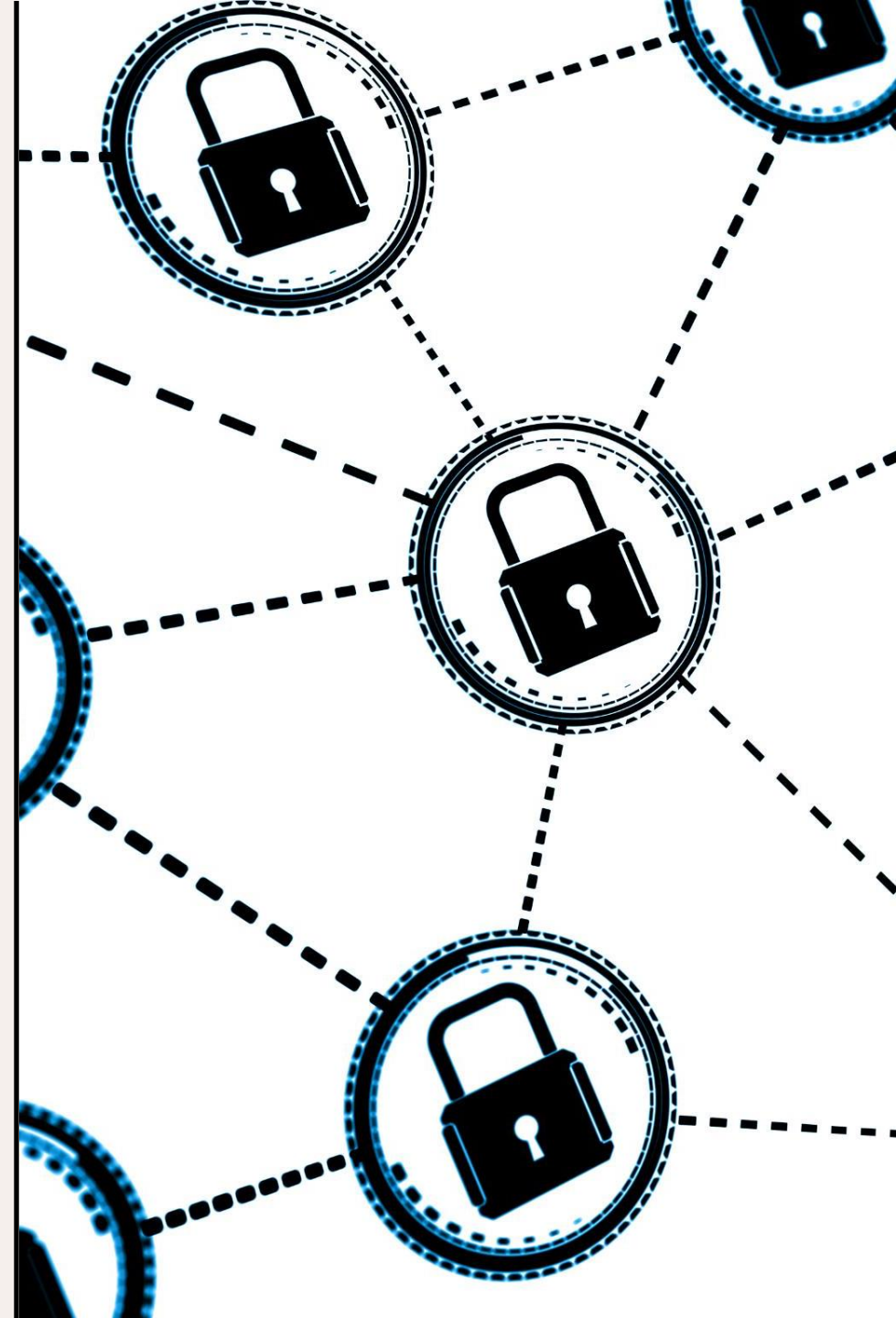
Global risks in 2026 are increasingly interconnected, requiring comprehensive and proactive mitigation strategies.

Key risk areas highlighted

Technology, climate, geopolitics, and workforce challenges are the primary areas businesses must navigate.

Urgency for preparedness

Leaders must build resilience and agility by understanding and preparing for top strategic risks.



Core Risk Areas

Cybersecurity Threats

RISK:

Systemic vulnerabilities

Interconnected digital ecosystems increase vulnerabilities through cloud, AI systems, and complex supply chains.

MITIGATION:

Layered security measures

Implement firewalls, EDR, network segmentation, and MFA to strengthen cybersecurity defenses.

Threat intelligence and proactive defense

Use real-time threat feeds and frameworks like MITRE ATT&CK for proactive threat hunting.

Employee training and incident response

Regular training on phishing and testing incident response plans reduce risks from human error.



Artificial Intelligence Risks

RISK:

AI vulnerabilities

AI systems face risks like model manipulation, data poisoning, and ethical challenges that threaten trust and compliance.

MITIGATION:

Governance frameworks

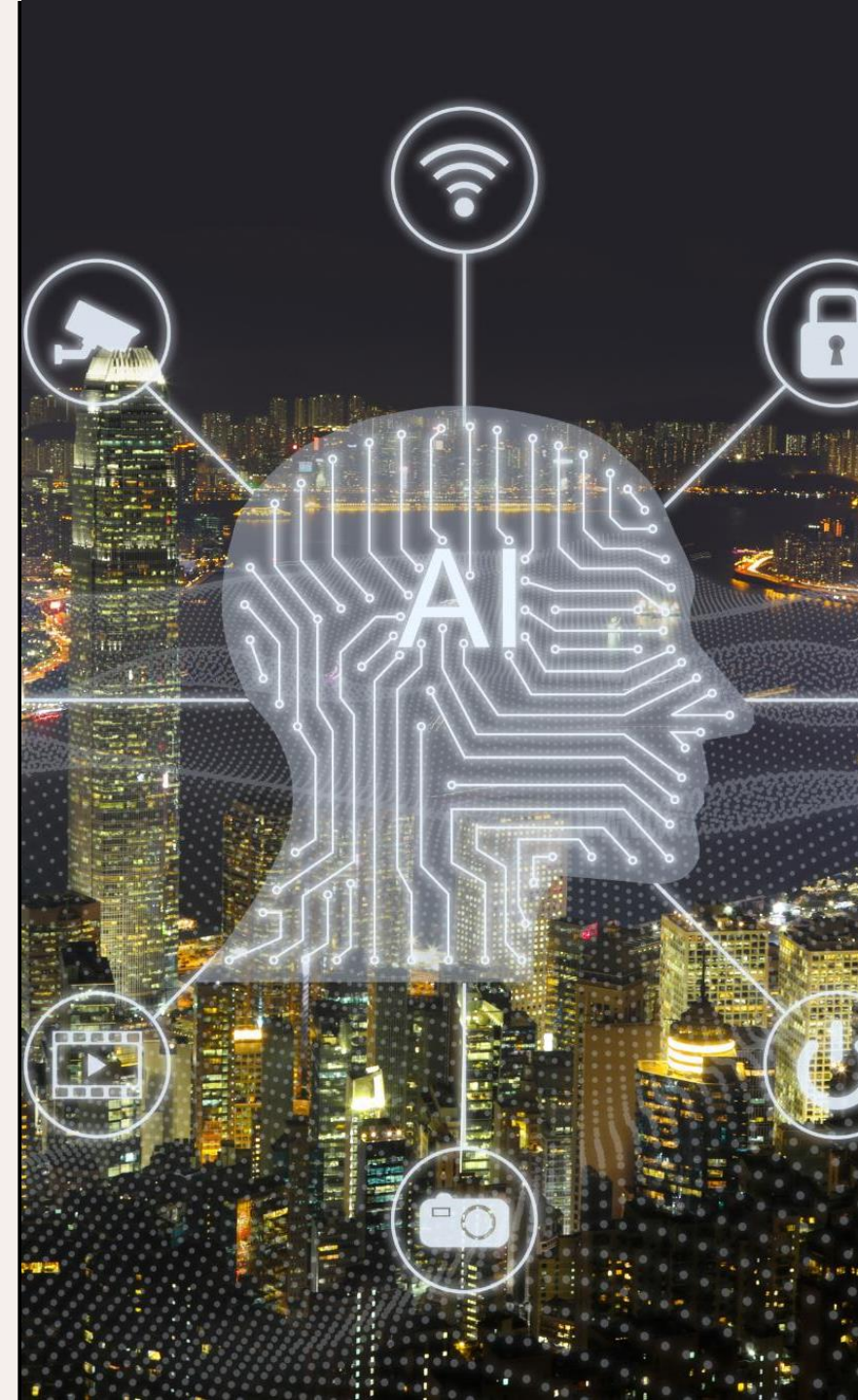
Robust AI governance defines ethical use, accountability, and validation protocols within business processes.

Continuous monitoring

Ongoing monitoring for bias, manipulation, and data integrity is essential to maintain AI reliability.

Staff training and compliance

Training teams on responsible AI use and staying updated on regulations helps avoid compliance risks.



Climate-Related Disruptions

RISK:

Climate events

Extreme weather and energy transition risks disrupt production, logistics, and increase operational costs worldwide.

MITIGATION:

Preparation strategies

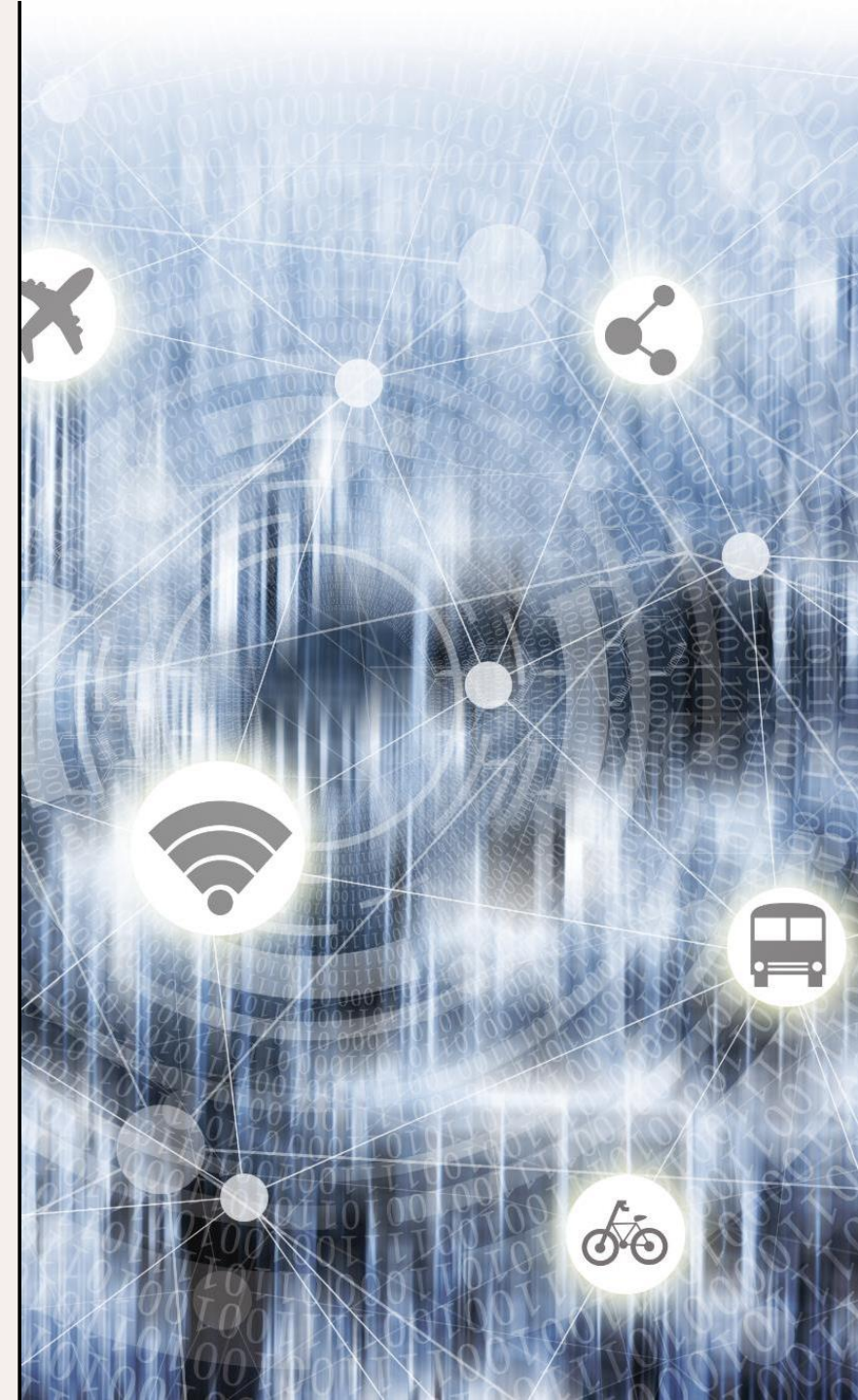
Business Impact Analyses and scenario planning prepare organisations to manage climate-related supply chain risks.

Insurance and financial protection

Updating insurance coverage is critical to protect against financial losses from climate disruptions.

Sustainable operations

Investing in energy efficiency and green supply practices reduces risk and supports long-term environmental goals.



Geopolitical Instability

RISK:

Impact on global business

Geopolitical instability disrupts supply chains, raises costs, and limits market access for businesses worldwide. The emergence of transactional geopolitics, trade barriers, and competition for critical resources, such as computing power, are notable concerns.

MITIGATION:

Risk strategies

Organisations should monitor geopolitical changes and diversify suppliers to reduce exposure to disruptions.

Contingency planning

Planning for trade barriers and resource shortages ensures operational continuity during geopolitical crises.



Supply Chain Vulnerabilities

RISK:

Systemic risk factors

Geopolitical, climate, and cyber risks converge increasing supply chain fragility and systemic vulnerabilities globally. Events in Taiwan, for example, could significantly disrupt semiconductor supplies, and rising RAM prices may increase device costs in 2026.

MITIGATION:

Supplier resilience monitoring

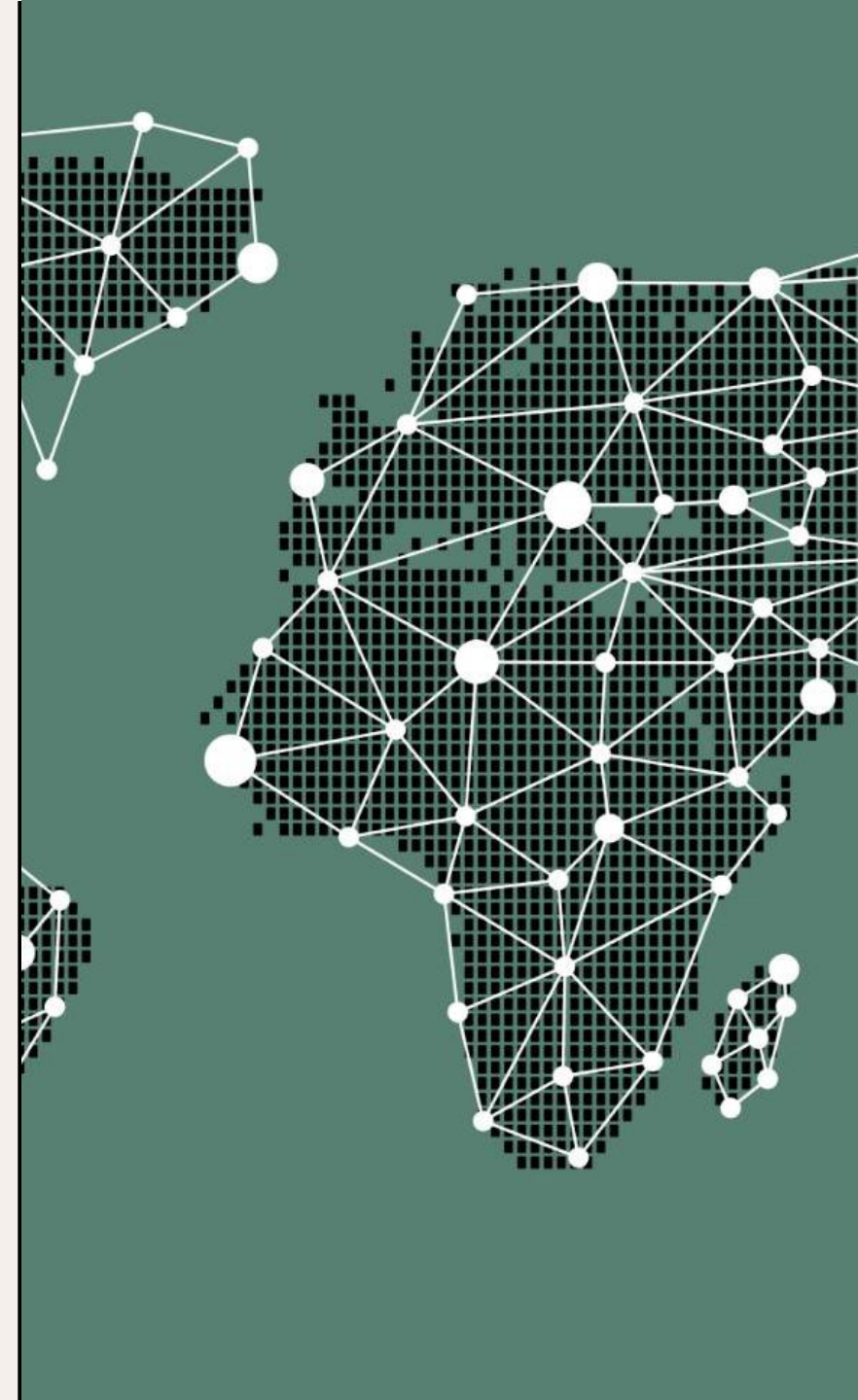
Comprehensive risk assessments help evaluate and monitor supplier reliability and resilience proactively.

Inventory and alternatives

Strategic inventory buffers and qualified alternative suppliers improve flexibility and mitigate disruption impact.

Predictive analytics use

Leveraging predictive analytics enables anticipation of delays and bottlenecks for proactive supply chain adjustments.



Economic Volatility

RISK:

Causes of Economic Volatility

Interest rate changes, energy price shocks, and slowing global growth drive economic instability worldwide.

MITIGATION:

Risk Analysis and Stress Testing

Regular scenario analyses and stress tests assess liquidity, credit exposure, and market resilience.

Financial Resilience Planning

Maintaining emergency funding access and reviewing cash flow supports navigation of economic shocks.

Cost Control and Resource Optimization

Identifying non-essential expenses and optimizing resources strengthens organisational stability.



Regulatory Complexity

RISK:

Rising regulatory challenges

International frameworks for AI, data protection, and sustainability are evolving in fragmented ways, increasing compliance complexity.

MITIGATION:

Continuous compliance monitoring

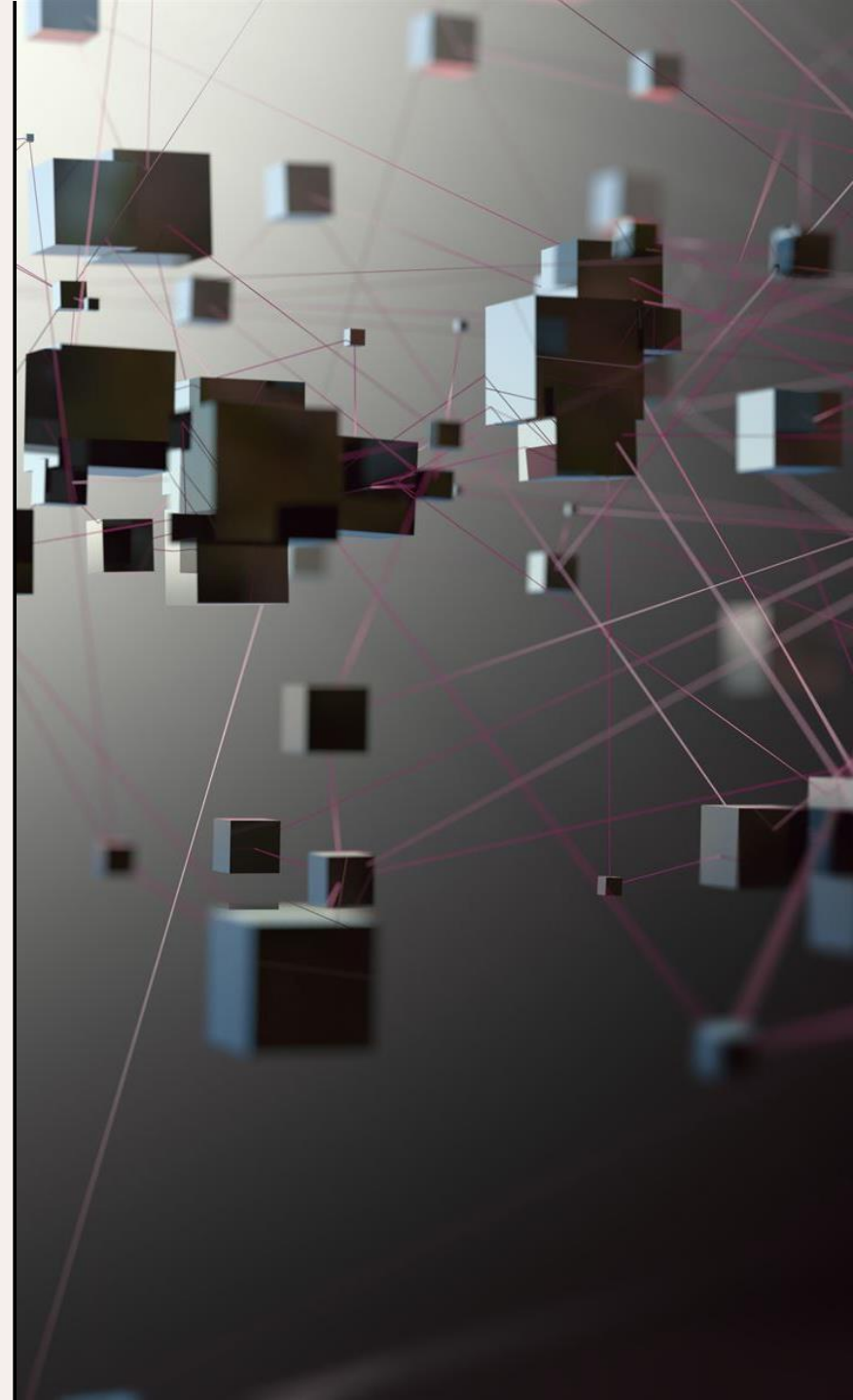
Automated tools enable businesses to track regulatory changes and assess compliance status continuously across jurisdictions.

Stakeholder engagement

Legal, compliance, and operational teams collaborate in horizon scanning to identify emerging regulatory requirements timely.

Clear documentation & audits

Maintaining precise documentation and reporting facilitates audits and reduces penalties risk.



Talent and Workforce Challenges



RISKS:

Critical skills shortages

Organisations face challenges filling roles in cybersecurity, AI, and green technologies due to skills gaps.

Hybrid work risks

Hybrid work models introduce security, operational and cultural risks impacting workforce cohesion and efficiency.

MITIGATION:

Training and upskilling

Investing in training programs helps build internal capabilities and addresses workforce shortages effectively.

Hybrid work risk management

Develop policies and controls for remote and hybrid work models.

Wellbeing and succession planning

Supporting employee wellbeing and succession planning ensures leadership continuity and reduces talent vulnerabilities.

Closing and Call to Action

Building Resilience Now

Integrating risk management

Embedding Enterprise Risk Management into decision-making strengthens organisational resilience and risk preparedness.

Continuous improvement practices

Regularly updating Business Continuity Plans and conducting scenario testing helps prepare for potential disruptions.

Leadership and culture

Leadership fosters a culture of agility, continuity, and recovery through training, communication, and stakeholder engagement.

Biscon Planning Limited helps organisations prepare for these risks through tailored Business Continuity Planning and risk management strategies.

Contact us today to future-proof your organisation.
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