




Navigating Risk in 2026:

A World in Flux

What does 2026 have in store and how is business navigating an era of accelerating risk?



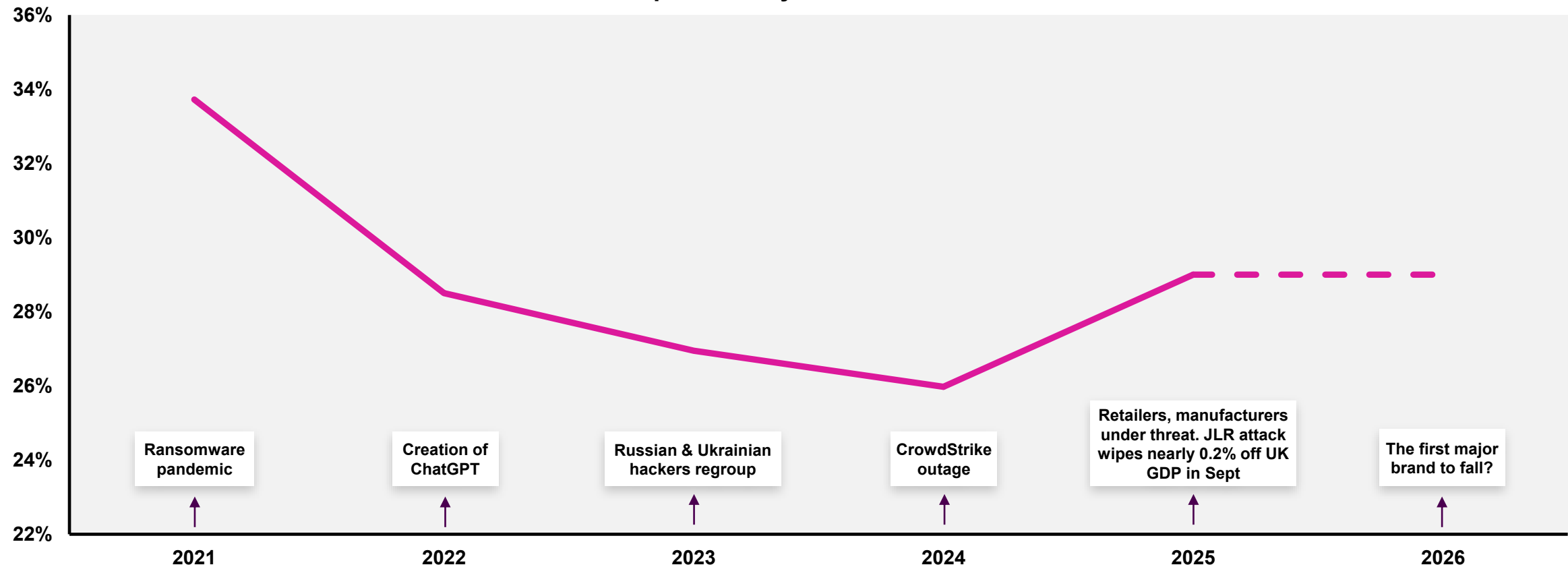
Marking last year's homework

Grade		Prediction		Teacher's Comment:
	→	AI washing?	→	<i>AI washing warnings proved timely.</i>
	→	Trade disruption?	→	<i>Tariffs and geopolitics have disrupted trade routes.</i>
	→	Energy transition?	→	<i>Fragmentation in international regulation is real – But progress continues.</i>

Cyber Risk

Cyber Risk is rising - preparation must keep pace

Perceptions of cyber risk over time



Cyber Risk

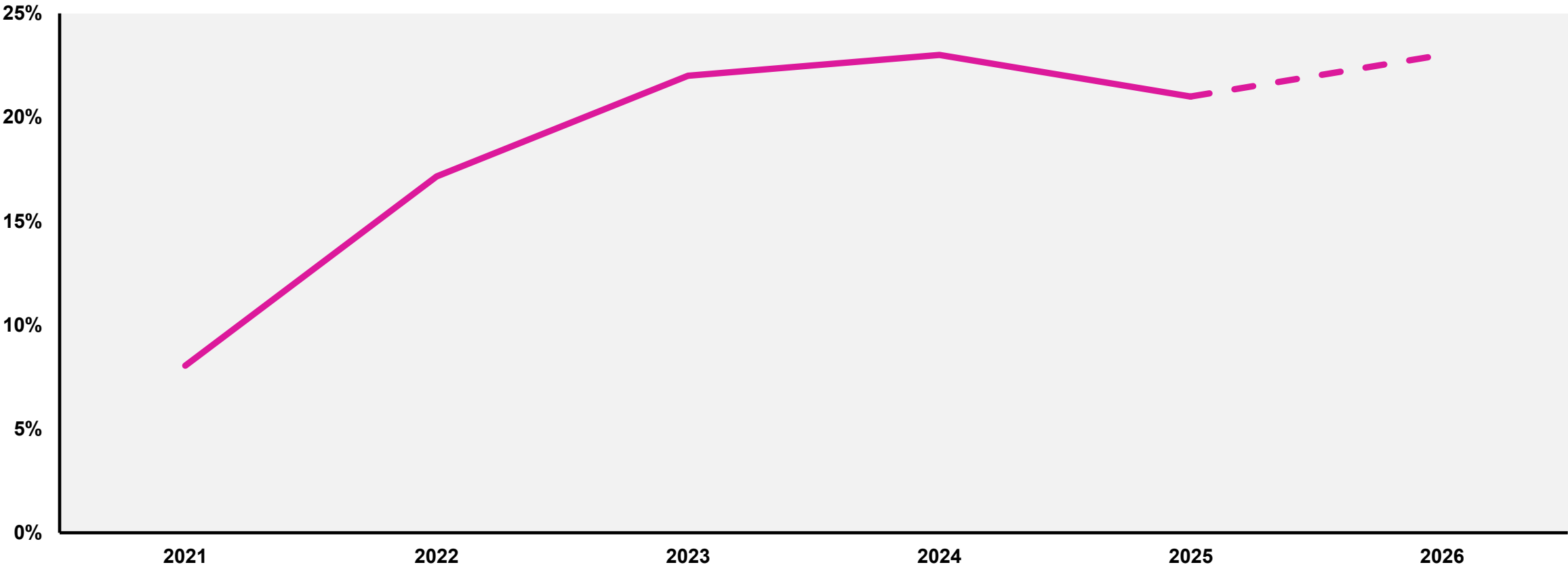
The JLR cyber attack alone shaved an estimated 0.2% off UK GDP in September

→ 2026 could be the year a major business suffers significant long-term damage or even failure from an outage caused by a cyber attack or error.

Transition Risk

The opportunities and challenges of the **energy transition**

Perceptions of energy transition risk over time



Transition Risk

Around a **quarter** of global executives predict that the energy transition will be the biggest risk facing their business in January 2026

→ **We predict 2026 will be the year we learn of the success of the first tests of commercial nuclear fusion plants.**

Geopolitical Risk

88% of global execs believe the current geopolitical & economic uncertainty will limit their business' growth plans - a sharp rise from 69% in January.

→ **2026 the year of the AI luddite - as AI's energy demands and potential impact on jobs spills into attacks on data centres and AI assets.**

A shifting global balance is redrawing the **investment landscape**

→ The financial markets will no longer only be about interest rates and inflation. It will be about geopolitics, credibility, and resilience.