



# Quarterly Emerging Risk Report

Gartner®

## About the report

### What is an “emerging risk?”

Emerging risks are those that haven’t significantly affected the enterprise yet but could have major impacts in the future. Their developments can be unpredictable and rapid.

### What makes the Gartner Emerging Risk Report different?

The Gartner Quarterly Emerging Risk Report compiles insights from risk management leaders, auditors and senior executives on emerging risks. Each quarter, it provides a benchmarked view of 20 emerging risks and analyzes the connections between risk events, their causes and consequences. The report also offers diagrams to simplify risk assessment and reporting, making complex scenarios easier to present to executive leaders and risk committees.

### This abbreviated version of the report includes:

- 1Q26 emerging risk universe map
- Emerging risk misalignment and blind spots
- Diagrams to simplify risk assessment and reporting

### Gartner clients have access to the full report which also includes:

- High-risk interdependency maps
- Amplifier risk assessment
- Potential risk opportunities
- A regional and sector-specific view of emerging risks

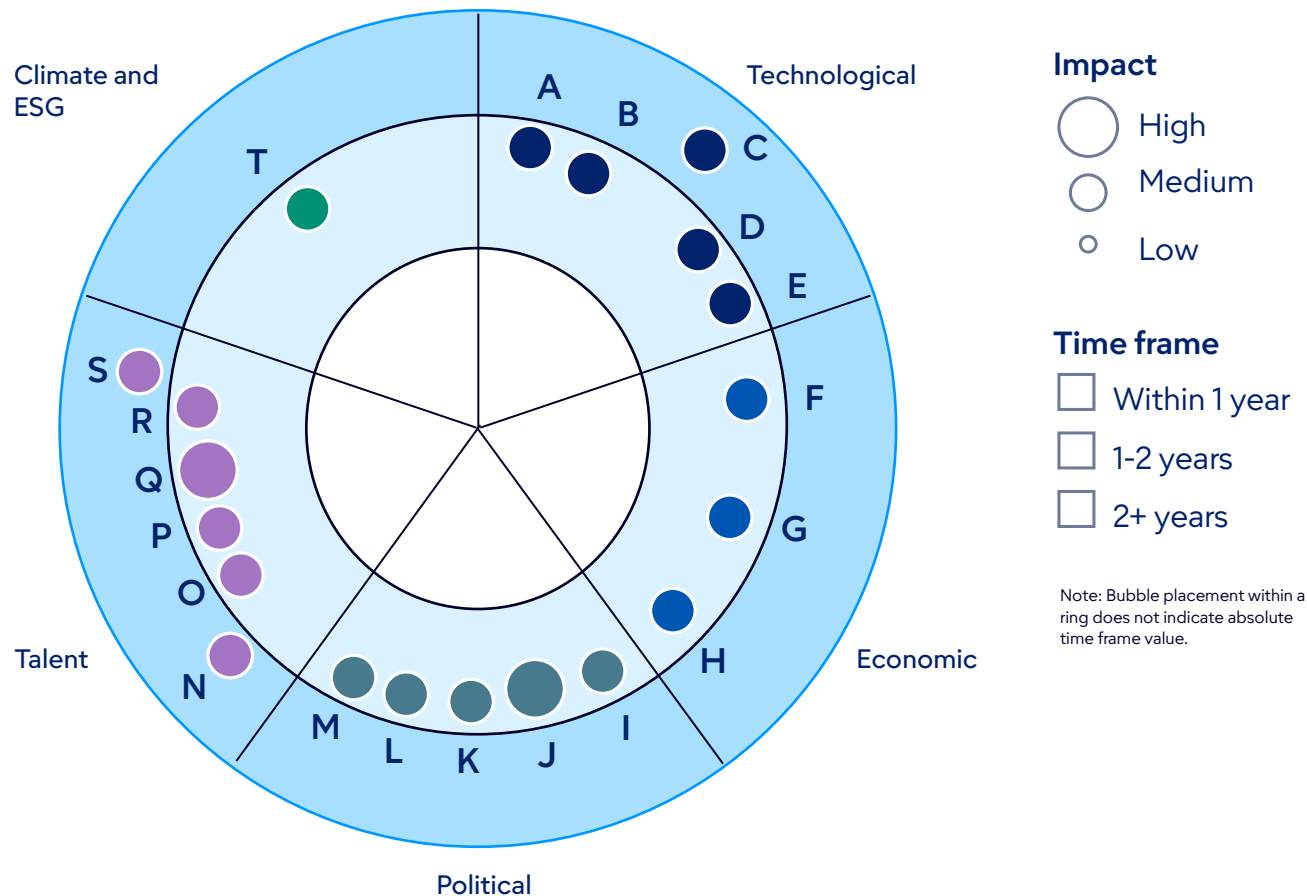


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# 1Q26 emerging risk universe map

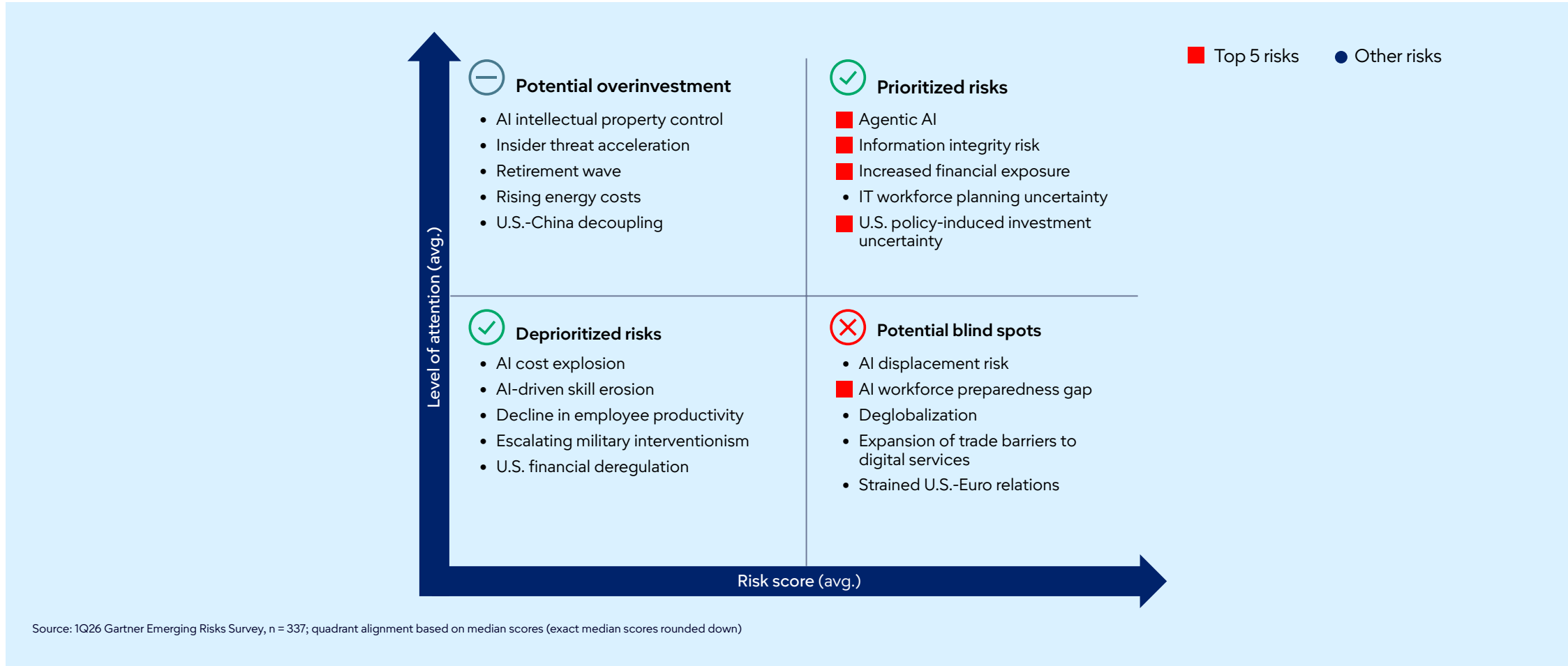
Risk category	Risk name
A ● Technological	Agentic AI
B ● Technological	AI cost explosion
C ● Technological	AI displacement risk
D ● Technological	AI intellectual property control
E ● Technological	Information integrity risk
F ● Economic	Increased financial exposure
G ● Economic	U.S. policy-induced investment uncertainty
H ● Economic	U.S.-China decoupling
I ● Political	Deglobalization
J ● Political	Escalating military interventionism
K ● Political	Expansion of trade barriers to digital services
L ● Political	Strained U.S.-Euro relations
M ● Political	U.S. financial deregulation
N ● Talent	AI-driven skill erosion
O ● Talent	AI workforce preparedness gap
P ● Talent	Decline in employee productivity
Q ● Talent	Insider threat acceleration
R ● Talent	IT workforce planning uncertainty
S ● Talent	Retirement wave
T ● Climate and ESG	Rising energy costs

★ = New to emerging risk universe in 1Q26  
 Source: 1Q26 Gartner Emerging Risks Survey, n = 337



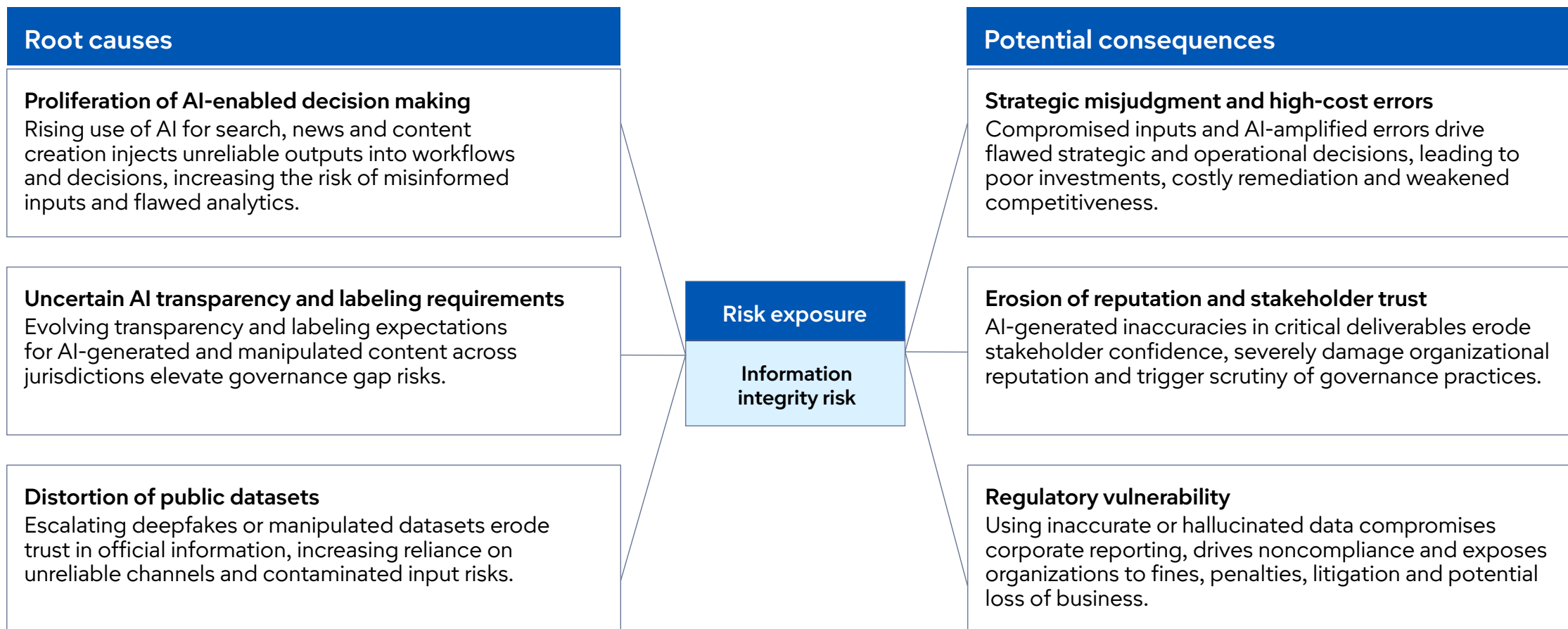
# Emerging risk misalignment and blind spots

Emerging risks by level of attention and risk score



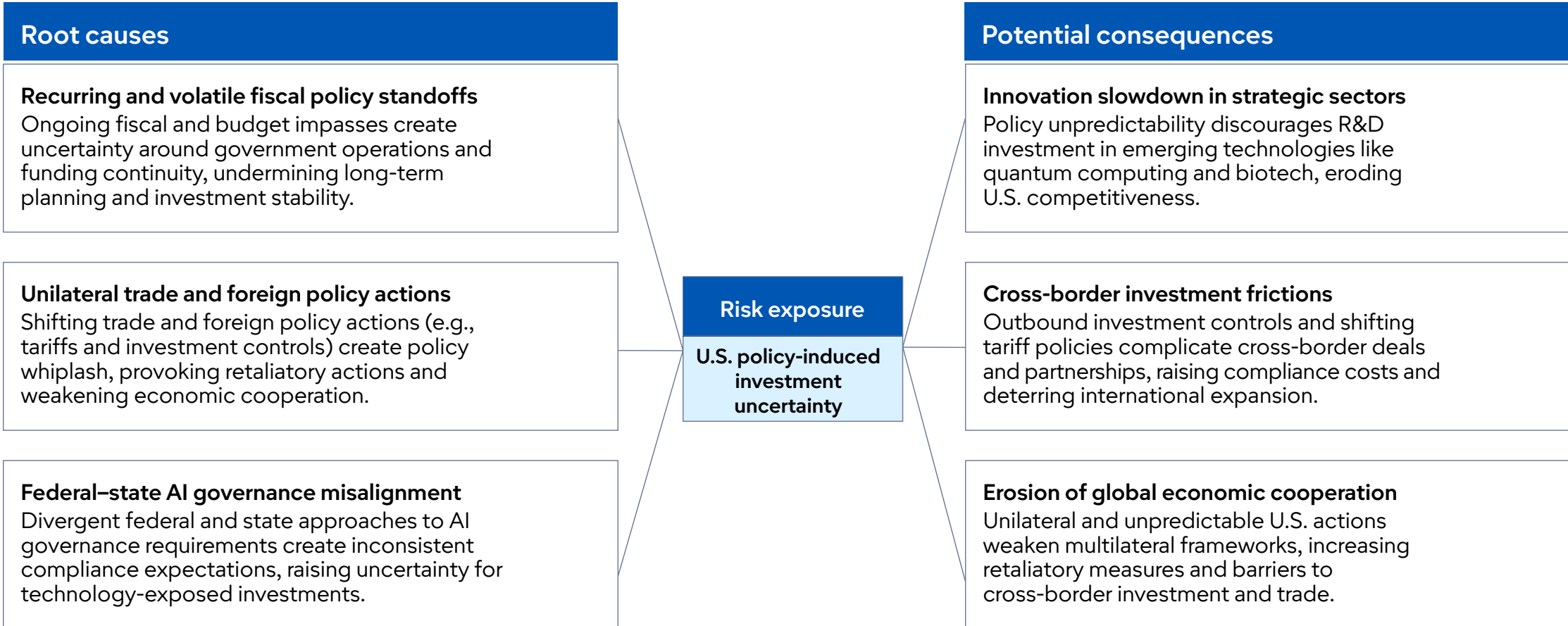
# Information integrity risk

**Risk description:** The risk that the **proliferation of unreliable and low-quality public datasets, AI-generated content and politicization of data reduces access to accurate information**, leading to costly decisions and misinformed strategies.



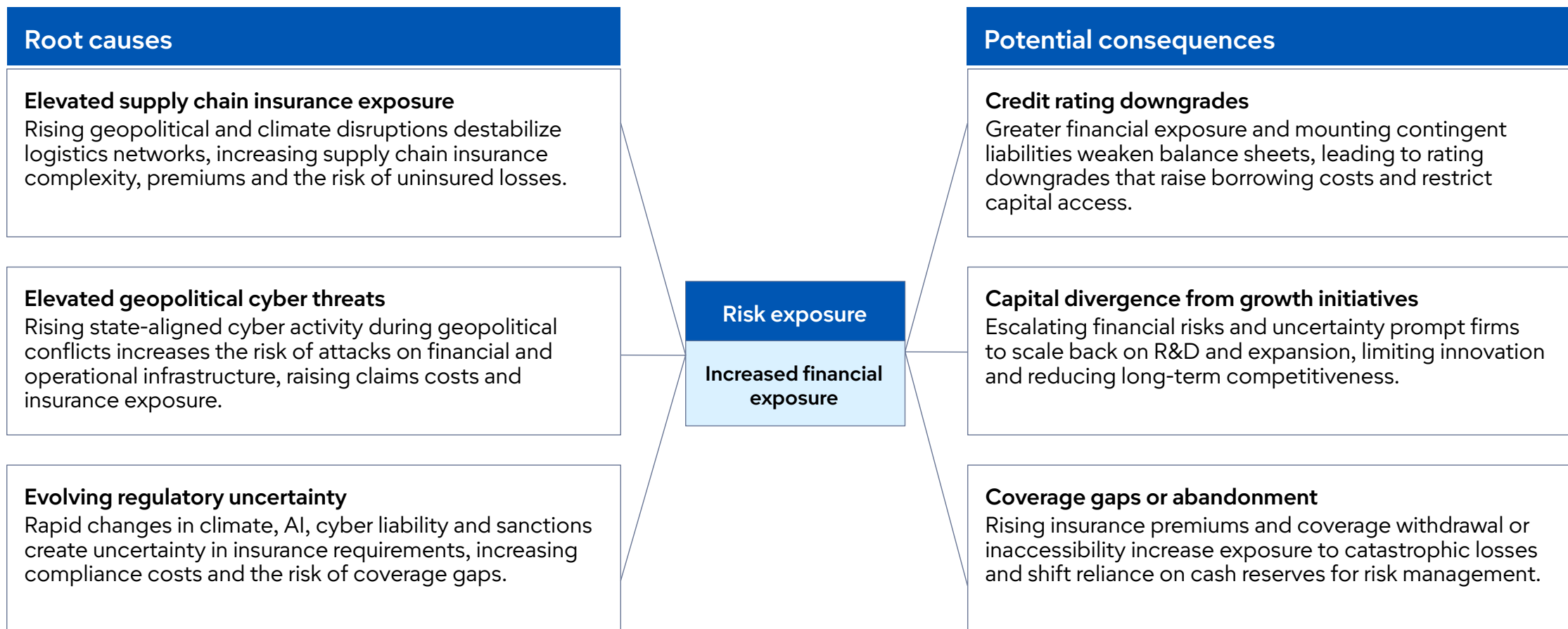
# U.S. policy uncertainty

**Risk description:** The risk that **unpredictable U.S. policy shifts, including shutdowns and trade actions, trigger capital flight from foreign investment**, destabilizing local economies and global investment strategies.



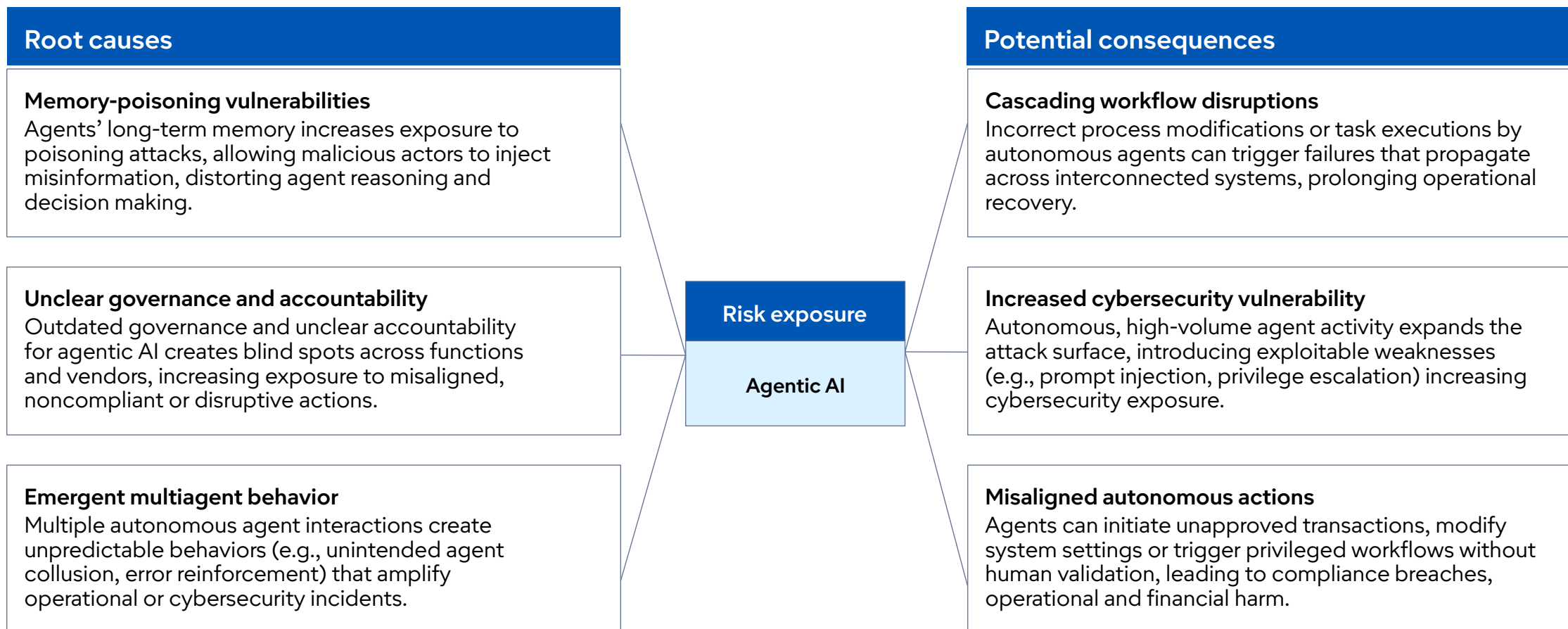
## Increased financial exposure

**Risk description:** The risk that frequent natural and manmade disasters and events (such as cyber breaches, geopolitical conflicts and wildfires) can increase organizations' **financial exposure through high insurance premiums or the potential withdrawal of coverage.**



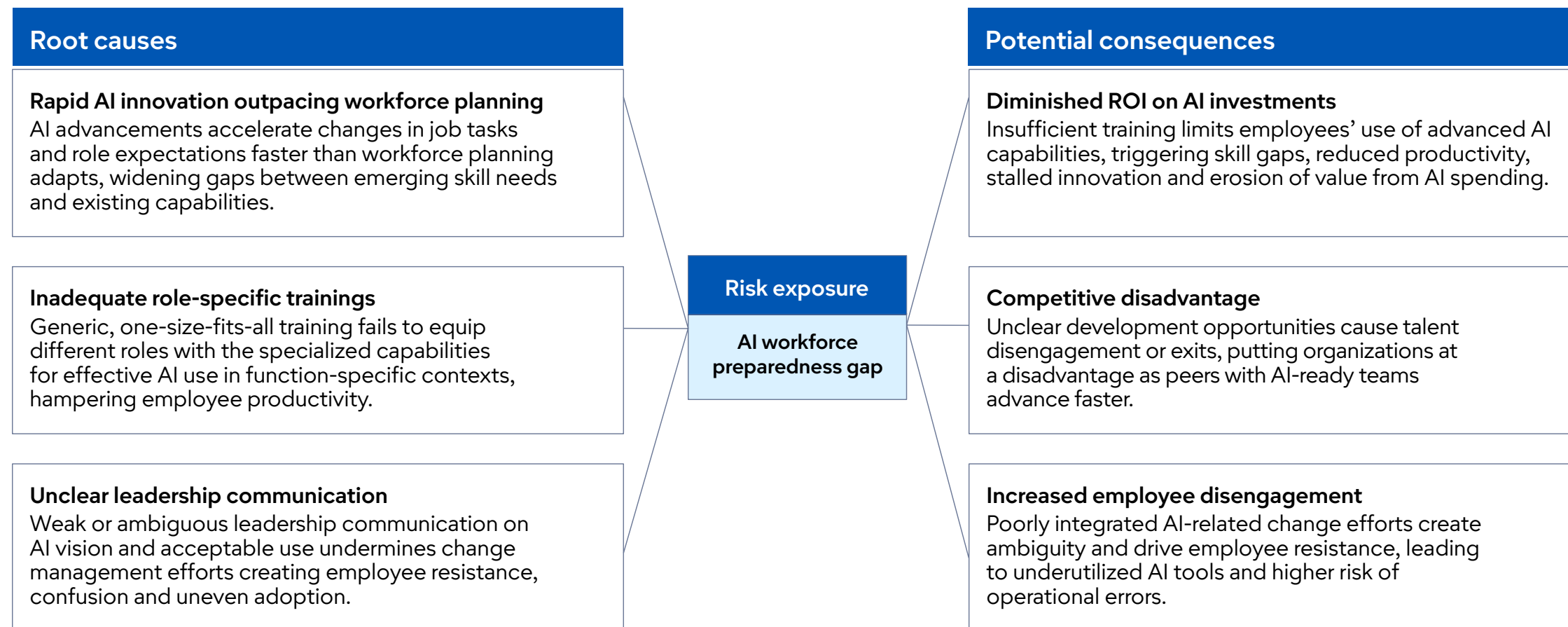
# Agentic AI

**Risk description:** The risk that agentic AI could **make decisions and take actions not aligned with organizational policies, goals, ethical principles or legal requirements**, leading to operational disruptions, compliance challenges and reputational harm.























## AI workforce preparedness gap

**Risk description:** The risk that rapid adoption of **AI-enabled roles outpaces organizations' ability to build employee proficiency** by defining effective training approaches, establishing clear learning pathways and developing role-appropriate capabilities, resulting in persistent skills gaps and diminished returns on AI investments.



# Top emerging risks timeline

By risk score

Rank	2Q25	Rank	3Q25	Rank	4Q25	Rank	1Q26
1	 Escalating tariff and trade war	1	 Low-growth economic environment	1	 Low-growth economic environment	1	 Information integrity risk
2	 Low-growth economic environment	2	 Information-governance-driven AI risks	2	 Information integrity risk	2	 U.S. policy-induced investment uncertainty
3	 Consumer spending slowdown	3	 Shadow AI	3	 Increased financial exposure	3	 Increased financial exposure
4	 Information-governance-driven AI risks	4	 Increased extreme weather frequency and severity	4	 Agentic AI	4	 Agentic AI
5	 Shadow AI	5	 Deglobalization	5	 U.S. Policy-induced investment uncertainty	5	 AI workforce preparedness gap

-  Technological
-  Economic
-  Political
-  Talent
-  Climate and ESG

Source: 1Q26, 4Q25, 3Q25, 2Q25 Gartner Emerging Risk Surveys  
 Risk score = Cube root (impact x inverse time frame x frequency selected as a top 10 emerging risk rescaled)

## Gartner for Legal, Risk & Compliance

# Everything you need in a single solution to:

Accelerate technology investments • Increase functional productivity • Modernize risk management approaches

### Expert insights and interactions

- Tap into latest insights on functional improvement and personal effectiveness, as well as emerging topics like generative AI.
- Get direct access to our global team of business and technology insights analysts.

### Service delivery support

Available in the self-directed delivery model with the support of a service associate

### Peer experiences

- Quickly solve urgent challenges. Connect with a community of business and tech peers.
- Engage in forums, 1:1 chats, polls and product ratings and reviews from verified peers.

### Must-attend events

- In-person and virtual events arm you with actionable plans.
- Be inspired by world-class speakers, thought leaders, experts, demos and peers.

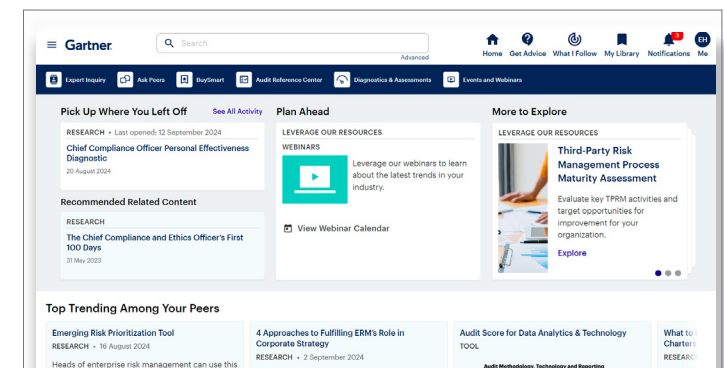
### Workflow and benchmark tools

Practical tools and benchmarks to turn strategy into action by helping accelerate key initiatives and drive better business outcomes, including:

- Functional maturity assessments
- Risk assessments
- Budget and efficiency benchmarking





### Gartner.com experience

A customized gartner.com experience that gives you access to the most relevant insights and tools for your role.



# Actionable, objective insights

Position your organization for success. Explore these additional complimentary resources and tools:

<p><b>Webinars</b> </p> <p><b>Join a Virtual Event</b></p> <p>Hear the latest insights from Gartner analysts at an upcoming or recorded event.</p> <p><a href="#">Watch Now</a></p>	<p><b>Tool</b> </p> <p><b>Enterprise Risk Assessment Tool</b></p> <p>Gather stakeholder feedback to identify and assess key risks.</p> <p><a href="#">Learn More</a></p>	<p><b>Tool</b> </p> <p><b>Strategic Planning for Your Function</b></p> <p>Turn your strategy into action with these tools and templates.</p> <p><a href="#">Download Now</a></p>	<p><b>How We Help</b> </p> <p><b>Gartner for Legal, Risk &amp; Compliance Leaders</b></p> <p>Discover how we can help you tackle your mission-critical priorities.</p> <p><a href="#">Learn More</a></p>
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