

Gartner®

Quarterly Emerging Risk Report

3Q26



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 Quarterly Emerging Risk Report different?

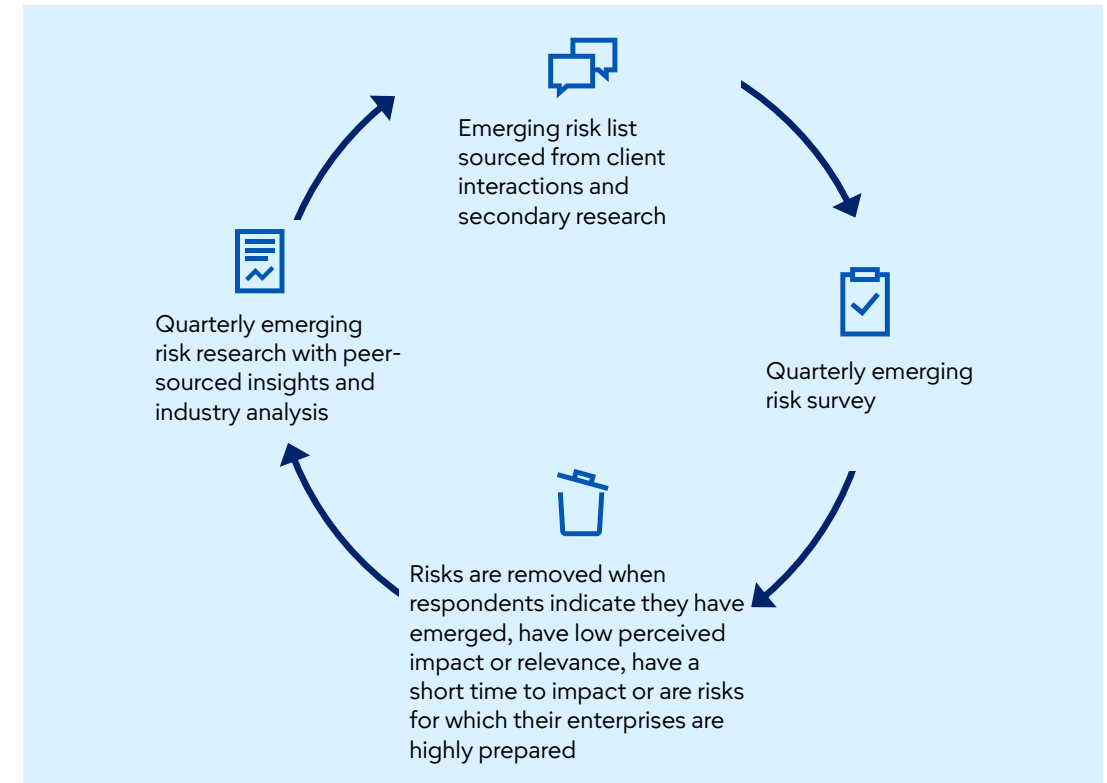
The Gartner Quarterly Emerging Risk Report compiles insights from risk management leaders, auditors and senior executives on emerging risks. Each quarter, it provides a benchmarked view of 20 emerging risks and analyzes the connections between risk events, their causes and consequences. The report also 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:

- 3Q26 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

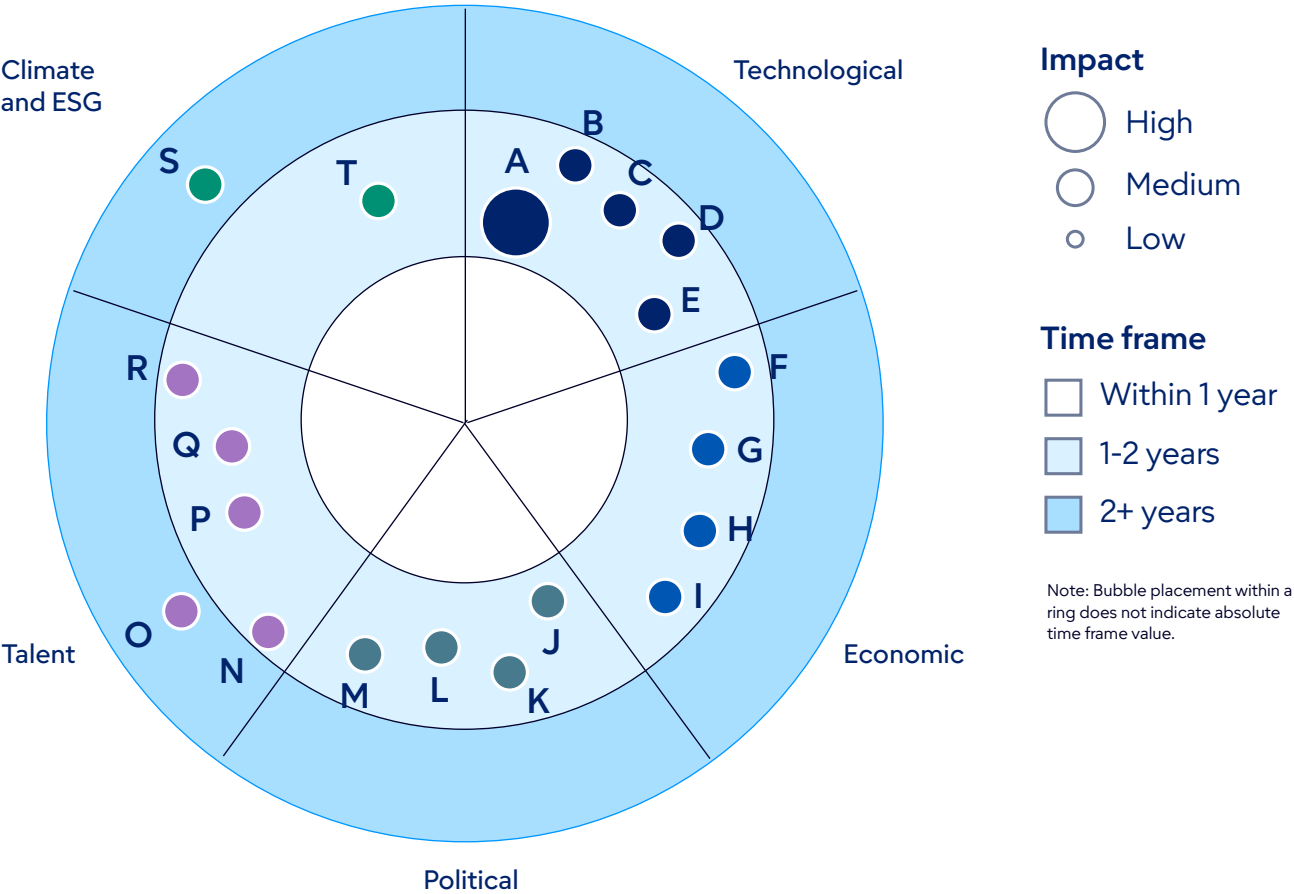


Become a Gartner client for access to the full Quarterly Emerging Risk Report, related resources, tools and guidance, including actionable and objective insights on emerging risks and more.

3Q26 emerging risk universe map

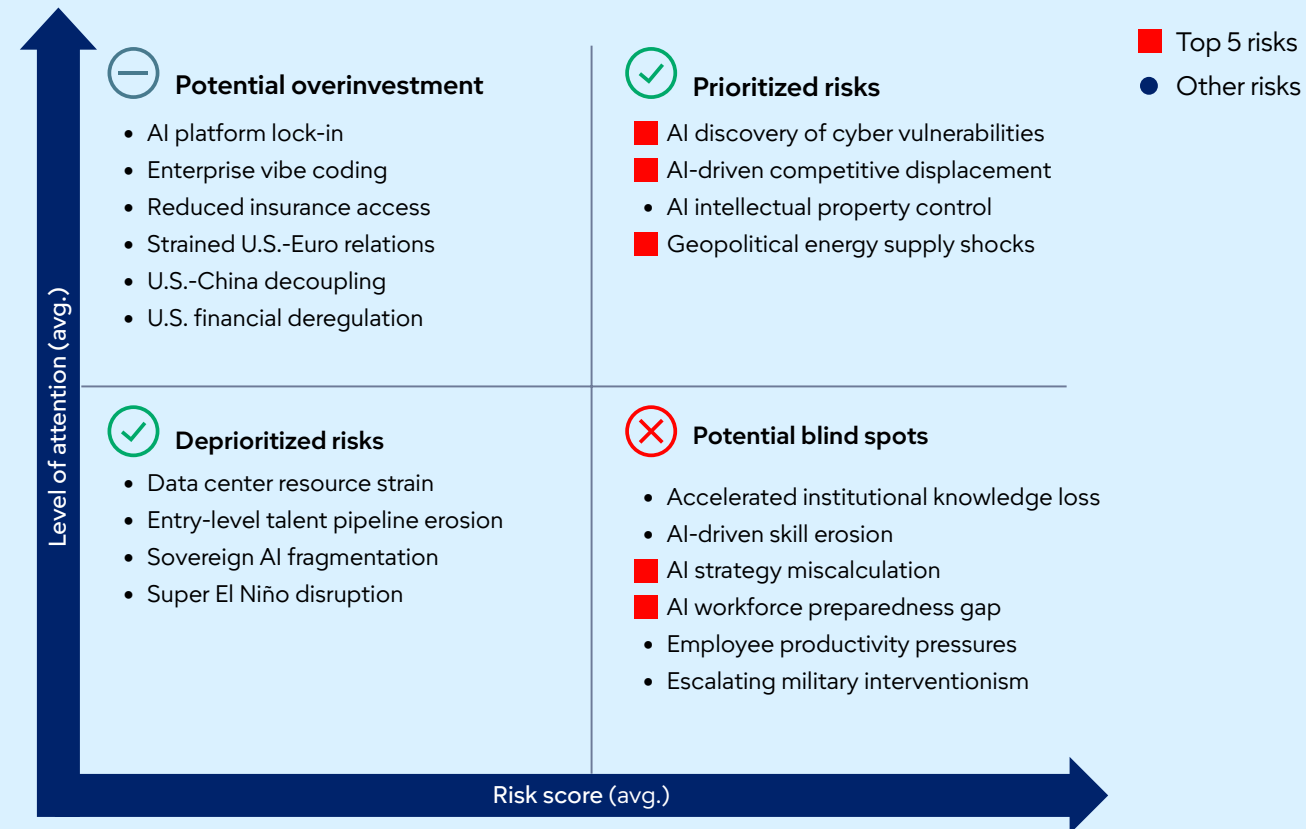
Risk category		Risk name
A	Technological	AI discovery of cyber vulnerabilities
B	Technological	AI-driven competitive displacement
C	Technological	AI intellectual property control
D	Technological	AI platform lock-in
E	Technological	Enterprise vibe coding
F	Economic	AI strategy miscalculation
G	Economic	Geopolitical energy supply shocks
H	Economic	Reduced insurance access
I	Economic	U.S.-China decoupling
J	Political	Escalating military interventionism
K	Political	Sovereign AI fragmentation
L	Political	Strained U.S.-Euro relations
M	Political	U.S. financial deregulation
N	Talent	Accelerated institutional knowledge loss
O	Talent	AI-driven skill erosion
P	Talent	AI workforce preparedness gap
Q	Talent	Employee productivity pressures
R	Talent	Entry-level talent pipeline erosion
S	Climate and ESG	Data center resource strain
T	Climate and ESG	Super El Niño disruption

★ = New to emerging risk universe in 3Q26
Source: 3Q26 Gartner Emerging Risks Survey, n = 308



Emerging risk misalignment and blind spots

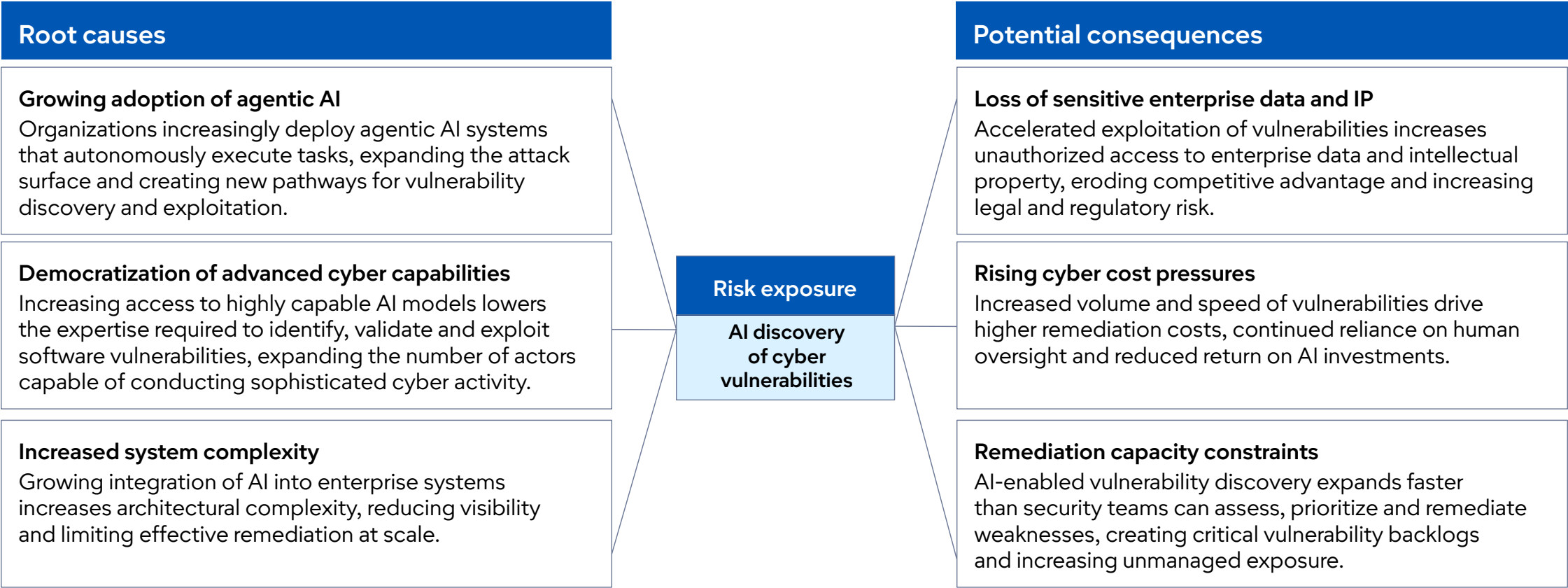
Emerging risks by level of attention and risk score



Source: 3Q26 Gartner Emerging Risks Survey, n = 308; quadrant alignment based on median scores (exact median scores rounded down)

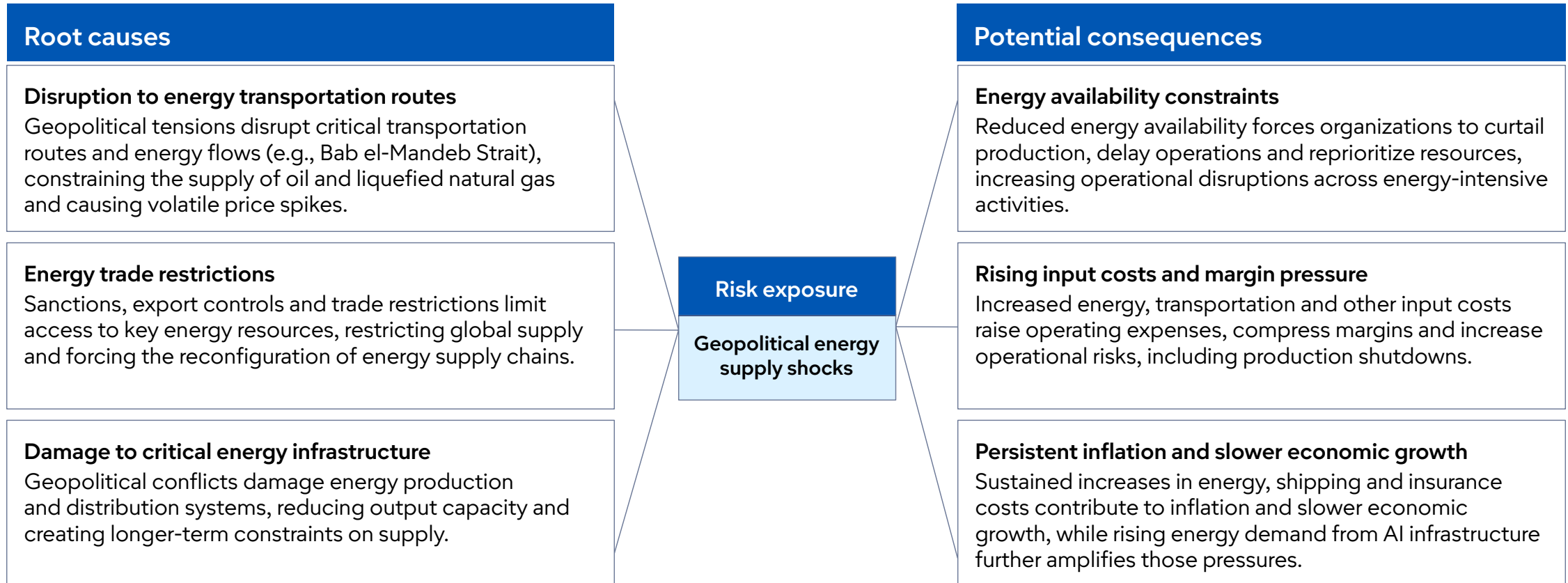
AI discovery of cyber vulnerabilities

Risk description: The risk that **rapid advances in AI accelerate the discovery and exploitation of previously unknown cyber vulnerabilities**, outpacing organizational defenses, leading to cascading cyber incidents and operational disruptions.



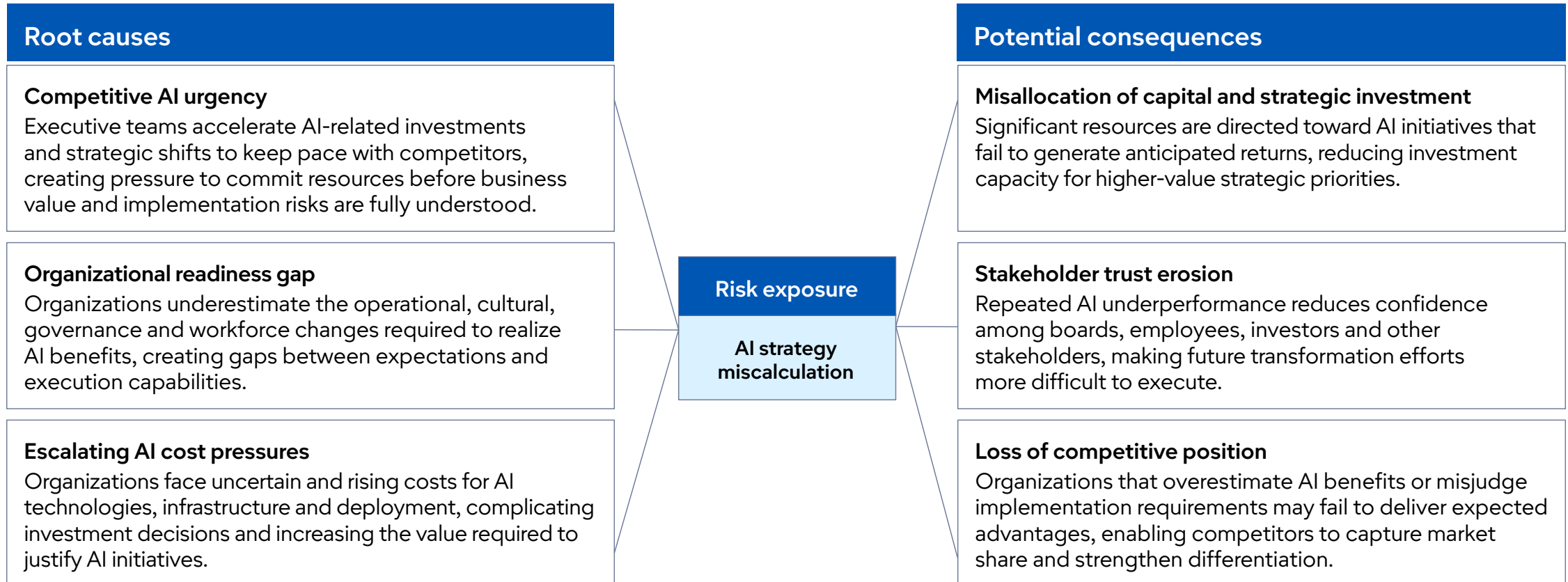
Geopolitical energy supply shocks

Risk description: The risk that **geopolitical conflicts, sanctions and infrastructure disruption generate recurring energy supply shocks** across production, distribution and logistics that increase price volatility, complicate planning and amplify broader macroeconomic instability.



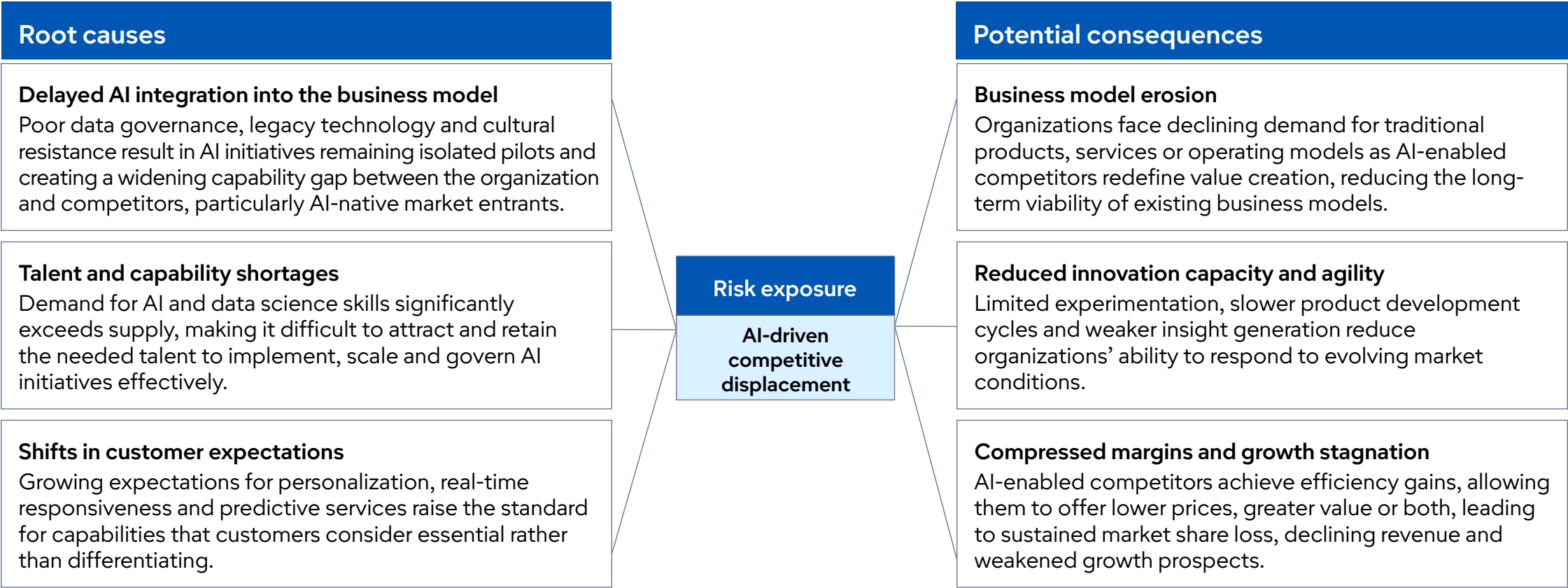
AI strategy miscalculation

Risk description: The risk that organizations make major strategic, operational or workforce decisions based on anticipated AI benefits that fail to materialize at the expected scale, speed or economic value.



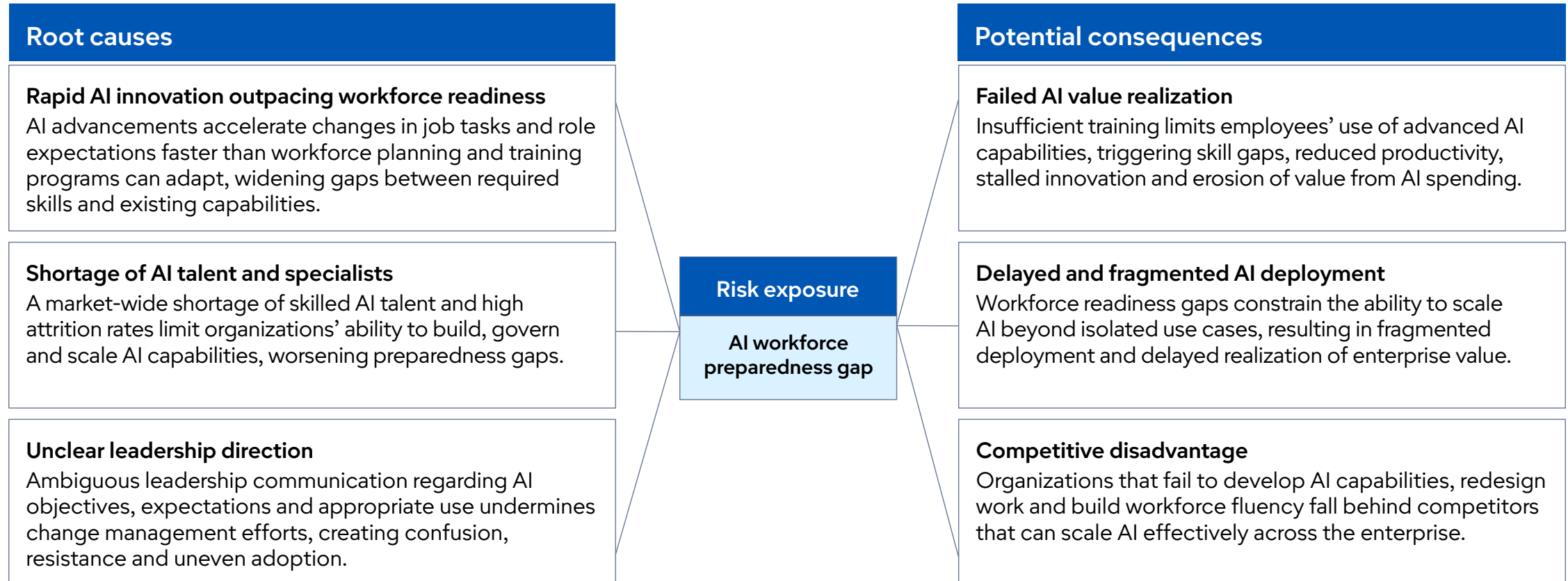
AI-driven competitive displacement

Risk description: The risk that **advances in AI enable new entrants, business models or customer solutions that displace an organization’s traditional value proposition**, leading to strategic erosion, attrition or competitive disadvantage.



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 skill gaps and diminished returns on AI investments.



Top emerging risks timeline

By risk score

Rank	4Q25	Rank	1Q26	Rank	2Q26	Rank	3Q26
1	 Low-growth economic environment	1	 Information integrity risk	1	 AI discovery of cyber vulnerabilities	1	 AI discovery of cyber vulnerabilities
2	 Information integrity risk	2	 U.S. policy-induced investment uncertainty	2	 Geopolitical energy supply shocks	2	 Geopolitical energy supply shocks
3	 Increased financial exposure	3	 Increased financial exposure	3	 Agentic AI	3	 AI strategy miscalculation
4	 Agentic AI	4	 Agentic AI	4	 Information integrity risk	4	 AI-driven competitive displacement
5	 U.S. policy-induced investment uncertainty	5	 AI workforce preparedness gap	5	 AI workforce preparedness gap	5	 AI workforce preparedness gap

	Technological
	Economic
	Political
	Talent
	Climate and ESG

Source: 3Q26, 2Q26, 1Q26, 4Q25, Gartner Emerging Risk Surveys

Risk score = Cube root (impact x inverse time frame x frequency selected as a top 10 emerging risk rescaled)

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Must-attend events

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



Workflow and benchmark tools

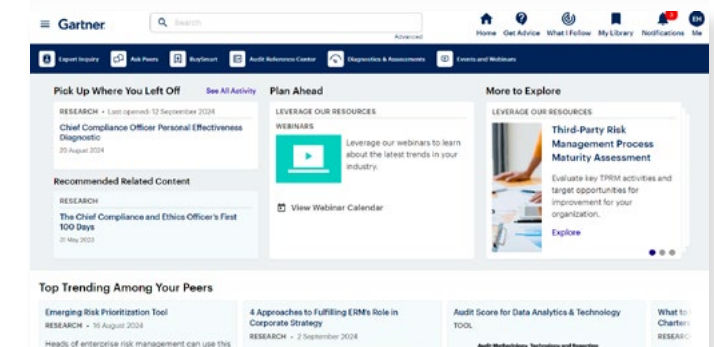
Practical tools and benchmarks to turn strategy into action by helping accelerate key initiatives and drive better business outcomes, including:

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



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