

Gartner®

Quarterly Emerging Risk Report

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 development can be unpredictable and rapid.

What makes the Gartner Emerging Risk Report different?

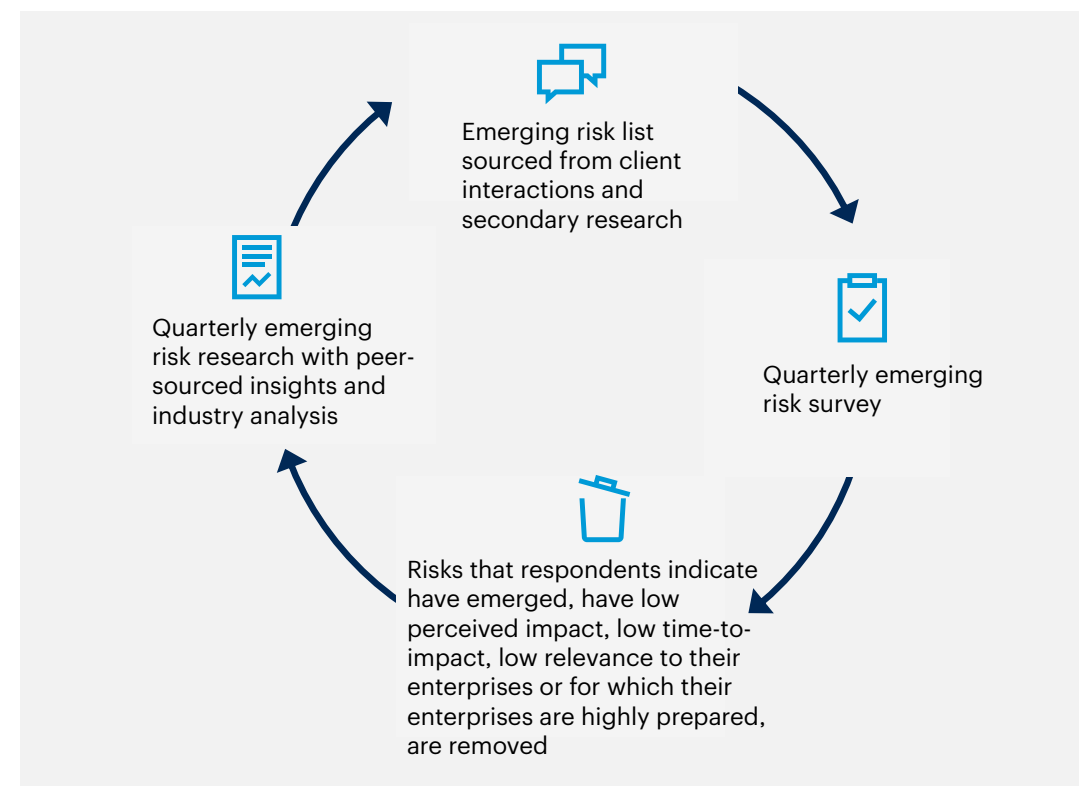
The Gartner Quarterly Emerging Risk Report compiles insights from risk management leaders, auditors and senior executives on emerging risks. Each quarter, it provides a benchmarked view of 20 emerging risks and analyzes the connections between risk events, their causes and consequences. The report also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

- 2Q25 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:

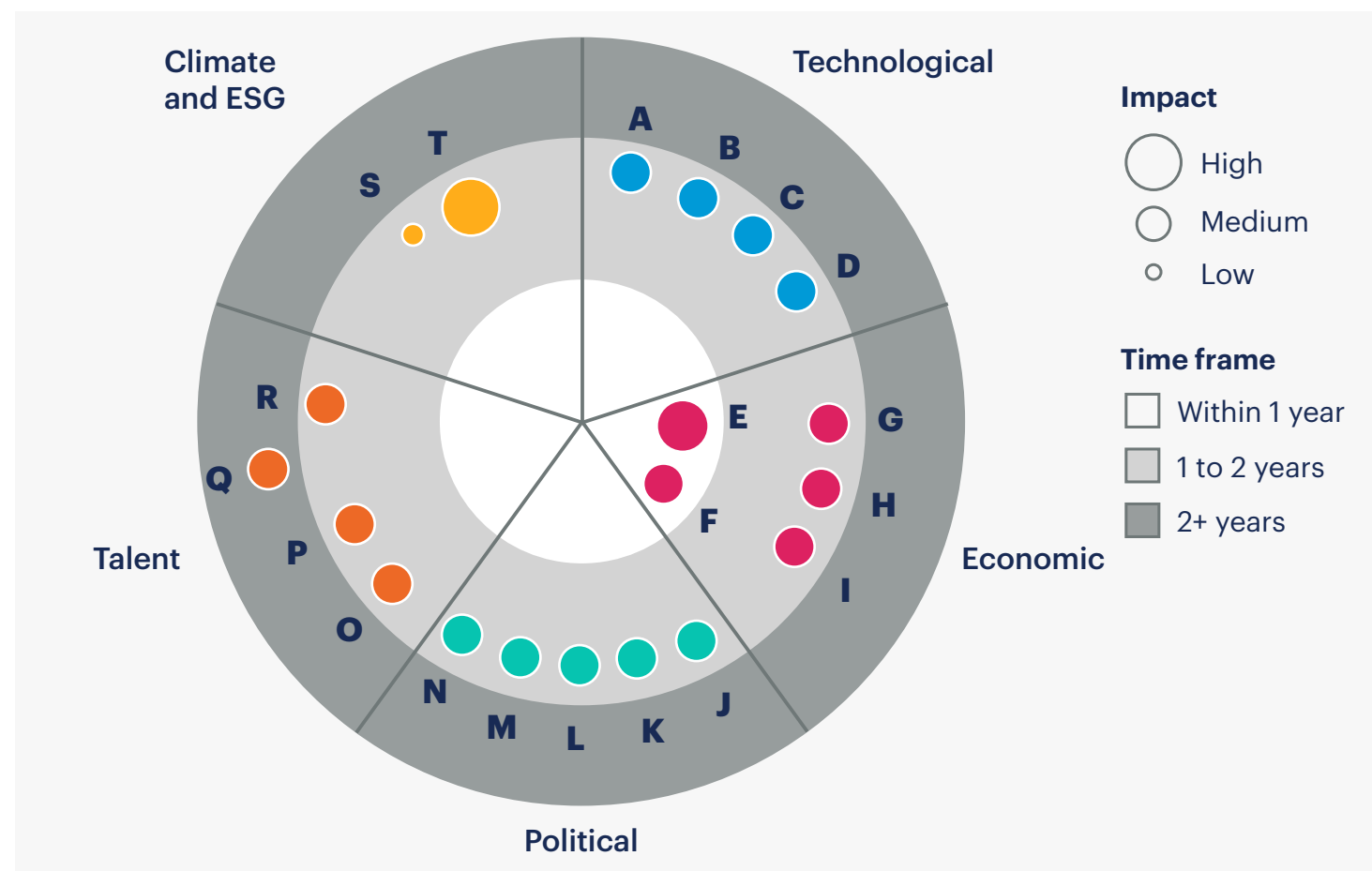
- High-risk interdependency maps
- Amplifier risk assessment
- Potential risk opportunities
- A regional and sector-specific view of emerging risks



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

2Q25 emerging risk universe map

#	Risk category	Risk name	
A	Technological	Agentic AI	☆
B	Technological	AI intellectual property control	
C	Technological	Information-governance-driven AI risks	
D	Technological	Misuse of data by state actors	☆
E	Technological	Escalating tariff and trade war	
F	Technological	IT vendor criticality	
G	Economic	Increased financial exposure	
H	Economic	Low-growth economic environment	☆
I	Economic	U.S.-China decoupling	☆
J	Political	Anticorporate sentiment	
K	Political	Deglobalization	☆
L	Political	New geopolitical partnerships	
M	Political	Strained U.S.-Euro relations	
N	Political	U.S. financial deregulation	
O	Talent	Decline in employee productivity	
P	Talent	IT workforce planning uncertainty	☆
Q	Talent	Retirement wave	
R	Talent	Shadow AI	☆
S	Climate and ESG	Divergent ESG expectations	☆
T	Climate and ESG	Increased extreme weather frequency and severity	



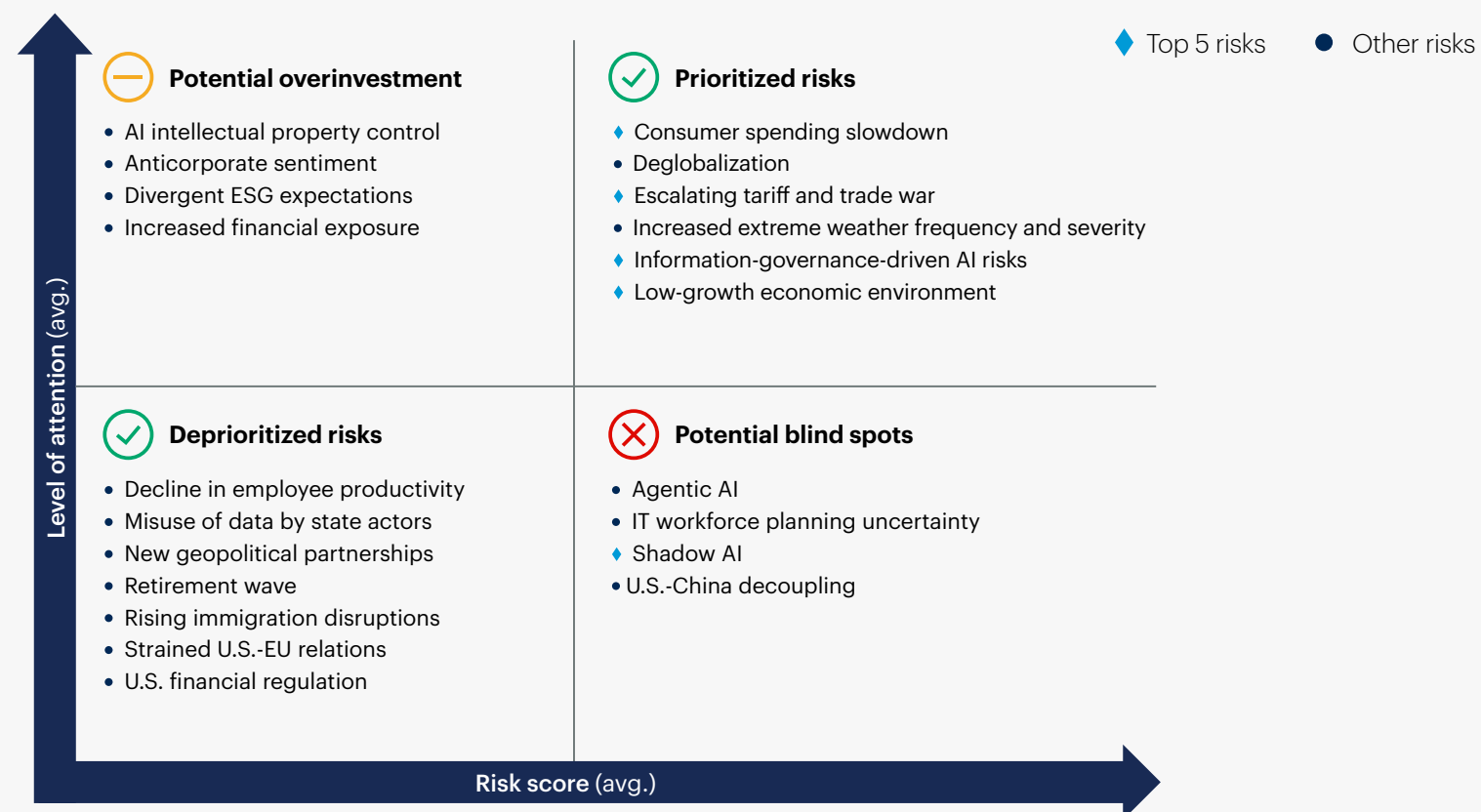
Note: Bubble placement within a ring does not indicate absolute time frame value.

Source: 1Q25 Gartner Emerging Risks Survey, n = 266

☆ = New to emerging risk universe in 1Q25

Emerging risk misalignment and blind spots

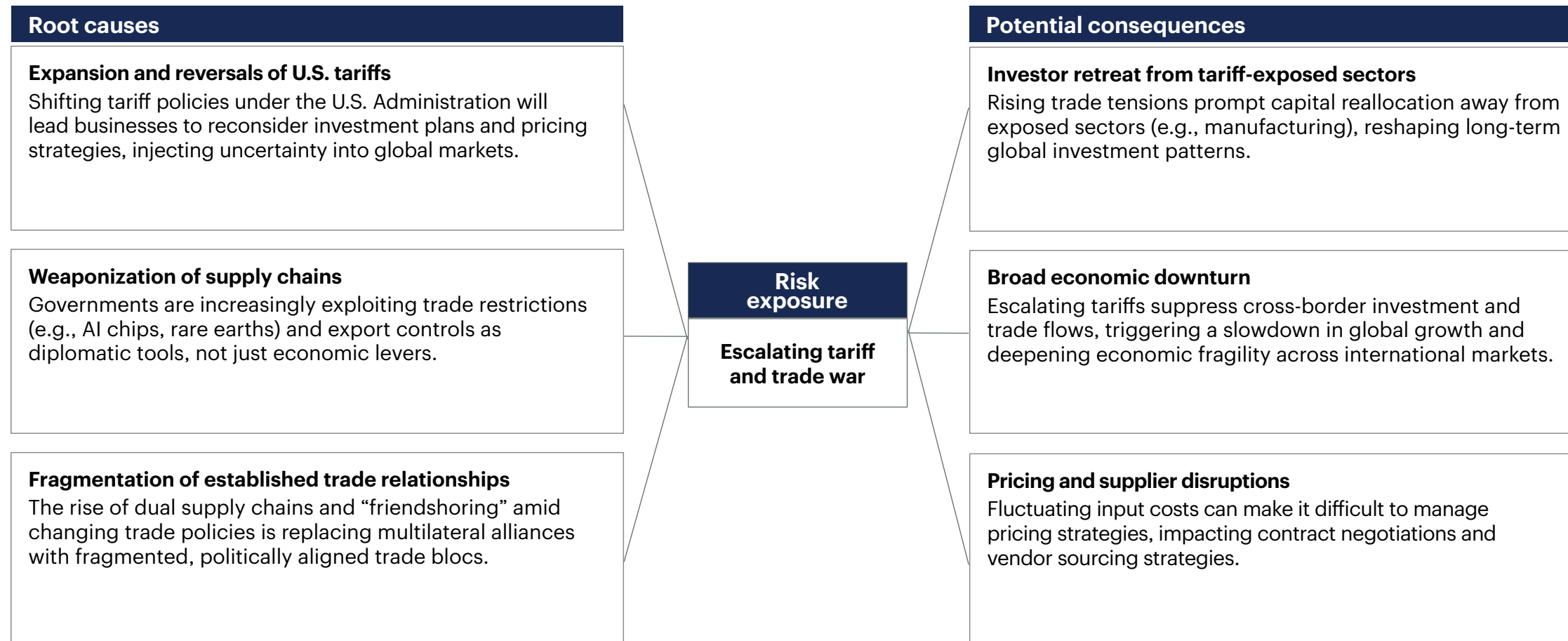
Emerging risks by level of attention and risk score



Source: 2Q25 Gartner Emerging Risks Survey, n = 223; quadrant alignment based on median scores (exact median scores rounded down)

Risk 1**Escalating tariff and trade war**

The risk that retaliatory tariffs and trade policy changes continue to impact global markets, disrupting organizations' supply chains and substantially increasing the cost of doing business globally.

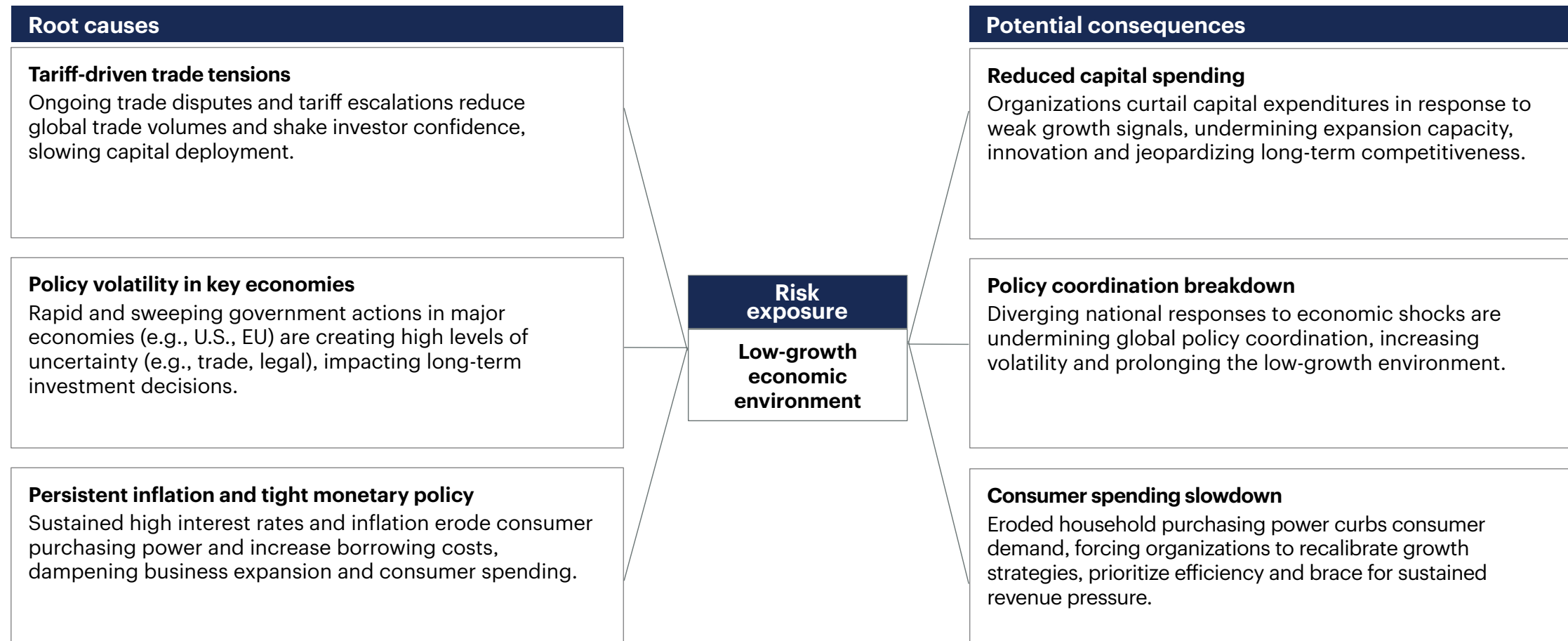


Source: 2Q25 Gartner Emerging Risks Survey, n = 223

Risk 2

Low-growth economic environment

The risk that global trade tensions, increased volatility in financial markets, high unemployment and inflation continue to lead to a sustained loss of investor and consumer confidence, resulting in a prolonged low-growth economic environment.

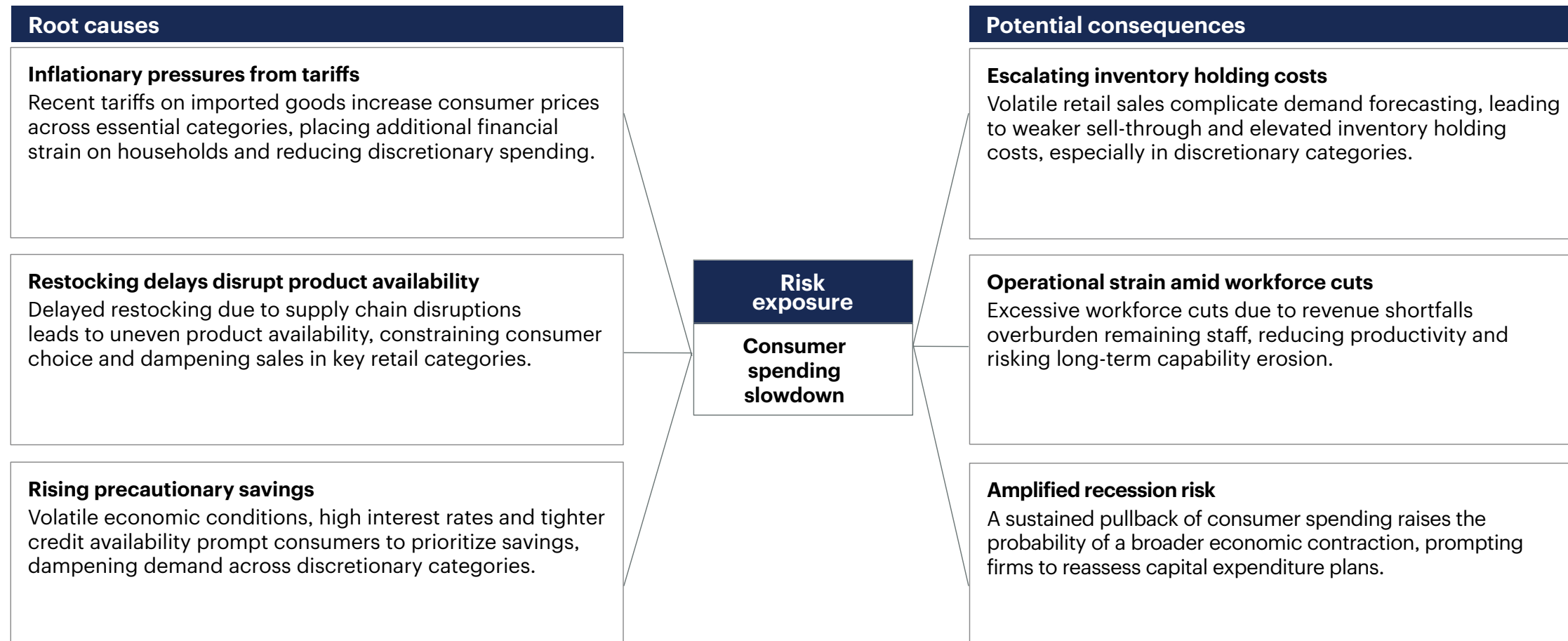


Source: 2Q25 Gartner Emerging Risks Survey, n = 223

Risk 3

Consumer spending slowdown

The risk of lower demand for an organization's products or services from reduced consumer spending due to high tariffs, high unemployment, income inequality or other reasons.

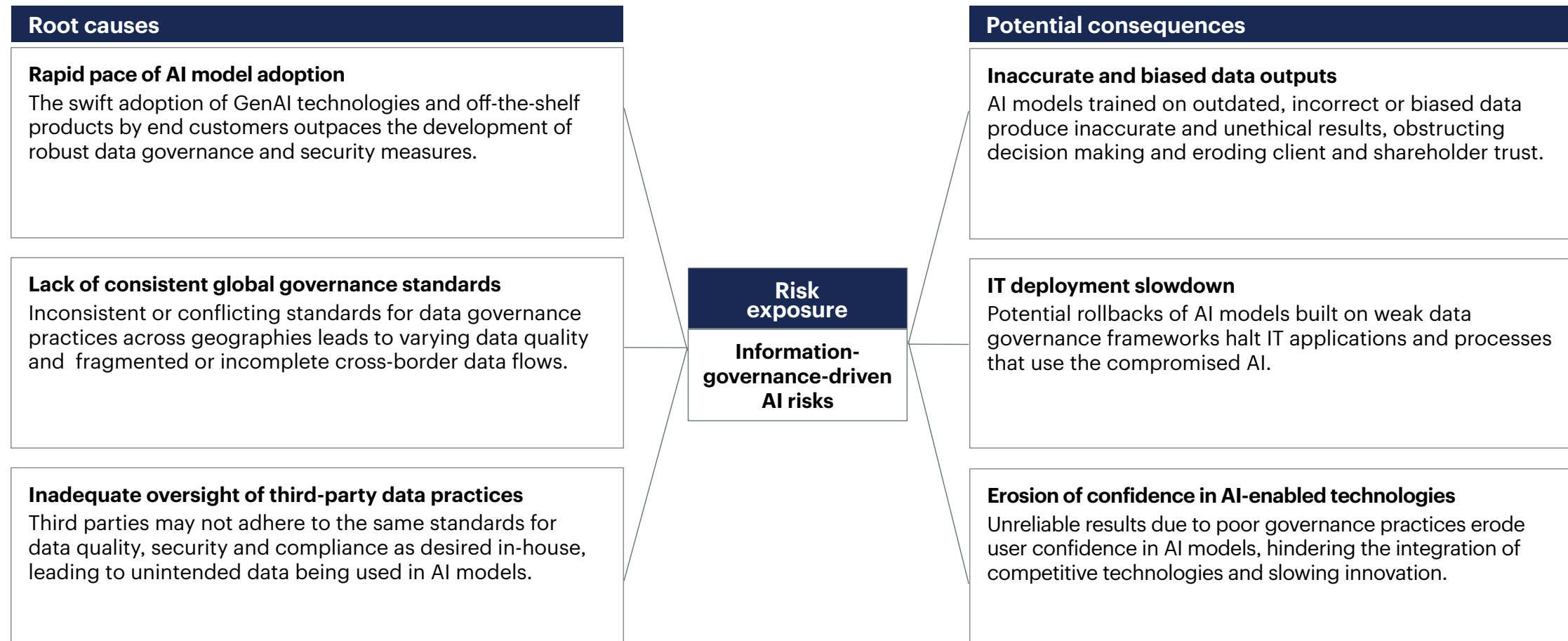


Source: 2Q25 Gartner Emerging Risks Survey, n = 223

Risk 4

Information-governance-driven AI risks

Risks relating to weak information governance policies or practices that lead to unintended data feeding AI models, causing inaccurate results, legal or policy breaches and privacy failures.

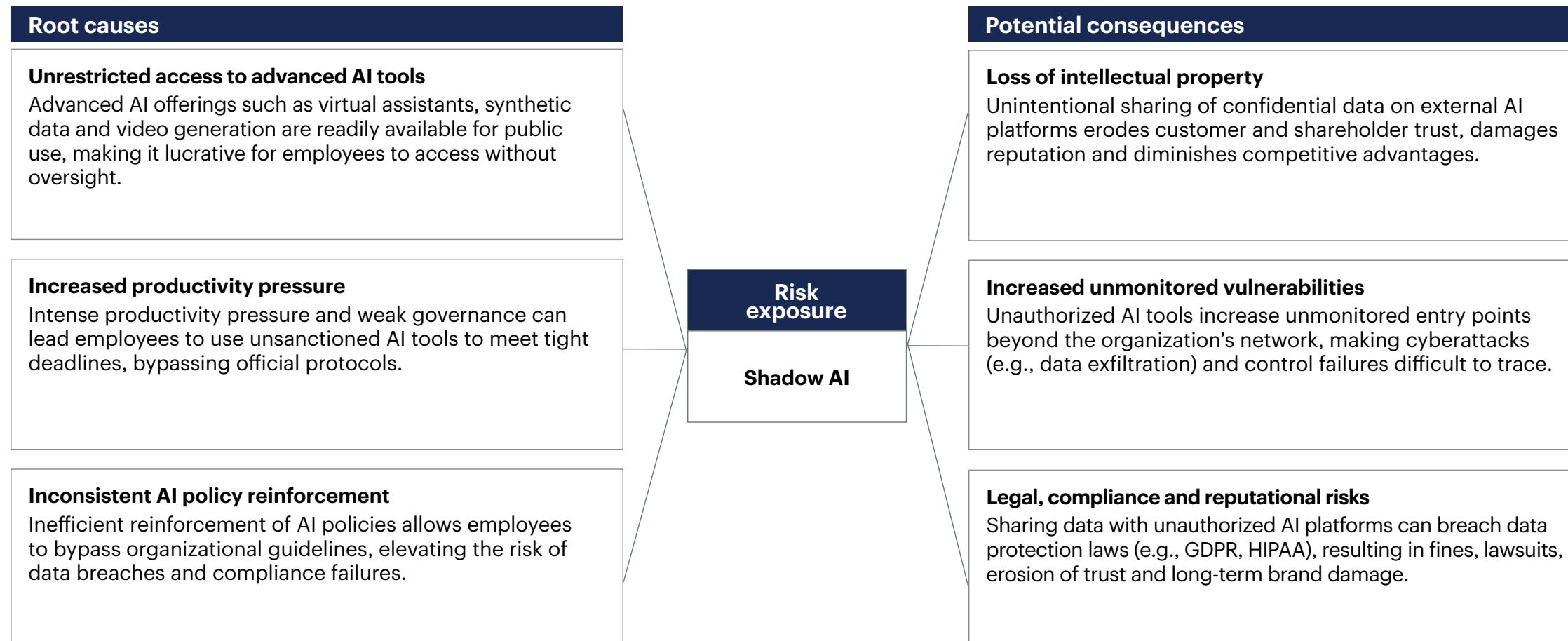


Source: 2Q25 Gartner Emerging Risks Survey, n = 223

Risk 5

Shadow AI

The risk that employees use unauthorized AI tools and applications outside of their organization's approved framework, which can lead to data breaches, compliance issues, inconsistencies or reputational damage.



Source: 2Q25 Gartner Emerging Risks Survey, n = 223

Top emerging risks timeline

Rank	3Q24	4Q24	1Q25	2Q25
1	AI-enhanced malicious attacks	IT vendor criticality	Unsettled regulatory and legal environment	Escalating tariff and trade war
2	IT vendor criticality	AI-enhanced malicious code	AI-enhanced malware	Low-growth economic environment
3	Unsettled regulatory and legal environment	Unsettled regulatory and legal environment	IT vendor criticality	Consumer spending slowdown
4	Globally consequential elections	Postelection volatility	Tariff and trade policy uncertainty	Information-governance-driven AI risks
5	Misaligned organizational talent profile	Soft ransomware targets	Information-governance-driven AI risks	Shadow AI

●	Technological
■	Economic
◆	Political
★	Talent
▲	Climate and ESG

Source: 2Q25, 1Q25, 4Q24, 3Q24 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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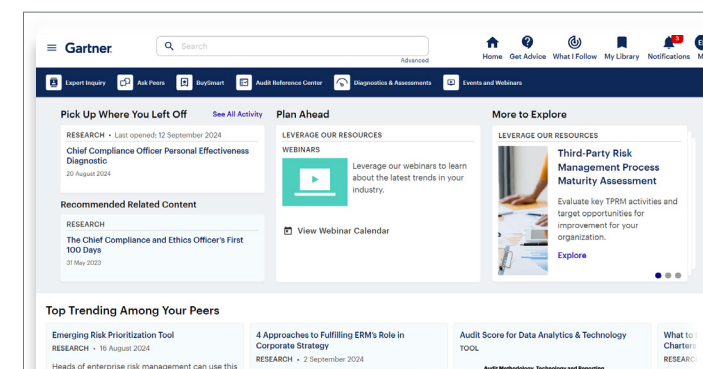
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