

The background of the cover is a deep blue night sky filled with stars and a prominent view of the Milky Way galaxy. In the lower-left corner, the silhouette of a large satellite dish is visible. The text is overlaid on the upper portion of the image.

Gartner®

3Q23

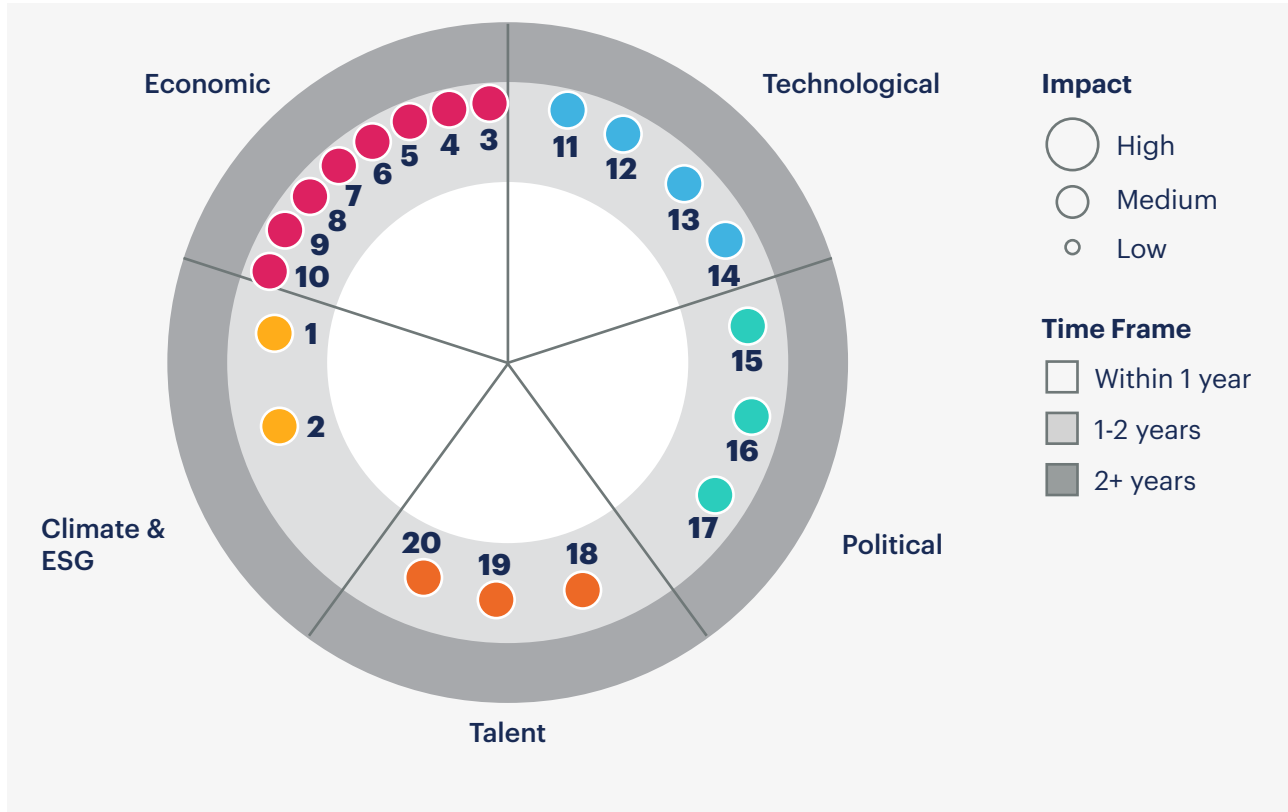
**Emerging Risks
Report**

How We Create This Report

- **Emerging risks** are those whose effects have not yet been substantially realized in the enterprise.
- Their evolution is **highly uncertain** because it is rapid, nonlinear or both.
- Our Quarterly Emerging Risk Report **captures senior executives' and risk managers' views** on emerging risks and provides insight on identifying and mitigating them.



3Q23 Emerging Risk Universe Map



#	Risk category	Risk Name
1	Climate & ESG	Climate Activism
2	Climate & ESG	Extreme Heat Consequences
3	Economic	Bank-Crisis-Driven Inflation
4	Economic	Credit Crunch Widens
5	Economic	Market Effects From Higher Borrowing Costs
6	Economic	Overzealous Cost Cutting
7	Economic	Rising Insurance Premiums
8	Economic	Stagflation Expectations
9	Economic	Stagnant Chinese Growth
10	Economic	Wage-Price Spiral
11	Technological	Cloud Concentration Risk
12	Technological	Mass Generative AI Availability

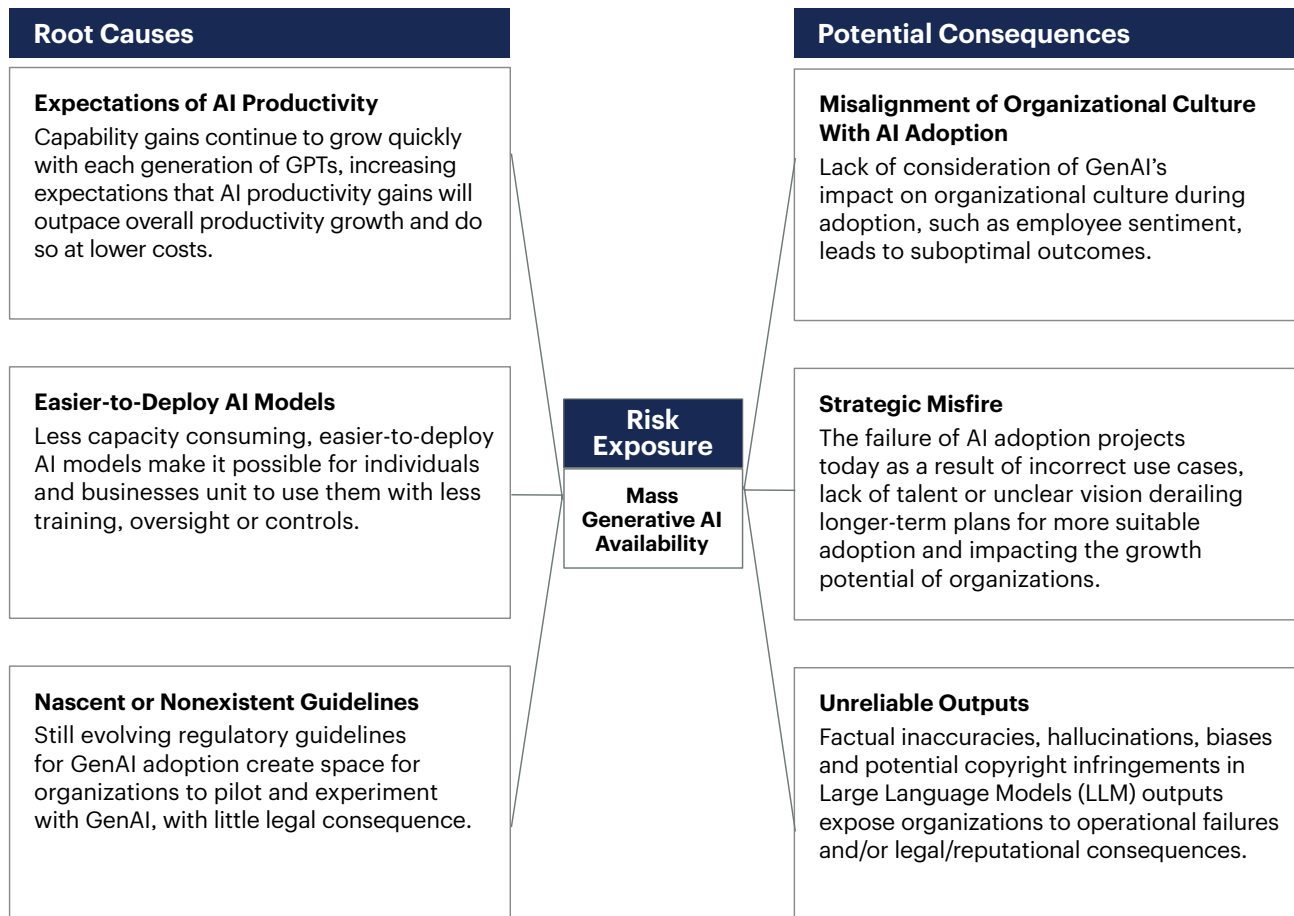
#	Risk category	Risk Name
13	Technological	Personal Data Regulatory Fragmentation
14	Technological	Third-Party Viability
15	Political	China Trade Tensions
16	Political	Escalation of Russian-Ukraine Conflict
17	Political	Evolving Sociopolitical Expectations
18	Talent	Decline in Employee Proactivity
19	Talent	Heightened Organized Labor Activity
20	Talent	Workforce Planning Uncertainty

Source: 3Q23 Gartner Emerging Risks Survey, n = 294

3Q23 Top Risks

Mass Generative AI Availability

Impact Score	Time Frame	Frequency Selected
2.89	2.15	68%



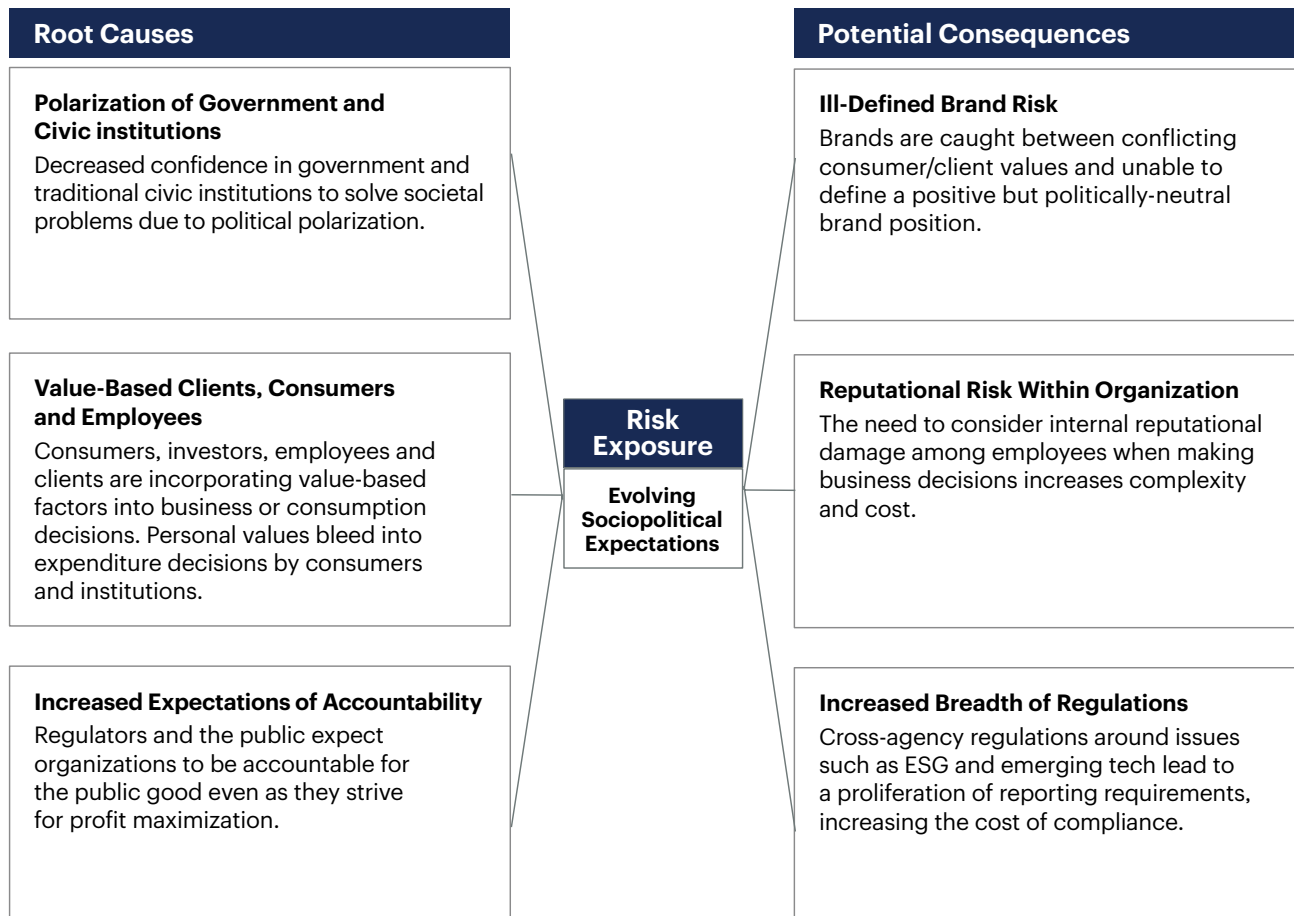
Risk Description: The risk that massively available, generative AI rapidly surpasses organizational ability to understand associated risks and opportunities.

Source: 3Q23 Gartner Emerging Risks Survey, n = 294

3Q23 Top Risks

Evolving Sociopolitical Expectations

Impact Score	Time Frame	Frequency Selected
2.69	2.10	69%



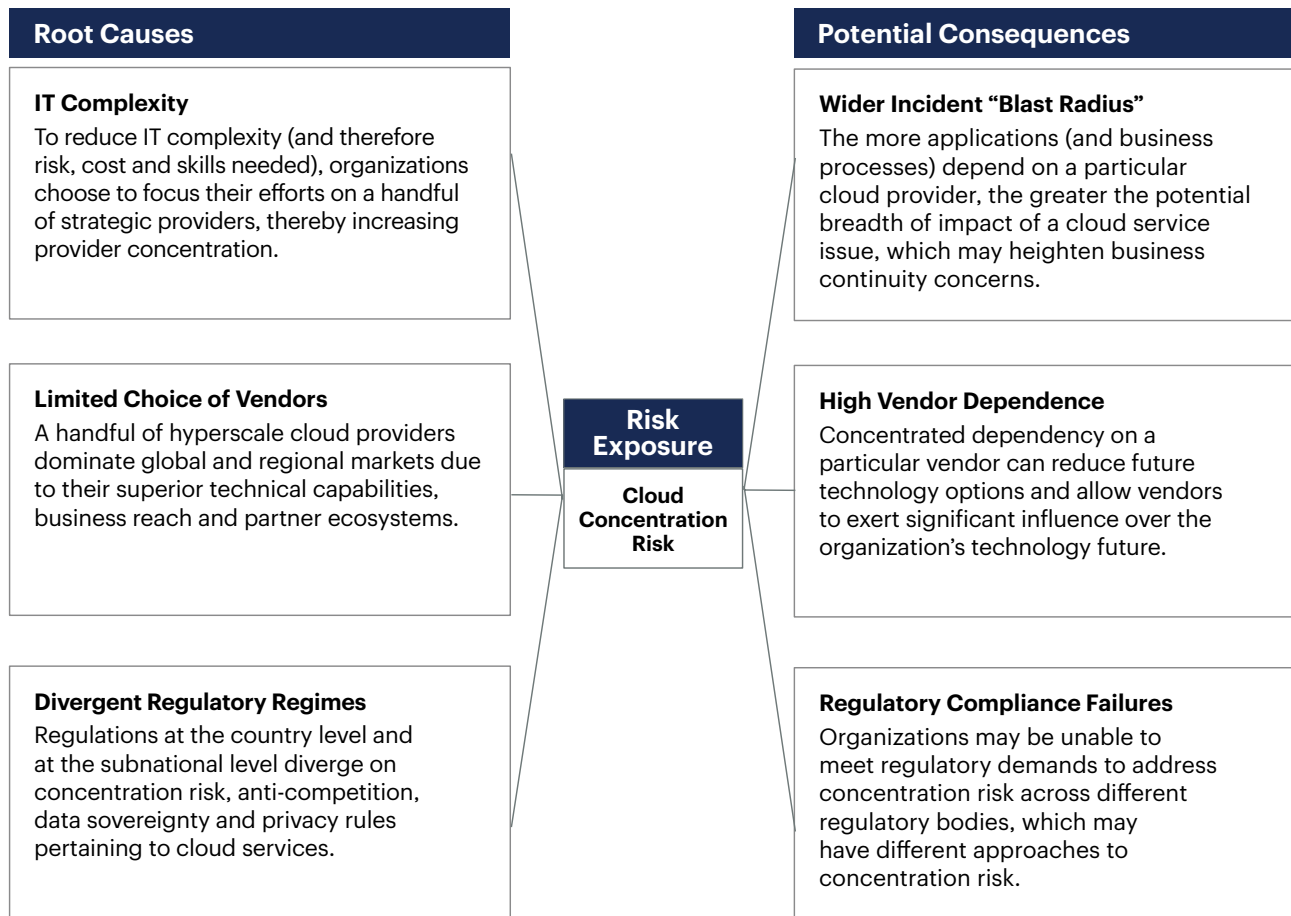
Risk Description: The risk that organizations, driven by pressure from customers, investors and/or employees, will need to respond to a growing number of social or political issues.

Source: 3Q23 Gartner Emerging Risks Survey, n = 294

3Q23 Top Risks

Cloud Concentration Risk

Impact Score	Time Frame	Frequency Selected
2.86	2.20	62%



Risk Description: The risk associated with dependence on a particular cloud provider for multiple business capabilities, such as a failure that results in a disruption to multiple aspects of the business.

Source: 3Q23 Gartner Emerging Risks Survey, n = 294

3Q23 Risk Dashboards

Regional Emerging Risks

Top 5 Emerging Risks By Risk Score¹

Canada	United Kingdom	Asia/Pacific (excl. Australia and NZ)
1. Market Effects From Higher Borrowing Costs	1. Third-Party Viability	1. Third-Party Viability
2. Third-Party Viability	2. Evolving Sociopolitical Expectations	2. Evolving Sociopolitical Expectations
3. Decline in Employee Productivity	3. Mass Generative AI Availability	3. Cloud Concentration Risk
4. Credit Crunch Widens	4. Credit Crunch Widens	4. Personal Data Regulatory Fragmentation
5. Cloud Concentration Risk	5. Escalation of Russian-Ukraine Conflict	5. China Trade Tensions

United States	Europe (excl. U.K.)	Australia and New Zealand
1. Mass Generative AI Availability	1. Escalation of Russian-Ukraine Conflict	1. Mass Generative AI Availability
2. Third-Party Viability	2. Stagflation Expectations	2. Third-Party Viability
3. Cloud Concentration Risk	3. Third-Party Viability	3. Workforce Planning Uncertainty
4. Evolving Sociopolitical Expectations	4. China Trade Tensions	4. Decline in Employee Productivity
5. Personal Data Regulatory Fragmentation	5. Bank-Crisis-Driven Inflation	5. Personal Data Regulatory Fragmentation

n = 21 (Canada); 161 (United States); 24 (United Kingdom); 31 (Europe, excl. U.K.); 21 (Asia/Pacific, excl. Australia and New Zealand); 24 (Australia and New Zealand)

Note: Mexico, Central America/South America and the Middle East and Africa are not presented due to n size.

Source: 3Q23 Gartner Emerging Risks Survey

¹ Risk Score: Risk Score = Cube Root (Impact x Inverse Time Frame x Frequency Selected as a Top 10 Emerging Risk Rescaled)

Emerging Risk Misalignment and Blind Spots

Emerging Risks by Level of Attention and Risk Score

◆ Top 5 Risk ● Other Risk




Source: 3Q23 Gartner Emerging Risks Survey, n = 294; quadrant alignment based on median scores (exact median scores rounded down)

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