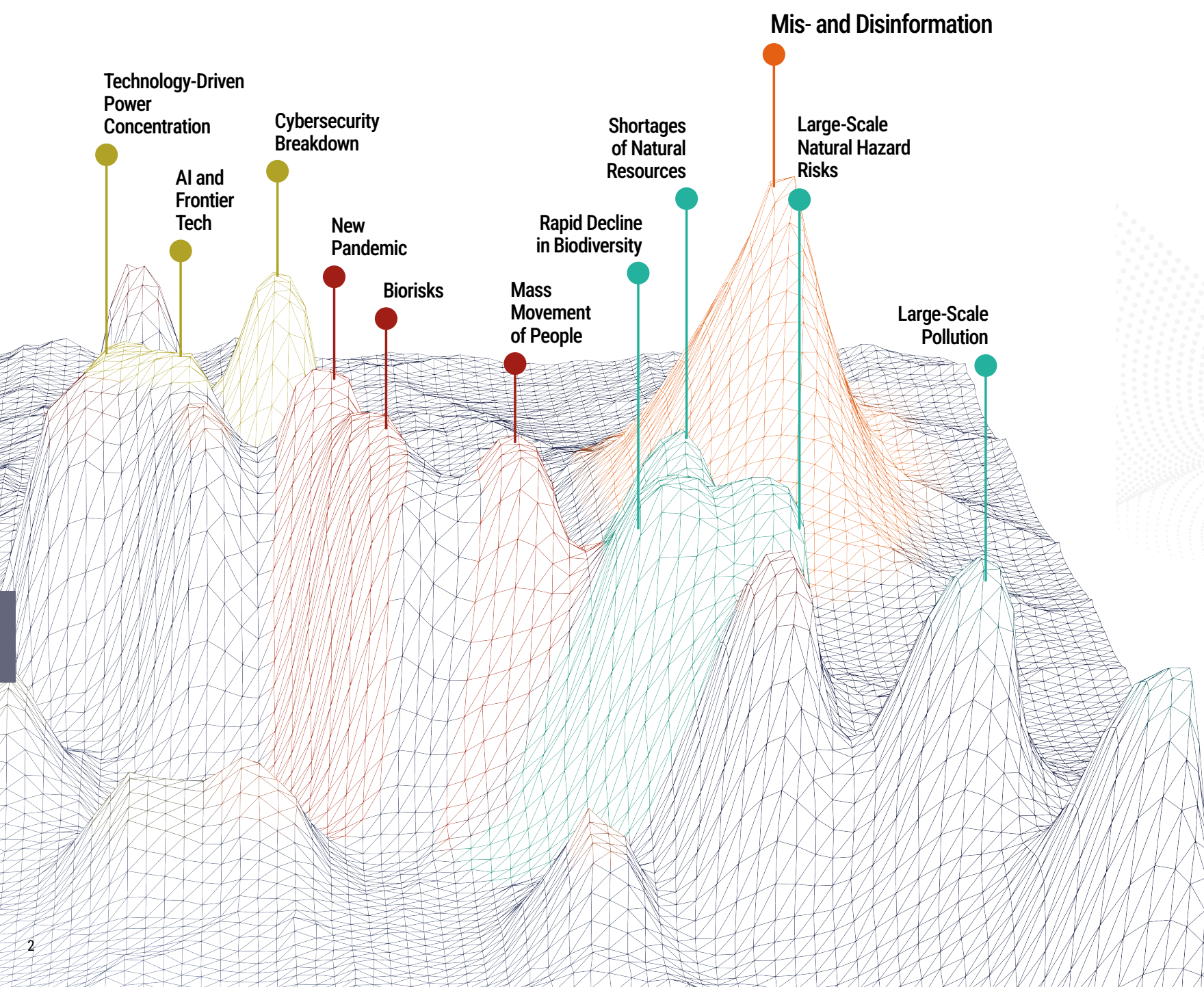


EXECUTIVE SUMMARY

We are living in an age of increasingly complex and interconnected global risks, and we are not sufficiently prepared.



To better understand and prepare for these risks, the United Nations has conducted a global survey of stakeholders in government, the private sector, civil society, and academia. **The survey asked which risks are most important and which risks multilateral institutions are least prepared for.**

From the survey results, four groups of 11 risks emerged as both very important and least prepared for. We call these Global Vulnerabilities. They include risks from across political, technological, societal, and environmental domains.

GLOBAL VULNERABILITIES

Technological risks	Societal risks	Environmental risks	Political risks
Cybersecurity Breakdown	New Pandemic	Natural Resource Shortages	Mis- and Disinformation
Negative Outcomes of AI and Frontier Technologies	Biorisks	Biodiversity Decline	
Technology-Driven Power Concentration	Mass Movement of People	Natural Hazard Risks	
		Large-Scale Pollution	

Perception survey: Risk perceptions shape how we prioritize action

The insights in this report are based on survey responses from over 1,100 stakeholders across 136 countries with diverse perspectives, including representatives of governments, industry, civil society and academia.

The survey considered the respondents' perceptions on the importance of 28 risks across societal, technological, economic, environmental and political categories (Annexes 1 and 2), as well as the interactions between these risks. Crucially, respondents also shared their assessment of the preparedness of multilateral institutions to manage those risks.

When asked about solutions, respondents overwhelmingly identified joint action between governments as well as multistakeholder coalitions as the most effective approaches. They also highlighted critical barriers that prevent such joint action, including a lack of risk prioritization, consensus-building and accountability, as well as mistrust and information gaps, which if addressed, could significantly improve outcomes.

To illustrate the potential of improved joint action, this report closes with four future scenarios—ranging from fragmented to strong multilateral collaboration. The stark differences between these possible futures highlight a critical choice facing today's policymakers: Will the world choose breakdown, maintain the status quo, or break through to a more prosperous, greener and safer world for current and future generations?

Stakeholder perceptions matter because they directly influence what actions can be taken at local, national and international levels. Perceptions reflect what people value most and help define priorities for institutions across governments, civil society, the private sector and beyond. While technical risk assessments are important, perceptions shape how stakeholders navigate multiple interconnected risks and determine support for policy responses.

The 28 risks surveyed in this report were carefully curated through a comprehensive multi-step process (Annex 1). The final selection resulted from a rigorous case-by-case assessment of more than 100 risks identified through a review of over 40 risk reports, consultations with stakeholders from international and national institutions, as well as several red team exercises.