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OF WICKED PROBLEMS

GLOBAL RISK REVIEW

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A MESSAGE FROM DR DAVID RUBENS

As we move toward the end of the year, it is natural to look back over the last twelve months and consider what has happened, what it means and what it may suggest for the future. For many people around the world, the overwhelming feeling at the end of 2025 is 'We made it!'

It has been a year of instability and the breakdown of that which we thought we knew (and which we had come to think of as the natural order of the world). A year of uncertainty and chaos, and for those of us who take a strategic geopolitical view, the questioning as to whether we are seeing the death throes of what has been called 'The Long American Century'.

The central pillar to everything else that took place in 2025 was the return of Donald Trump to the American presidency, the first person to be elected on a non-consecutive basis. The American people had decided that having seen him in action as their 45th President, he was the person that they wanted to lead them through the next four years as their 47th President. There is a defensible argument to be made that if Joe Biden had stepped down earlier as the preferred Democrat candidate, especially following his disastrous performance in the final presidential debate, and allowed Kamala Harris more time to make her case as a presidential candidate, the outcome might have been different.

However, that was not the case, and President Donald J. Trump as 47th President of the United States of America is the reality we have had to live with. The message he gave from day one was clear and unambiguous - he was back and this time there would be no compromising on his ability or willingness to set an agenda that would have been unthinkable under any other president. There are too many incidents that are outstanding in themselves but which seem to have merged into one long blur of activity, but some of the more memorable ones are threatening to take Canada over as the 51st state, the introduction of Elon Musk to run DOGE (Department of Government Efficiency), the removal of many of the senior people from the previous regime who had headed government agencies based on experience and merit, and their replacement with people who had little or no experience of running government agencies, and in many cases seemingly had little or no interest in understanding of how that was done, the introduction of ICE (Immigration and Customs Enforcement Agency) that released / unleashed seemingly unsupervised paramilitary forces into American streets, which then went to war on what it claimed were the most dangerous criminals in society, but in almost all cases were hapless people chosen on the basis of their skin colour and the language they spoke, and often included people who either had every right to be in the US or were actual citizens. There was the sight of National Guard and active Marines on the streets of US cities as Trump in effect declared war on them and their leadership. There was the defunding of universities and cultural institutions. There was the fact that Trump seemed to see Russia's President Putin as an active partner in peace talks over Ukraine, and President Zelensky as a troublemaker who shouldn't be allowed in the room.

There were tariffs, threats, interference in other countries internal elections, Elon Musk seemingly supporting extreme right-wing parties in Europe, open attempts to win the Nobel Peace prize....

It feels like a highlights news reel that has been speeded up so that each section has no time to be processed before the next flashing image appears.

And at the same time, significant and potentially epoch-defining events were taking place around the world. In Ukraine, what has started to become a never-ending war continues to rumble on. In Gaza, a so-called cease-fire has stopped the major bombing but has seen little that has addressed the suffering of the Palestinian population. Parallel to that, Israel has become an international pariah on the same level as South Africa in the 1970s and 80s, with multiple countries calling for significant sanctions against Israel, and the Eurovision Song Contest being disrupted by calls for the banning of Israel from participation and the withdrawal of major countries in protest when that did not take place.

Both Russia and China have become increasingly belligerent, pushing at the edges of their natural areas of influence, whether that is Russia triggering the imposition of Nato Article 4 due to their repeated incursions into European airspace or China making aggressive moves around the South China Sea, and particularly in the way that it conducted exercises that were clearly designed to replicate an invasion of Taiwan.

CoP 30 took place in Brazil, with little if any significant decisions being taken, and certainly little to indicate that the world was (finally) taking notice of the ever-increasing impacts that global climate change was creating. We saw the increase of earthquakes in places that did not consider themselves earthquake prone (something the ISRM has been predicting would happen due to melting of the polar ice caps, releasing the tension that keeps the planet's tectonic plates firmly bound together).

AI dominated the world's economic systems, with the largest AI-related organisations setting new records for valuations, investments and business modelling. At the same time, there seems to be little if any understanding of what the business model is that could support or justify that, and little if any understanding of what the impacts of developing AI capabilities will have on every aspect of our lives, particularly in terms of the effects that will have on job markets and the future of employment.

2025 has been a rocky ride, whichever way you look at it. The question is, have we reached peak chaos or was this just the tremor before the actual avalanche starts.



David Rubens

Executive Director, ISRM

10th December 2025

OVERVIEW

The December Global Risk Review Report delivers concise, strategic analysis of key geopolitical, economic and humanitarian developments shaping global stability. This edition highlights a world defined by enduring geopolitical volatility, systemic fragility and accelerating power shifts.

Key themes include Sudan's worsening conflict and mass displacement, the ongoing Russia-Ukraine war with debates over frozen assets and energy security and shifting U.S. politics marked by Zohran Mamdani's election as New York City's first Muslim mayor alongside polarising federal policies.

Moreover, climate diplomacy at COP30 reflects a pivot from mitigation to adaptation, while Europe's energy fragility and Norway's sovereign wealth fund debates underscore structural vulnerabilities. Additional concerns span Gaza's complex reconstruction, rising social unrest in the UK, youth radicalisation via social media and regional pressures in Nepal, Serbia and Southeast Asia. The report emphasises the urgent need for coordinated international engagement and resilience strategies to deal with these global developments.

KEY MESSAGES

MAJOR GEOPOLITICAL AND POLITICAL SHIFTS

- Zohran Mamdani elected NYC Mayor: First Muslim mayor, youngest since 1892.
- Trump's unilateral statements on Nigeria (protecting Christian communities) sparked sovereignty disputes.
- Proposed Ukraine 'peace plan' viewed as concessions to Russia, excluding Ukraine from negotiations.
- U.S.-Saudi ties deepened, reshaping dynamics in a relation to Israel and Gaza.

HUMANITARIAN CRISES AND CONFLICTS

Sudan:

- Intensifying conflict between Sudanese Armed Forces and RSF.
- Regional involvement: Egypt and UAE backing opposing sides.
- Widely described as the world's most severe humanitarian crisis.

Ukraine War:

- Ongoing Russian strikes on infrastructure.
- EU debates using frozen Russian assets (~\$140 billion) for Ukraine's reconstruction.
- European partners alarmed by Trump's unilateral peace proposal favouring Russia.

Gaza Reconstruction:

- Estimated £53 billion cost, 300,000 homes destroyed.
- Proposals range from U.S.- led trusteeship to local 'Phoenix Plan'.
- Reconstruction hindered by rubble, unexploded ordnance and fractured governance.

CLIMATE, ENERGY AND SECURITY

Energy Security in Europe:

- Fragile reliance on Norwegian pipelines and indirect Russian supplies.
- UK vulnerable with only ~12 days of gas storage.
- Calls for unity and resilience amid winter energy fears.

COP30 and Climate Adaptation:

- Shift from prevention and mitigation to adaptation strategies.
- COP30 seen as weakened, with COP31 relocated to Turkey after Australia withdrew.
- Climate diplomacy increasingly fragmented.

Technology and Security Risks:

- Chinese-manufactured buses and inverters with surveillance capabilities raise supply chain concerns.
- Espionage and insider threats highlighted as growing risks.
- UK COVID inquiry revealed preparedness failures and accountability gaps.

GOVERNANCE, SOCIAL COHESION AND PUBLIC ORDER**United States:**

- Economic strain from inflation and government shutdown.
- Federal enforcement and immigration practices under scrutiny.
- Mid-term elections expected to test Trump's influence.

United Kingdom:

- Rising public unrest linked to football gatherings and extremist exploitation of protests.
- Reform Party gaining traction amid disillusionment with mainstream parties.
- COVID inquiry criticised for excessive interventions and lack of actionable reforms.

Youth, Social Media and Radicalisation:

- Social media linked to risky behaviours, recruitment by extremist groups and mental health crises.
- Up to 20% of students avoiding school due to safety concerns.
- Gaming apps implicated in reinforcing extremist ideologies.

REGIONAL DEVELOPMENTS**Nepal:**

- Facing climatic hazards (avalanches, floods disrupting tourism) and political instability ahead of elections.
- Education and workforce gaps driving youth migration abroad.
- Consolidation of communist parties reshaping political landscape.

Serbia:

- Energy pressures due to Russian ownership of NIS oil company.
- EU warning against dual alignment with Russia and EU.
- Controversy over Jared Kushner's hotel project on historic Belgrade site.

Indonesia & Southeast Asia:

- Indonesia pursuing non-aligned diplomacy with U.S., China and Russia.
- Singapore, Vietnam and Malaysia emerging as economic hubs.
- Rising security concerns in the Philippines.

EXECUTIVE SUMMARY

The Global Risk Review Report underscores a period of heightened geopolitical volatility and humanitarian strain. The conflict in Sudan has escalated into a severe humanitarian emergency, while the Russia-Ukraine war continues to test European cohesion, energy security and resilience against hybrid threats.

Political shifts in the United States, marked by evolving urban governance and increasingly unilateral national policies, highlight deepening polarisation. Climate diplomacy shows growing strain, with COP30 signalling a shift toward large-scale adaptation and COP31's relocation reflecting broader political fragility.

Overall, rising youth radicalisation, public unrest in the UK along with governance challenges in states such as Nepal and Serbia underscore how political, social and technological pressures increasingly intersect to shape global risk dynamics.

INTRODUCTION

From Africa to Europe and the United States, developments underscore the fragility of international systems and the urgent need for coordinated responses.

In Africa, Sudan's conflict between the Rapid Support Forces and the national army has escalated into what international agencies describe as the world's most severe humanitarian crisis. With millions displaced and acute food insecurity affecting nearly half the population, regional involvement by Egypt, the UAE and other actors has further complicated prospects for resolution.

In Eastern Europe, the Russia-Ukraine war continues to dominate the strategic agenda. European debates over the use of frozen Russian assets, criticism of Norway's oil profits and concerns about energy security reveal both the complexity of sustaining solidarity and the vulnerability of Europe's infrastructure as winter approaches.

The United States has experienced notable political shifts, most prominently the election of Zohran Mamdani as New York City's first Muslim mayor. His progressive platform reflects changing urban dynamics, though federal resistance and polarisation remain strong. At the same time, President Trump's unilateral foreign policy initiatives—including controversial proposals on Ukraine and Nigeria—illustrate the growing divergence between U.S. leadership and multilateral norms.

Climate diplomacy and energy resilience emerge as recurring themes. COP30 discussions signal a pivot from mitigation to adaptation, reflecting the scale of climate challenges and the limits of global consensus. Europe's energy fragility, coupled with broader debates on sovereignty funds and renewable capacity, underscores the intersection of economic strain and strategic risk.

Finally, the report highlights evolving societal and security concerns, from youth radicalisation via social media to public unrest in the UK and governance challenges in Nepal and Serbia. These developments illustrate the interconnected nature of political, social and technological pressures shaping the global risk environment.

GEOPOLITICAL AND POLITICAL REALIGNMENTS

ECONOMIC STRAIN AND POWER SHIFTS REDEFINE U.S. POLITICS

The political climate in the United States is undergoing a significant transition marked by long-serving figures stepping down and newly elected progressive leaders coming into the spotlight. These developments suggest a generational and ideological shift within American politics, though the long-term implications for national governance and upcoming mid-term elections remain uncertain.

Amid these political changes, public attention is focused on whether the new wave of leadership will be able to turn campaign promises into effective policy. Historical patterns in American politics indicate that while new administrations often set a distinct tone or direction, tangible outcomes can take far longer to materialise.

Economic challenges continue to shape public sentiment with inflation and a federal government shutdown playing a key role in the widespread public dissatisfaction. At the same time, economic confidence remains a central determinant of political stability, with voters increasingly prioritising financial security over partisan loyalty.

In parallel, debate around federal enforcement agencies and immigration practices continues to stir controversy. Concerns over the use of excessive authority and the ethical dimensions of enforcement have drawn comparisons to similar practices in other countries, underscoring the complex balance between national security and civil rights.

Overall, the United States is experiencing a moment of political redefinition—balancing the optimism of new leadership with the realities of economic strain and the enduring challenge of restoring public trust in governance.



GROWING GEOPOLITICAL STRAIN AND SHARP U.S. POLITICAL SHIFTS

The discussion also highlighted mounting geopolitical and political volatility across multiple regions. Attention centred on the U.S. Senate's narrow authorisation for potential military action against Venezuela, a move driven largely along partisan lines and framed as a national security measure.

This development underscores deepening polarisation in Washington, where even significant foreign policy decisions rarely gather cross-party consensus. These tensions are further complicated by the ongoing U.S. government shutdown with expectations that although operations may resume, the economic and political consequences are likely to manifest more clearly during the upcoming mid-term elections.

Broader commentary pointed to widening ideological divides across several Western democracies with demographic shifts and regional political realignments reshaping traditional voting patterns in both the United States and the United Kingdom. Concerns also emerged about how internal divisions, resource allocation and changing political coalitions may influence future governance and global strategic positioning.

GLOBAL POWER SHIFTS FUEL INTERNAL DIVIDES AND HIGH-STAKES RESOURCE BATTLES

The session highlighted growing uncertainty over global power dynamics, particularly the influence of shifting U.S. political narratives and their ripple effects on international discourse.

The durability of Western economic structures, the limited impact of recent tariff policies along with the expanding prominence of BRICS continues to fuel debate about the future balance of global leadership. Observations on Nigeria's internal tensions raise broader questions about whether external or domestic forces may be contributing to polarisation within a country that has historically maintained cohesion despite regional and religious diversity.

The discussion also touched on the evolving landscape of executive leadership and innovation, using high-profile tech entrepreneurship as an example of how value creation and compensation intersect in modern economies. Additionally, management of Norway's sovereign wealth fund prompted a reminder of the strategic advantages retained by nations that safeguard long-term resource control. Across all themes, the underlying message emphasised the need for stability, security and responsible governance as prerequisites for social cohesion and sustainable development.

RISING FEARS OVER POTENTIAL U.S. INTERVENTION IN NIGERIA

Recent statements about possible U.S. military action in Nigeria have drawn significant attention, particularly the suggestion of targeting extremist groups responsible for attacks on Christian communities.

Comparisons to past interventions—such as operations in Somalia and Afghanistan—underscore the considerable political and operational risks associated with any direct deployment. Commentary circulating online also highlights Nigeria's strategic importance, given its oil reserves and rare earth materials, which factor into wider geopolitical competition, including tensions with China.

The situation remains fluid with renewed public remarks escalating pressure on the Nigerian government to enhance protection for vulnerable communities. Any potential action, if pursued, would likely focus on limited support measures such as air assets or equipment rather than ground troop deployments, reflecting the complexity and high risk of operating in the region.



ESCALATING SECURITY TENSIONS IN NIGERIA AMID HEIGHTENED OUTSIDE PRESSURE

The potential U.S. action toward Nigeria has underscored growing concerns about conflicting political signals and external pressure linked to security conditions in the country. While public statements have suggested possible intervention, the situation on the ground reflects a far more complex reality.

Violent attacks by Boko Haram, ISWAP and emerging extremist factions continue to affect both Muslim and Christian communities without distinction, challenging narratives that frame the crisis along purely religious lines. Despite longstanding regional differences between the north and south, Nigeria remains fundamentally unified with citizens across all regions facing shared security threats.

The responsibility for safeguarding all communities lies squarely with the current Nigerian administration, which is under increasing scrutiny as developments unfold domestically and internationally.

NIGERIA'S SECURITY CAPACITY AND INTERNATIONAL MILITARY ENGAGEMENT

The discussion underscored Nigeria's extensive operational experience and the depth of its contributions to regional and international security frameworks. Years of participation in United Nations and African Union missions have reinforced the country's proficiency in coordinated military operations, while partnerships with the United States have supported advanced training, capability development and joint readiness initiatives.

Deployments to conflict zones such as Sudan further demonstrated Nigeria's longstanding role in peacekeeping and stabilisation efforts across Africa. These combined elements illustrate a defence capability that continues to mature through both domestic operational demands and strategic international collaboration.



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HUMANITARIAN CRISES AND ARMED CONFLICTS

GEOPOLITICAL DYNAMICS, LONG-TERM PLANNING AND INSTITUTIONAL LESSONS

Current global affairs underscore the complexity of strategic decision-making and the critical need for competent and forward-looking planning. In Ukraine, the ongoing conflict highlights the indispensable role of the United States in bridging strategic gaps, despite internal administrative chaos and cultural challenges, while European actors must assume greater responsibility for long-term regional stability.

Historical insight emphasises the consequences of neglecting foresight: a UK report on national fraud from 25 years ago anticipated the rise of internet-enabled criminal enterprises and monopolies, demonstrating the importance of evidence-based prediction even amid scepticism from senior officials. The COVID-19 response similarly reveals that identifying lessons is insufficient without systematic implementation. These developments collectively illustrate the necessity of proactive governance and institutional accountability to mitigate both geopolitical and domestic risks.



NORTH AFRICA DIVIDED: EGYPT CELEBRATES PROGRESS, SUDAN FACES ESCALATION

The opening of Egypt's Grand Egyptian Museum marked a major cultural milestone last week, attracting national attention and public celebration. The event, costing more than half a billion US dollars, was presented as a symbol of national pride and heritage promotion. While the economic return on such an investment remains uncertain, the immediate public response has been positive, reflecting a broader effort to bolster morale and international image amid ongoing economic pressures.

In parallel, regional tensions have intensified following airstrikes near El-Fasher in Sudan. Reports from eyewitnesses indicate that military aircraft—widely believed to be Egyptian—targeted positions held by the Rapid Support Forces (RSF), inflicting significant damage and casualties. Despite the strikes, El-Fasher remains under RSF control. The operation took place shortly after the Egyptian Chief of Staff's visit to Port Sudan, suggesting a coordinated strategic effort to support Sudan's regular forces.

The situation in Sudan continues to deteriorate, with the RSF reportedly receiving external backing from multiple actors, including the United Arab Emirates and elements in Eastern Libya. This complex web of alliances has deepened instability and prolonged the conflict. The ongoing violence has created—what international observers describe, as the world's most severe humanitarian crisis, marked by widespread shortages of food, medicine and access to education.

The protracted conflict risks creating long-term social and economic consequences across the region, including the displacement of populations and the emergence of future generations deprived of education and opportunity. The regional dynamics surrounding Sudan's conflict underscore the interconnected nature of Middle Eastern and North African security challenges, where political interests and humanitarian concerns are increasingly intertwined.

REBUILDING GAZA: LONG-TERM RISKS FOR REGIONAL STABILITY

Recent discussions have turned attention back to the reconstruction of Gaza, a topic that has seen diminishing media focus but remains one of the most complex humanitarian and geopolitical challenges in the Middle East. According to United Nations estimates, rebuilding the territory could cost approximately £53 billion, with around 300,000 homes damaged or destroyed. The reconstruction process faces significant obstacles, including an estimated 60 million tons of rubble, unexploded ordnance and unrecovered bodies, all of which could delay progress for up to five years before full redevelopment can even begin.

Several competing proposals have emerged regarding Gaza's future governance and rebuilding framework. References to the Abraham Accords suggest the possibility of an international trusteeship model led by the United States, while other plans propose financial incentives for relocation—an idea that remains deeply unpopular among Gazans. In contrast, local actors have developed the 'Phoenix Plan', reportedly drafted by a consortium of Palestinian reconstruction specialists, which emphasises self-led rebuilding and sustainable infrastructure. However, questions persist over the feasibility and coordination of such efforts, particularly given the fractured political landscape.

Ultimately, the success of any reconstruction initiative will depend on broad international and regional consensus, a condition rarely achieved in the region's modern history. Without a unified stakeholder agreement in place—including cooperation from Israel, Palestinian authorities, regional powers and global institutions—the prospects for meaningful, long-term recovery remain uncertain. The situation underscores the enduring challenge of balancing humanitarian reconstruction with the political realities of Middle Eastern diplomacy.



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CLIMATE, ENERGY AND SECURITY RISKS

COP30 SIGNALS A GLOBAL PIVOT FROM CLIMATE PREVENTION TO URGENT ADAPTATION

The discussion underscored a growing consensus that COP30 reflects the diminishing effectiveness of international climate negotiations, with meaningful climate action increasingly occurring outside governmental and multilateral frameworks.

Major stakeholders, including prominent philanthropic actors, are reallocating efforts from prevention to large-scale adaptation in recognition of the accelerating impacts of climate change. It was also highlighted that required adaptations—ranging from mass population movements to the loss or relocation of key agricultural systems—far exceeds any historical precedent, raising concerns that current global planning remains insufficient.

While some view this shift toward adaptation as a pragmatic path offering opportunities for targeted community-level resilience, the scale and urgency of the challenge signal a critical need for more robust international coordination and realistic long-term strategies.

COP30 PARALYSIS HIGHLIGHTS GLOBAL DEPENDENCE SHIFTS AND PREPAREDNESS FAILURES

The session underscored the ongoing challenges in global governance. Beginning with COP30's familiar pattern of protracted negotiations and limited consensus—further disrupted by operational setbacks such as a major pavilion fire and Australia's unexpected withdrawal as host of COP31.

Attention then turned to geopolitical dynamics, including Ukraine's difficulty in advancing a coherent strategic position amid persistent corruption concerns and reliance on U.S. leadership. Despite debate over the extent of European and Commonwealth self-sufficiency, the session highlighted that U.S. involvement remains central to defence, diplomacy and crisis mediation, as evidenced by negotiations surrounding Gaza.

The conversation also addressed certain developments in Australia, where proposed restrictions on social media use for minors may signal broader societal shifts. The final topic reflected on the UK's newly released 800-page COVID inquiry report, highlighting the tension between necessary accountability and the distortions of hindsight.



COP31 RELOCATION AND GROWING PREPAREDNESS CONCERNS

While prior planning focused largely on influenza and historical pandemic cycles, gaps remain in the operational infrastructure needed to deliver vaccines efficiently, particularly in lower- and middle-income countries. Pandemic influenza poses a unique threat due to its impact on working-age populations and the potential for high mortality in the absence of rapid mitigation measures, underscoring the need for sustained investment in global health systems and logistical readiness.

Attention then turned to COP31, with Turkey selected as host after Australia withdrew due to domestic political divisions and a loss of bipartisan support for climate initiatives. South Australia had been the intended site to showcase renewable energy achievements. It was also noted that ongoing societal and policy challenges – from debates over teen social media use in Australia to security dynamics in Southeast Asia and the Indo-Pacific, including Indonesia’s defence partnerships and Japan–Taiwan–China tensions – are increasingly shaping the regional policy landscape. Altogether, the discussion underscored the interplay between global health preparedness, climate diplomacy, along with the emerging social and geopolitical policy issues.



SANCTIONS AND SUPPLY GAPS THREATEN EUROPE’S ENERGY SECURITY

Energy security has re-emerged as a critical concern across Europe as winter approaches, with growing attention on the stability of gas supplies and the potential impact of renewed sanctions on Russia. Recent discussions surrounding future restrictions on Russian exports have heightened awareness of Europe’s fragile energy balance, particularly regarding the UK’s dependency on gas imported via Norwegian pipelines. Any disruption or sabotage to these routes—as witnessed in previous years—could significantly elevate energy prices and disrupt supply chains.

Despite a current period of relative stability in European energy markets, the situation remains precarious. The region’s reliance on a limited number of key producers, including Russia through indirect supply channels, underscores the difficulty of achieving true energy independence. For instance, the UK continues to receive refined fuel products from India, which itself sources crude oil from Russia—illustrating how sanctions can be circumvented through complex global trade flows.

The limited capacity for domestic gas storage in the UK—estimated at roughly twelve days of supply—adds to this vulnerability. A sudden cold weather event, coupled with potential pipeline disruptions, could create a ‘perfect storm’ of shortages and inflationary pressure. Broader European strategies to enhance renewable energy production through solar, wind and tidal power remain constrained by the lack of large-scale storage technology capable of maintaining consistent supply.

The intersection of geopolitical tensions, infrastructure fragility together with the slow progress towards renewable resilience continues to expose Europe to significant strategic risks. Sustained investment in energy diversification and cross-border cooperation will be essential to mitigate these threats and secure the continent’s long-term energy future.

ENERGY CRISIS SPARKS URGENT CALLS FOR UNITY

Concerns about national resilience have intensified amid questions over energy preparedness and perceived disparities in national wealth. The substantial value of Norway's sovereign fund is frequently discussed about the UK's limited energy buffers and the potential consequences of supply disruptions during a severe winter. Frustration with current political leadership and the pace of climate policy has emerged alongside these energy worries, with critics characterising some policy-makers as out of touch with practical energy-security needs.

Parallel to economic and strategic anxieties, an uptick in domestic social tensions has prompted alarm. Reports of public demonstrations linked to overseas conflicts and the exploitation of religious identity by extremist elements are being portrayed as corrosive to social cohesion. Observers draw troubling historical parallels—most notably to Northern Ireland, warning that escalating community divisions and antagonistic public displays risk provoking violent incidents if left unaddressed.

The national discourse has also been marked by the spread of unverified allegations and conspiratorial narratives about political actors, which further polarise public debate and undermine constructive dialogue. In this context, calls for a measured, law-based approach to policing, community engagement, along with careful management of public protest have grown louder. The overarching recommendation is a coordinated effort to strengthen energy security while rebuilding social trust through inclusive policies and strong civic institutions.



Photo by Elisabeth Jurenka
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WATER CRISES, HIDDEN CONFLICTS AND STRATEGIC RIFT ESCALATE GLOBAL SECURITY RISKS

The discussion highlighted growing concern over the accelerating strain on global water resources, including the substantial consumption driven by large-scale data centres—now a critical but often overlooked contributor to local water stress. Water scarcity is increasingly recognised as a central factor in emerging conflicts with several current disputes rooted more in resource pressures than in traditional military confrontation.

The session also examined developments in Ukraine, where parallel conflicts are unfolding. The visible war of missiles and bombardment, along with a less visible but expansive covert campaign involving recruitment networks and corruption have significantly played a major role in the geopolitical scene.

Recent law-enforcement actions have resulted in large-scale arrests, underscoring the scale and sophistication of these activities. Broader strategic frustrations were also noted, particularly regarding perceptions of U.S. unilateralism in negotiations affecting Ukraine and the need for stronger, more coordinated European leadership. In conclusion, the conversation pointed to a rapidly changing global risk environment shaped by hybrid conflict and shifting geopolitical expectations.

NEW SECURITY FRONTIERS: TECH VULNERABILITIES AND GEOPOLITICAL RISKS

In Europe, concerns have arisen following reports from Denmark regarding Chinese-manufactured electric buses equipped with remote shutdown capabilities. This revelation follows earlier investigations into Chinese inverters with dual communication ports capable of transmitting data back to China, raising renewed questions over supply chain security, data sovereignty and technological dependence on foreign systems. The growing presence of high-tech foreign imports with potential dual-use or surveillance functions underscores the need for stronger cyber and infrastructure security standards across European nations.

Turning to Africa, particularly Sudan, the protracted instability continues to test the limits of international engagement. Western powers—including France, the United States and the United Kingdom—have repeatedly invested resources in African conflict zones only to face limited returns and, in some cases, withdrawal due to political or public fatigue. The strategic calculus surrounding renewed involvement in Sudan remains unclear with questions persisting over long-term benefits and the humanitarian toll of the ongoing crisis.

In the domestic security sphere, recent violent incidents such as the train attack in Huntingdon have reignited debate over the definition of terrorism under current UK legislation. Despite public perception of such acts as terror-related, they often fail to meet the legal threshold, exposing potential gaps in how emerging forms of lone-actor violence are classified and addressed. Managing security risks in dynamic environments such as high-speed rail networks presents operational challenges that cannot be fully mitigated through traditional counterterrorism models.

Finally, the rising emphasis on espionage and insider threats marks a significant shift in the national security landscape. Modern espionage is increasingly covert, cyber-enabled and sometimes embedded within legitimate workforce and supply chain structures, demanding enhanced awareness and protective measures across both public and private sectors.

Taken all these things into account, there is an evolving security ecosystem characterised by blurred lines between state and non-state threats, digital and physical risks and finally, domestic and international vulnerabilities. Policymakers and security practitioners must adopt integrated, forward-looking strategies to safeguard infrastructure and maintain public safety in an era of hybrid threats.

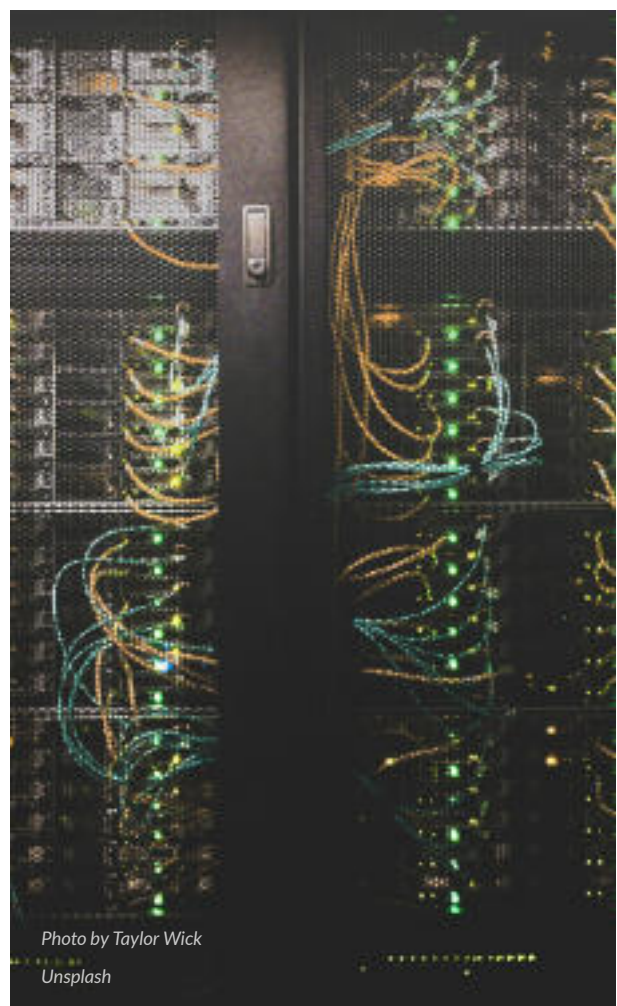


Photo by Taylor Wick
Unsplash

NAVIGATING GLOBAL ENGAGEMENT AND EMERGING SECURITY THREATS

Current observations highlight a complex interplay between global awareness and evolving security threats. Interest in international crises varies widely, as many populations prioritise local or familiar issues over distant conflicts. This creates challenges for global humanitarian efforts. Economic constraints further limit the capacity of traditional donor nations to provide assistance abroad, reflecting broader pressures on charitable and governmental giving. Legal and financial frameworks—such as European banking practices supporting Ukraine—raise questions about consistent application of the rule of law and the potential geopolitical implications, including scepticism from external actors like China.

Multicultural societies face the ongoing challenge of balancing integration with respect for cultural diversity, while incidents of crime and public safety continue to test community trust and institutional resilience. Espionage and intellectual property theft remain persistent concerns, with decades of evidence showing industrial and commercial targets. These threats are longstanding and increasingly complex.

In the corporate and institutional domain, initiatives such as the Organisational Risk Culture Standard (ORCS), supported by ISRM and related bodies, are gaining traction as frameworks to strengthen risk awareness and management within organisations. These standards aim to embed a culture of resilience and accountability, providing practical guidance to navigate both emerging threats and traditional operational risks.

Altogether, these dynamics underscore the need for coordinated international engagement and proactive community strategies. Addressing the intersecting challenges of global crises, social cohesion and security is essential in an increasingly interconnected world.

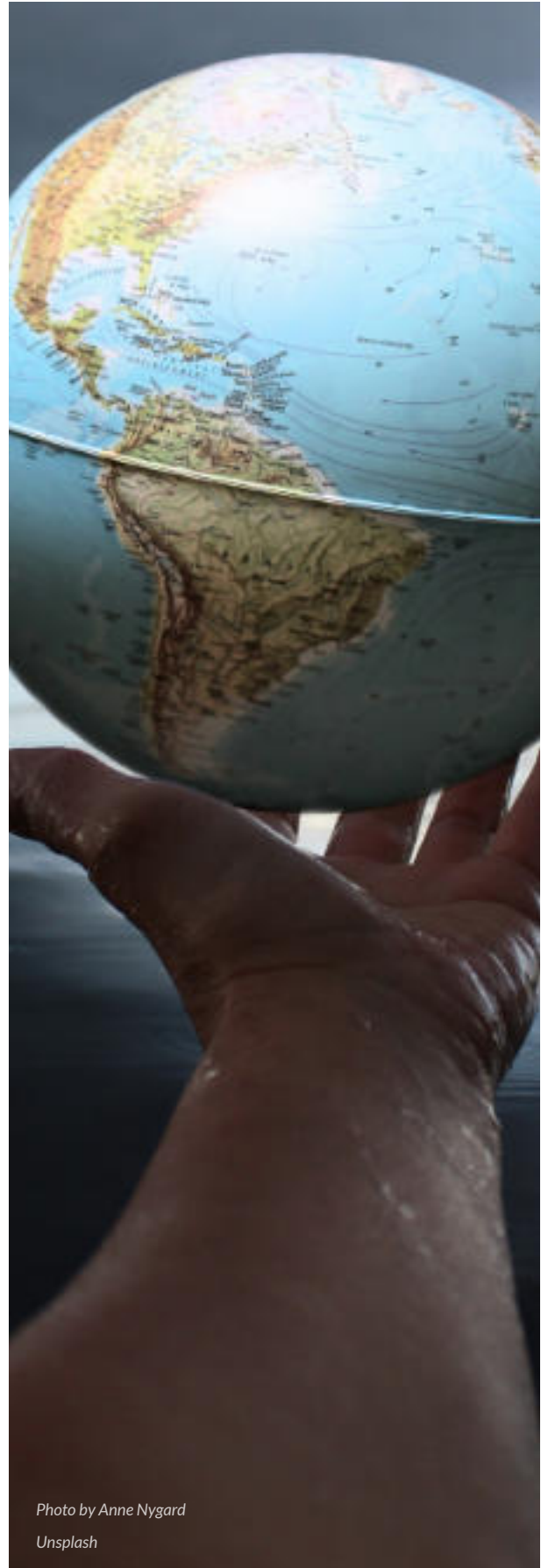


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GOVERNANCE,
SOCIAL COHESION
AND PUBLIC ORDER

LEADERSHIP, GOVERNANCE AND GLOBAL PERSPECTIVES

The discussion highlighted the importance of competent and principled leadership in both domestic and international contexts. Conviction politicians—those with clear values and consistency—are often more trusted and relatable, exemplified historically by leaders such as Margaret Thatcher, Angela Merkel and Jacinda Ardern, though even their perceived effectiveness is subject to public scrutiny over time.

Effective governance requires balancing competing interests, making numerous daily decisions and maintaining objectivity while protecting national interests. Globally, similar challenges are observed, including political polarisation and public criticism, together with the pressures of maintaining credibility and legitimacy. Comparisons with other countries, such as Nepal's youth-led technocratic government, illustrate the demand for capable, non-partisan governance that prioritises competence and strategic decision-making over political allegiance. Overall, the conversation underscores that leadership effectiveness is universally challenging, shaped by human nature and societal expectations, with the UK often serving internationally as a benchmark for functional governance.



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EUROPE-UK SECURITY COOPERATION UNDER GROWING POLITICAL STRAIN

During the conversation, there were two focus areas:

- Progress in Southeast European security cooperation
- Mounting political tension across the United Kingdom and the United States

In Bosnia and Herzegovina, North Macedonia and Montenegro, regional authorities have demonstrated increasing commitment to strengthening their capacity to investigate and prosecute Chemical, Biological, Radiological and Nuclear (CBRN) crimes. Recent joint exercises revealed strong regional competence in managing radiological threats, a capability shaped by the area's historical exposure to hazardous legacy materials. However, significant gaps remain in chemical and biological preparedness, prompting plans for additional European Union support and training programmes. These nations are keen to align with international standards and EU regulatory frameworks as part of their broader integration aspirations.

Meanwhile, political developments in the United States continue to attract global attention ahead of the midterm elections. Historically, mid-terms tend to favour opposition parties, but the extent of Democratic gains – or lack thereof – will serve as an indicator of President Trump's enduring influence. The recent election of a new progressive mayor in New York adds complexity to national political dynamics, particularly in how federal leadership responds to shifting urban politics.

In the United Kingdom, politics remain unsettled amid rising fuel costs and growing public frustration with both major parties. The Reform Party has gained momentum by capitalising on disillusionment with mainstream leadership and communication failures within Labour and Conservative ranks. The combination of economic strain, weak policy messaging, together with divisive rhetoric has created a political vacuum that fringe movements are increasingly exploiting.

Overall, the period reflects a world in flux—where regional cooperation in security and crisis management contrasts sharply with domestic political fragmentation in established democracies. Therefore, it is crucial to stress that creating strategic communications and strengthened governance will be essential to restoring public confidence and maintaining stability across both regions.



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STRENGTHENING PUBLIC ORDER AMID RISING ORGANISED UNREST

Recent discussions have highlighted growing concern over organised incidents of public disorder in the United Kingdom, particularly those linked to football-related gatherings. Contrary to portrayals of spontaneous unrest, evidence suggests certain disturbances were pre-planned and coordinated weeks in advance by groups with a history of violence around major sporting events. Such developments underscore the persistent influence of organised networks in shaping public disturbances and the ongoing challenge for law enforcement in anticipating and managing these events.

At the same time, local authorities in highly diverse communities, such as Newham in East London, are contending with the wider social impact of these tensions. Community leaders and local governments face increasing pressure to maintain social harmony while addressing the underlying factors that contribute to division and unrest. These include economic disparities, political polarisation and the manipulation of community grievances for extremist or ideological purposes.

The situation calls for a coordinated approach to public safety and social cohesion, integrating intelligence-led policing with community engagement and preventive strategies. Strengthening trust between local authorities, residents and law enforcement remains essential to preventing escalation and ensuring that civic spaces remain not only safe and inclusive, but also representative of the UK's multicultural identity.

CRISIS LESSONS: ACCOUNTABILITY AND CLARITY

Systemic failures in governance and public administration continue to erode trust. High-profile scandals such as Horizon and Deepwater highlight a pattern where wrongdoing occurs yet accountability rarely reaches the individuals responsible. Reports are written and processes reviewed, but without tangible consequences, public confidence diminishes. Symbolic punishments, such as loss of titles, fail to address the real human and societal impact of mismanagement.

Complexity often hinders action. Known problems are over-analysed, creating barriers to implementing simple and effective solutions. Bureaucratic inertia and fear of criticism prevent decisive action, even when the path forward is clear. Effective crisis management requires the will to act and a focus on practical solutions rather than endless procedural debate.

Financial oversight is crucial. Following the flow of funds, particularly in emergency procurement or public health interventions, can reveal root causes of systemic failures. Lessons from other pandemic responses underscore the need for transparency and targeted accountability. Addressing the financial structures behind policy decisions can prevent repetition of the same mistakes.

Future preparedness depends on analysing failures, not assigning blame. Reports must move beyond scapegoating and identify actionable lessons. Understanding what went wrong, why it went wrong and what measures can prevent recurrence is essential for creating resilient systems. A focus on root causes and systemic solutions strengthens public institutions and fosters societal trust.

SOCIETAL EVOLUTION, CRISIS MANAGEMENT AND LESSONS FROM COVID-19

Society has evolved significantly in terms of language, behaviour and cultural awareness. Words and actions that were once commonplace are now recognised as harmful and there is a collective understanding of their impact. Growth and adaptation are ongoing, but progress can feel slow to those seeking immediate change. Freedom of expression, particularly in arts and comedy, continues to spark debate about the boundaries of acceptability, reflecting diverse perspectives across the spectrum.

On the other hand, the COVID-19 pandemic exposed critical weaknesses in crisis planning and long-term preparedness. Decisions were often reactive, focusing on immediate containment rather than the longer-term consequences for education, social development and vulnerable populations. Lockdowns, while necessary to manage transmission, created mental health challenges, disrupted education, as well as increased domestic violence, particularly for families in constrained living conditions.

Care homes and other vulnerable populations faced disproportionate risk due to a lack of targeted protection and insufficient understanding of transmission dynamics.

Children, while largely unaffected physically, inadvertently contributed to wider spread, highlighting gaps in strategic isolation measures. Short-term solutions—like furlough schemes or fast-tracked contracts—showed both ingenuity and lapses in due diligence, exposing systemic weaknesses in governance and crisis response.

Long-term societal resilience requires competent—not perfect—crisis management. Competence means clear communication, strategic foresight, and learning from prior risk assessments, including the UK National Risk Register, which had identified pandemic and educational impacts well before COVID-19. While criminality and negligence occur, systemic improvement relies on accountability, competent leadership and most of all robust planning rather than assigning blanket blame.

Ultimately, evolving social norms and informed crisis management are essential to safeguard communities and prepare for future global challenges. It is crucial to understand that keeping a balance between rapid change and measured progress remain central to navigating complex societal issues in the foreseeable future.



COVID INQUIRY FALLOUT: PREPAREDNESS FAILURES AND ACCOUNTABILITY GAPS

The conversation highlighted deep divisions over the effectiveness, cost and purpose of the UK's COVID-19 inquiry. Several participants questioned whether it has delivered substantive insights, noting its substantial financial outlay and arguing that many findings seem retrospective rather than forward-looking. Concerns were raised that the inquiry may have focused too narrowly on political culpability, neglecting broader systemic factors such as media influence on public behaviour, the interaction between government and opposition during crisis decision-making and the operational role of legal and administrative structures.

In contrast, others emphasised that pandemic preparedness was not unforeseen: the 2017 National Risk Register had already identified infectious-disease scenarios involving widespread illness, potential mass fatalities and disruption to essential services. While numerical forecasts varied widely, the core vulnerabilities—strain on health systems and economic disruption—were clearly articulated. Participants suggested a significant disconnect between recognised strategic risks and the government's capacity to translate them into coherent, timely and effective action once the crisis emerged.

In summary, the exchange pointed to broader questions about national resilience and the effectiveness of institutional responses during high-impact events. It also underscored the need for future inquiries to provide actionable recommendations, enhance operational readiness and most importantly, ensure that accountability mechanisms examine not only political leadership but also the structural and procedural factors shaping crisis outcomes.

PANDEMIC PREPAREDNESS LESSONS AND EMERGING TRENDS IN RETAIL CRIME

Historical strategies, developed with military and public health agencies, showed that the risk of a severe influenza pandemic was well understood, yet early warnings were often ignored or deprioritised. Operational readiness, including airport screening, vaccine distribution logistics and law enforcement coordination, remains a key lesson for future pandemic planning.

The discussion also highlighted emerging trends in retail crime across traditionally low-crime regions, including Singapore, Qatar and the UAE, where incidents have surged by more than 25% annually over the past three years. Offences are predominantly committed by individuals under 20, suggesting a shift toward more lawless behaviour among younger generations. While largely non-violent and petty, this trend raises concerns for retail operations and societal norms, highlighting the need for monitoring and proactive strategies to mitigate the challenge.

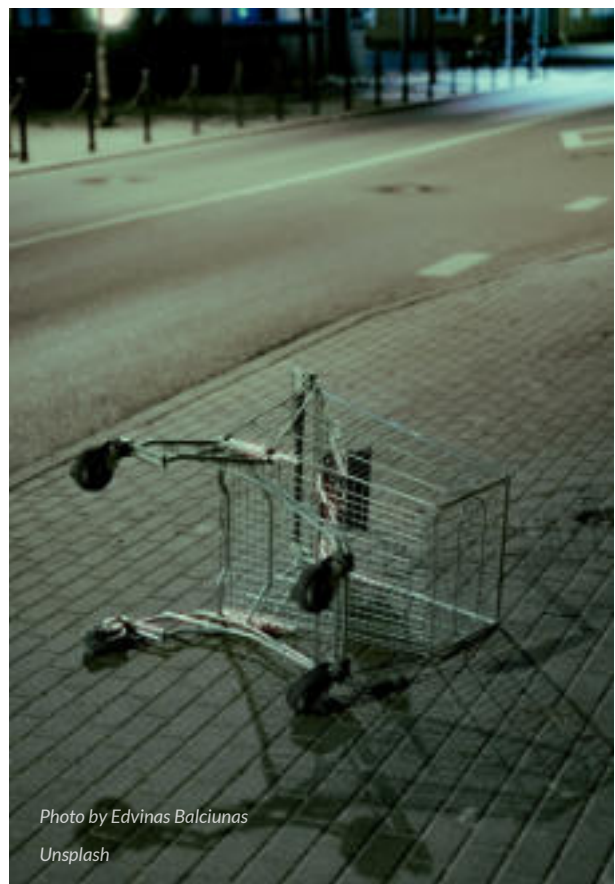
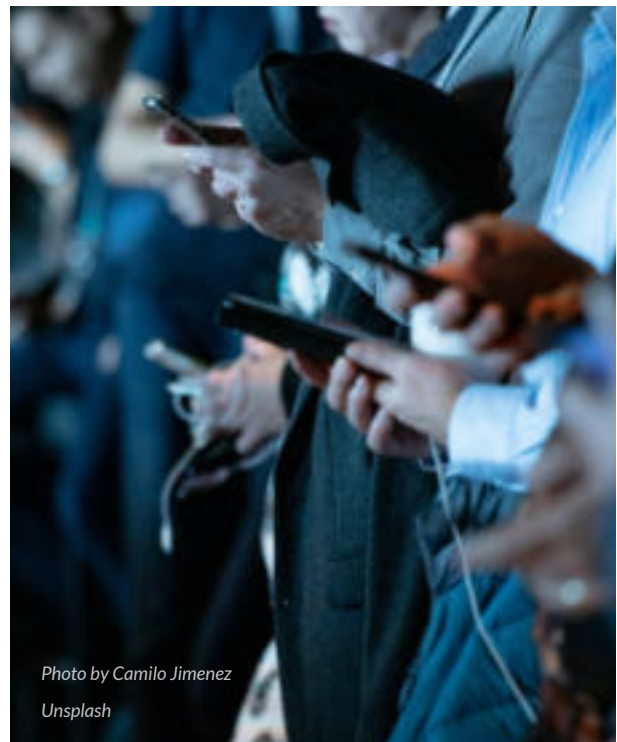
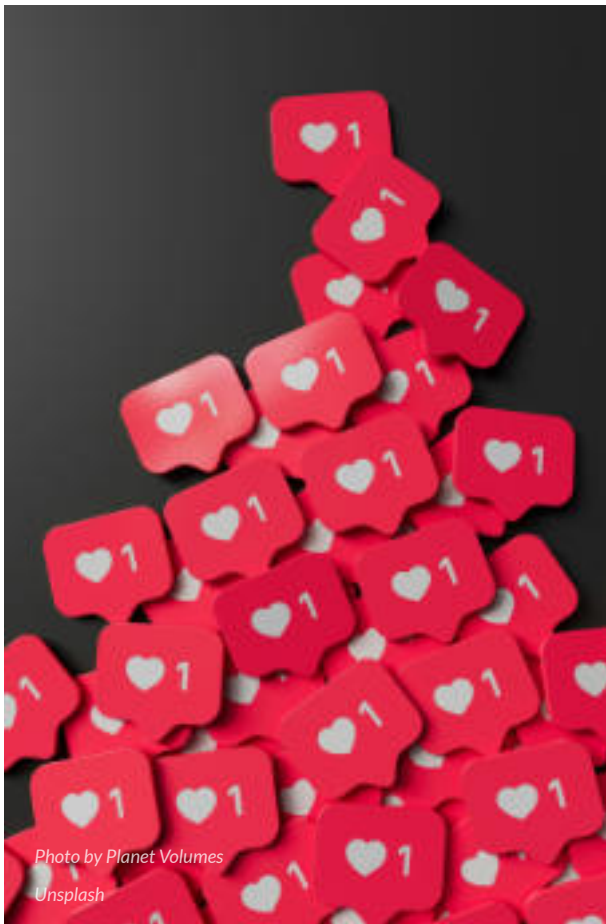


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SOCIAL MEDIA, YOUTH RISK AND COMMUNITY SAFETY

The session highlighted growing concerns about the impact of social media and digital platforms on youth behaviour and community safety. Beyond conventional radicalisation, technology is enabling risky behaviours and recruitment by extreme right-wing groups, including neo-fascist movements that use fitness and social networks to target vulnerable young people. Gaming apps are also contributing to these patterns. Parents often give children mobile phones for oversight, but this can unintentionally expose them to additional risks.

Emerging trends show rising anxiety among students, with up to 20% avoiding school due to safety or mental health concerns—an issue with broader societal and workforce implications. The discussion emphasised the need for comprehensive prevention strategies, stronger stakeholder engagement and policy measures to address the intersection of technology, youth safety and community wellbeing.



SOCIETAL DYNAMICS, DIGITAL CULTURE AND ACCOUNTABILITY

Social media and online platforms have amplified both positive engagement and negative behaviours, including risky activities and the rapid spread of misinformation. Online anonymity has helped create an environment where offense can be weaponised, posing challenges in education, workplaces and public life and contributing to growing self-censorship.

The discussion also noted generational shifts in resilience, discipline and communal norms, contrasting past expectations with today's more protective and sensitive social climate. High-profile cases show the real-world consequences of these changes, from professional impacts to community tensions.

The session also stressed the need to address how technology, governance and social norms interact, particularly around online identity verification and digital responsibility. Overall, the discussion highlighted the need for balanced, proactive strategies that protect individuals and communities while maintaining freedom of expression and social cohesion.

EQUALITY, CULTURAL AWARENESS AND SOCIETAL BALANCE

Language and behavioural standards have shifted significantly over time. The discussion underscored that engaging directly with affected communities is critical to understanding their perspectives, while avoiding overcorrection or misrepresentation. Persistent social issues—including violence against women, hate crimes and discrimination—underline the need for collective responsibility and sensitivity in public and private spaces.

“At the same time, debates around privilege, identity and transgender issues reflect tensions between lived experience and perceived societal hierarchies. Well-intentioned frameworks can sometimes silence dissenting views or create an atmosphere of caution around open discussion.

The discussion also noted the cyclical nature of social norms and cultural evolution, with each generation negotiating its own boundaries of acceptability and often challenging previous conventions. In conclusion, fostering genuine inclusion and cultural understanding requires nuanced reflection, empathy and a commitment to balance between individual awareness and collective responsibility.



Photo by Dillon Wanner

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REGIONAL DEVELOPMENTS

NEPAL

NEPAL FACES CLIMATIC AND POLITICAL CHALLENGES AMID UPCOMING ELECTIONS

Nepal is currently facing significant climatic and political challenges that affect both domestic stability and the tourism sector. Recent fluctuations in weather patterns — including unexpected snowfall and altered rain cycles — have disrupted trekking routes in the Himalayas, particularly near Mount Everest and the Annapurna range. These changes have caused avalanches, landslides and flooding, leaving many climbers and trekkers without electricity or communication, which highlights the vulnerability of high-altitude tourism to extreme weather.

At the same time, Nepal's political landscape is experiencing heightened uncertainty ahead of the March elections. Disputes among major political parties — including unresolved tensions within the UML and ongoing legal challenges for key political figures — have created instability. Cyber-related controversies and emerging political movements have made governance more complicated, so it's unclear whether elections will happen as planned or be postponed.

The combination of natural hazards and political uncertainty poses a dual challenge for Nepal, affecting public safety, governance, as well as the continuity of tourism-dependent economic activity. Addressing these issues will require coordinated disaster response mechanisms and clear political agreements to ensure stability and maintain confidence in the electoral process.



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POLITICAL SHIFTS IN NEPAL AND EMERGING GLOBAL REALIGNMENTS

Recent developments in Nepal and the broader international arena point to significant political and strategic transitions. Nepal's interim government now faces the immediate challenge of navigating upcoming elections amid the consolidation of the Unified Communist Party with ten smaller parties, signalling a coordinated strategic advance in the country's political landscape.

On the other hand, the meeting between U.S. and Chinese leadership in South Korea has renewed discussion around the possibility of an evolving G2 framework and a shifting global order. Additional geopolitical movement includes the ceasefire in Gaza, which has opened questions about future reconstruction and long-term stability in the region.

Meanwhile, global attention is turning toward COP30 in Brazil, with many developing nations expressing concern about insufficient progress toward the 2030 Agenda and ongoing gaps in financing for sustainable and resilient infrastructure.

INDIA

NEPAL'S GOVERNANCE CHALLENGES EXPOSE CRITICAL EDUCATION AND WORKFORCE GAPS

Nepal is confronting significant challenges stemming from corruption, governance issues and underdeveloped human capital, which are impacting both infrastructure development and psychological well-being.

A substantial portion of the youth population is leaving the country in search of higher education and better career opportunities in regions such as the Gulf states. This is driven by an education system that hasn't been updated to reflect current technological and research advancements. Despite progress in some universities and educational institutions, curricula remain outdated, limiting skill development and hindering local experts and companies from taking leading roles in major projects funded by international financial institutions.

The technological and infrastructural gaps pose long-term risks to national development, although successes, such as a Nepalese entrepreneur listing a company on the U.S. stock exchange, demonstrate potential for global competitiveness if systemic reforms in education and governance are implemented.

DELHI TERROR PLOT REVEALS ALARMING RADICALISATION AMONG PROFESSIONALS

A sophisticated terror plot in Delhi has underscored new challenges for national security, as all identified perpetrators were professional doctors, highlighting the potential for radicalisation within highly educated sectors.

The attack, originally planned for December 6th, targeted high-profile public locations, including the Red Fort, a central site for major national events. Authorities were able to intervene on November 10th following a raid on a suspect's residence in Gujarat, where weapons, manuals and a ricin production facility were discovered, effectively preventing the attack from taking place. The incident has triggered an extensive investigation into the mechanisms of radicalisation among professionals, raising urgent questions about recruitment, surveillance and mostly, prevention strategies.

This case also emphasises the evolving complexity of terrorist threats in urban centres, where insider knowledge and technical expertise can amplify risks, necessitating enhanced intelligence collaboration and proactive counter-terrorism measures.



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SOUTHEAST ASIA

INDONESIA'S STRATEGIC NEUTRALITY AMID SOUTHEAST ASIA'S GROWING SECURITY RISKS

Indonesia's continued commitment to a nonaligned foreign policy was highlighted during the session, emphasising balanced engagement with the United States, China, Russia and regional partners. Recent diplomatic activity by the new administration reflects efforts to strengthen ties across multiple blocs while projecting confidence that recent economic agreements—such as negotiated taxation terms—serve national interests without signalling strategic concessions.

Despite this positioning, Indonesia faces notable internal challenges, including economic fragility and concerns over democratic backsliding. The session also examined broader regional dynamics, with Singapore and Vietnam identified as emerging hubs of economic opportunity due to more favourable investment environments and proactive efforts to diversify supply chains.

Malaysia was similarly highlighted for its growing role in the semiconductor sector, while Indonesia continues to present a more complex operating environment. Rising security concerns in the Philippines add further uncertainty to the regional landscape. Overall, the session underscored that Southeast Asia is defined by strategic diversification and mounting governance and security pressures.

ASIA-PACIFIC FRICTIONS AND CLIMATE INERTIA INTENSIFY STRATEGIC VULNERABILITIES

The session highlighted persistent uncertainty surrounding the outcomes of COP27, noting the scale of the challenges that these unresolved commitments pose for global sustainability and climate strategy.

Alongside climate concerns, the discussion highlighted a notable rise in geopolitical tensions in the Asia-Pacific region. Friction between China and Japan has intensified following a clear policy shift in Tokyo, where the new administration publicly identified Taiwan as integral to Japan's national security—an unprecedented move that breaks with the longstanding practice of addressing such issues discreetly under U.S. strategic protection.

This reassessment has introduced new sensitivities into an already fragile regional landscape, increasing the potential for heightened diplomatic strain and strategic miscalculation. The combined weight of climate uncertainty and regional geopolitical shifts reinforces the need for close monitoring and sustained cross-regional engagement among stakeholders.



Photo by Fikri Rasyid
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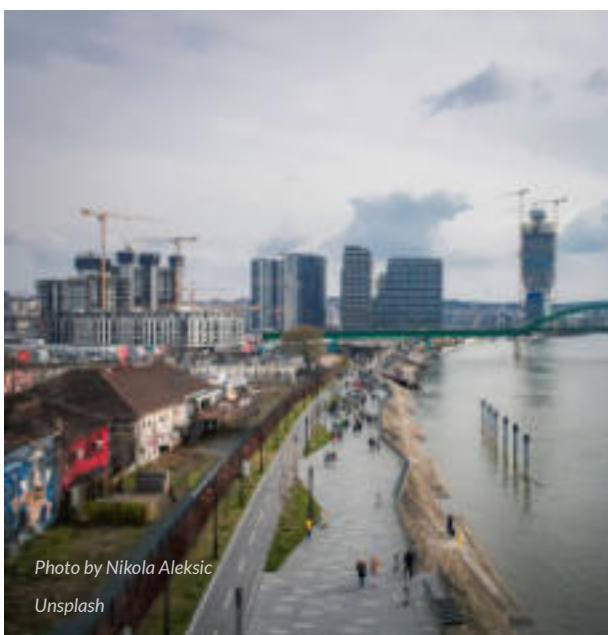
SERBIA

SERBIA FACES STRATEGIC PRESSURES ON ENERGY AND HERITAGE PRESERVATION

Serbia's national oil company, NIS, is at the centre of growing geopolitical and economic pressures. Majority-owned by Russian firm Gazprom Neft since 2008, the company now faces potential sanctions-related disruptions following Russia's invasion of Ukraine.

U.S. authorities have warned that stricter sanctions could block payments and disrupt crude supplies, prompting the Russian owners to enter preliminary negotiations to sell their shares, though key details remain unresolved. Meanwhile, the European Union has emphasised that Serbia cannot maintain simultaneous alignment with Russia and EU interests, particularly regarding energy and military cooperation.

In a separate development, civic and professional groups have opposed a proposed luxury hotel project by Jared Kushner on the historic General Staff building in Belgrade, praising legal violations and the preservation of national heritage. These developments highlight the intersection of strategic and cultural pressures shaping Serbia's domestic and international policies.



NOVI SAD TRAGEDY ANNIVERSARY REKINDLES CALLS FOR JUSTICE

On the 1st of November marked one year since the Novi Sad railway station tragedy, where the canopy collapse and killed 16 people, including children, while many others were severely injured. The event drew widespread public attention, with thousands of citizens—including students and farmers—marching from across the country to demonstrate solidarity, unity and coexistence calling for accountability and justice. Participation from communities in the south, including Muslim-majority areas, sent a strong message against division and in support of national cohesion.

Despite the tragedy, the government's response has been widely criticised. A National Day of Mourning was declared only hours before the anniversary, and senior officials, including the president, have shown an apparent disconnect from public grief. Independent investigations, including a report to the European Parliament, identified corruption and poor construction standards as key contributing factors, while prosecutors have indicted several senior officials for endangering public safety. Legal proceedings remain stalled and government narratives have occasionally deflected responsibility, including unfounded claims of terrorism.

The anniversary underscores ongoing public frustration with accountability and governance and highlights the power of citizen-led demonstrations to foster unity and demand transparency. Persistent civic engagement reflects a commitment to justice and social cohesion despite official inaction.

CONCLUDING REFLECTIONS

Taken together, these discussions reflect a global environment in which societal pressures, political accountability and strategic risk are becoming increasingly intertwined. Student-led protests—from Nepal and Indonesia to Tanzania and France—continue to demonstrate their ability to shift national conversations, influence governance and mobilise broader civic engagement. These movements serve as early indicators of changing public sentiment and highlight the growing role of youth activism in shaping political trajectories.

Meanwhile, domestic political developments in the UK and abroad reveal rising tensions between policy commitments and practical governance. Fiscal pressures, questions of transparency and the need for credible leadership underscore the fragility of public trust. In the U.S., shifts towards more progressive urban governance signal ideological realignments, yet also expose the challenges of translating ambition into sustainable policy.

Strategic risks remain a central concern. Heightened scrutiny of foreign-made technologies, cybersecurity vulnerabilities and major diplomatic decisions illustrate the delicate balance between national security and international cooperation. These issues emphasise the necessity of developing informed oversight and coherent risk management frameworks.

Across all themes, one message is consistent: **identifying problems is not enough. Reports, inquiries and reviews hold value only when they lead to real, measurable change. Effective crisis management requires clarity, decisive action and the willingness to address root causes rather than symptoms.** Without tangible accountability, systems remain vulnerable, and public confidence erodes.

Overall, the report underscores an urgent need for leadership that is principled, strategic and responsive. Building resilience—whether political, social or institutional—depends on the consistent application of lessons learned and the implementation of meaningful reform. Only through this commitment can governments and organisations navigate the compounding pressures that define today's global risk landscape.



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