KPMG

2026 UK CEO Outlook

Start the conversation



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Foreword

Our 2026 CEO Outlook survey is a temperature check of the current UK business mood. Despite the constant unpredictability of the global trading environment, the chief executives of some of the UK's biggest companies are optimistic in the performance and future growth prospects of their businesses. The challenge now is being able to turn optimism into investment and jobs to drive growth.

But with confidence in the global economy dropping, there is no time to stand still, and chief executives have shifted their resilience planning timelines, invested in AI for productivity gains and have become more agile at decision making."



Jon Holt,
Group Chief Executive and UK Senior Partner,
KPMG UK and Switzerland



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Start the conversation on the challenges facing CEOs and what they're prioritising

2026 CEO Outlook

KPMG's CEO Outlook is an annual survey of global business leaders, providing insights on what's keeping them up at night and where they're prioritising investment. The 2026 CEO Outlook is based on a survey of 1,400 CEOs, who lead organisations with revenues of at least US$500 million and are representative of the world's biggest economies and key industries.

This is our analysis of responses from the 150 UK CEOs who took part in our research. They represent some of the biggest companies in the UK, with 71% leading firms with revenues over $1 billion. Over two-thirds (67%) oversee publicly traded businesses.

The story in 2026 is one of resilience

CEOs are feeling under more pressure than ever before as they seek to navigate a world of ongoing complexity and disruption. They're wrestling with complex and integrated risks in the form of economic uncertainty, geopolitical instability, regulatory fragmentation, and rapid technological change. And those risks show no sign of ending any time soon.

In response, UK CEOs have shifted their resilience planning agenda from short-term to long-term over the past year. They're maintaining their investment in AI – to help improve resilience and productivity. They're increasing investment in regulatory compliance and reporting.

They're upping their efforts to attract and retain the skills needed in an AI-enabled organisation. And they're integrating sustainability considerations when they make investment decisions.

Despite the challenges, UK CEOs are upbeat, with 86% confident in the growth prospects for their company and 81% for their industry.

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Growth and resilience

UK CEOs are focusing on building long-term resilience in the face of ongoing, interrelated challenges.

96%
say resilience planning has moved from short- to long-term.

#1
investment to mitigate risks: Cybersecurity and digital risks resilience.

#1
capability for today's CEO: Greater agility and faster decision-making under pressure.



Tech and AI

UK CEOs continue to see AI as an investment priority, but are recognising the challenges as they scale up.

82%
say AI is a top investment priority over the next three years.

87%
expect to achieve ROI within three years.

81%
say ethical considerations are challenging to implementing AI.



Talent

CEOs are focused on attracting and retaining the skills needed in an AI-enabled organisation.

85%
are redesigning roles, career paths and team structure to reflect human-AI collaboration.

77%
are hiring new talent with AI and tech capabilities.

80%
say the integration of AI has made them rethink entry-level skills.



Sustainability

CEOs continue to see sustainability as critical to success and are embedding it in investment decisions.

87%
say they've fully embedded sustainability and it is critical to long-term success.

69%
say stakeholder expectations about sustainability change faster than they're able to adapt strategy.

71%
say addressing sustainability issues is important to business longevity, but the public debate is a distraction.



Cybersecurity

Cybersecurity is back at the top of UK CEOs' agendas.

89%
are concerned about their organisation's vulnerability to cyber-attacks.

61%
are extremely concerned about identity theft and data privacy.

#3
biggest challenge to implementing AI: Cybersecurity.

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Chapter 1

Growth and resilience



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The priority for UK plc is resilience

Start the conversation on growth and resilience with the CEO Outlook

CEOs under pressure from interrelated threats

UK CEOs are feeling the strain more than ever before, according to the KPMG 2026 CEO Outlook. This year, 82% say they feel under more pressure to ensure the long-term prosperity of their business. That's up from 79% in 2025.

The reason? They continue to be faced with a myriad of complex challenges, reflected in the top 5 threats identified by respondents to this year's CEO Outlook: global economic uncertainty, cybersecurity, regulatory pressures, supply chain resilience, geopolitical instability.

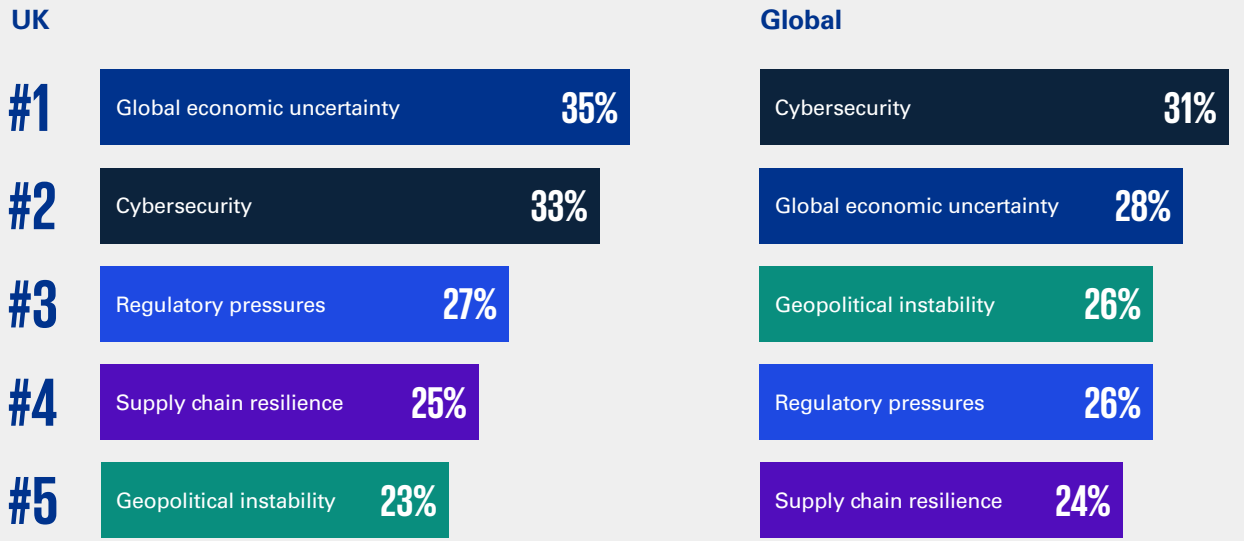
These challenges can't be dealt with in isolation – they're all interrelated. 82% of UK CEOs say geopolitical conflicts and tensions will impact their organisation's prosperity over the next three years. And it does so by impacting supply chains, cybersecurity and the global economy. It's no surprise then that geopolitical monitoring and analysis are an investment priority for mitigating risk.

82%

say they feel under more pressure to ensure the long-term prosperity of their business.

Top 5 threats to growth

Which of the following risks poses the greatest strain or threat to your organisation's growth over the next three years?



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Confident on company growth. Tentative on the economy

The ongoing challenges facing CEOs have contributed to UK CEOs feeling less optimistic about UK economic growth, with confidence dropping from 79% in 2025 to 64% this year. Confidence in the global economy has also been falling, from 70% in 2024 to 65% in 2025, and again to 63% this year.

But UK CEOs are bullish about the prospects for their own companies. Their confidence here has grown significantly – from 74% in 2025 to 86% now. Over three-quarters (77%) say their revenues increased over the past fiscal year, and 69% expect earnings to rise by 2.5% or more over the next three years – that's up from 64% in 2025. And 83% are planning to make some acquisitions.

86%

of UK CEOs are confident in the growth prospects for their company.

CEOs' focus shifts to resilience over the long-term

Faced with complex and interrelated challenges, CEOs are focusing on embedding resilience within their organisations. And they're not expecting those challenges to disappear overnight. The vast majority (96%) say their resilience planning agenda has moved from short-term to long-term over the past year.

UK CEOs are demonstrating varying risk appetites, pointing towards differing approaches to navigating today's challenges. While 61% are maintaining their existing level of risk taking, almost one in five (17%) say they're becoming more cautious and 9% are prioritising risk mitigation over new opportunities. Meanwhile, 13% are taking more risks to capitalise on opportunities.

96%

of UK CEOs say their resilience planning agenda has moved from short-term to long-term over the past year.

"The chief executives of some of the biggest UK companies are showing high levels of confidence in company growth, in their responses to our CEO Outlook survey. We saw that in our latest KPMG Private Enterprise Barometer Pulse too, albeit confidence had softened. What we're seeing is a business community that remains ambitious despite a more challenging operating environment.

In the face of uncertainty, they're focusing on long-term resilience. After all, businesses that are resilient can recover faster and be in the best position to seize new opportunities. Operational resilience, including strong cybersecurity, are priorities that I see day-in, day-out with my clients. They also want a stable and predictable tax and regulatory environment to encourage investment and growth."



Euan West, UK Head of Markets & Growth, KPMG in the UK

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Digital risk resilience is the priority

Given ongoing economic and geopolitical uncertainty, CEOs have made cybersecurity and digital risk resilience their number one investment priority to mitigate business risks over the next three years. That's unsurprising given that 82% believe cybercrime and cyber insecurity will impact their organisation's prosperity over the next three years.

This sense of cyber insecurity has been flamed by geopolitical uncertainty and talk of virtual threats. It's also been impacted by rapid developments in AI. That's brought with it risks from AI-enabled cyber criminals, who can expose vulnerabilities at speed.

But UK CEOs also see AI as key to managing risks. AI integration into operations and workflow is third on UK CEOs' list of areas for investment to mitigate risks. Faced with threats from the misuse of frontier AI, organisations can use AI to shorten patch cycles and respond at machine speed.

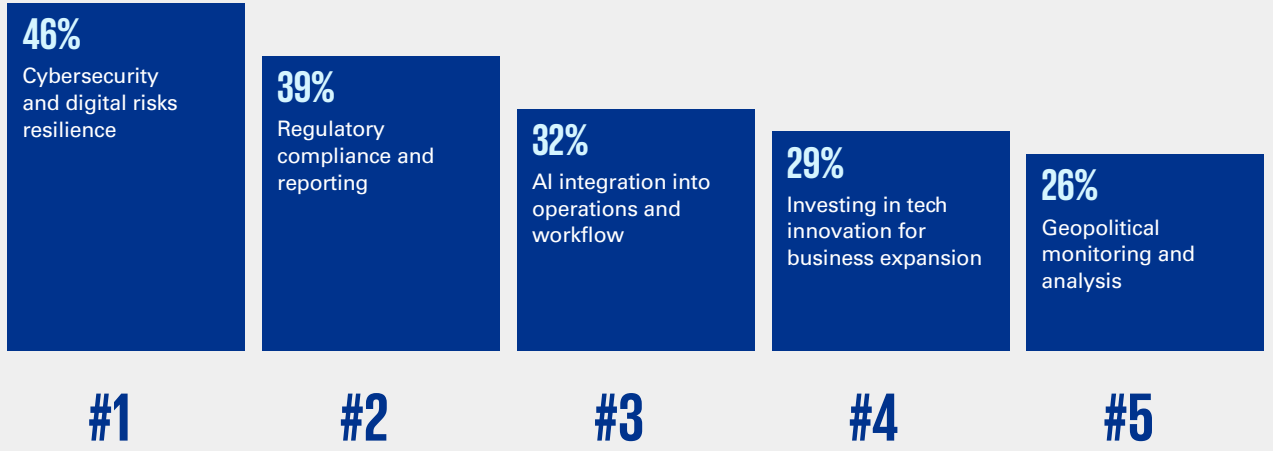
It's not just in the world of cyber resilience that AI is being adopted to mitigate risks. When asked which supply chain strategy they're prioritising to improve resilience over the next 12 months, 41% said 'improving end-to-end visibility through data, AI or digital tools', making it the top answer by some way. And AI has the potential to support organisations' sustainability efforts too – for example, by enhancing climate risk modelling and scenario planning (87%) and identifying opportunities for resource efficiency (75%).

#1 investment to mitigate risks:

Cybersecurity and digital risk resilience.

UK CEOs' top 5 areas for investment to mitigate risks

Where has your organisation increased its investment to mitigate pressing business risks over the next three years?



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CEOs respond to fragmented regulatory landscape with increased investment

CEOs are responding to the regulatory pressures they're under by increasing investment in regulatory and compliance reporting – ranked at no.2 in the areas where CEOs have increased investment to mitigate business risks over the next three years.

The CEO Outlook results find that regulatory uncertainty over AI is being felt keenly by UK CEOs – 61% expect the pace of progress on AI regulation to pose a barrier to their organisation's success. This isn't just a question of CEOs wanting clarity on regulations faster. It's also about global consistency – 39% of UK CEOs say varying regional regulation is a barrier to implementing AI. In response, almost half (49%) of UK CEOs are increasing their focus on internal data governance controls as part of their AI and data sovereignty strategies.

This fragmented regulatory landscape is also impacting organisations' sustainability efforts. When asked what the greatest barrier was to achieving net zero, UK CEOs placed 'increasing – but inconsistent – regulation requirements across jurisdictions' at the top of the list.

76%

of UK CEOs say regulatory demands will impact their organisation's prosperity over the next three years.

To achieve growth, you need the tech foundations in place

While CEOs are focused on resilience, they're still investing to drive growth. As it was in 2025, their top operational priority to achieve their growth objectives over the next three years is advancing digitisation and connectivity across the business. CEOs recognise that they can't simply plug and play to gain the full benefits or AI and other tech. They need robust foundations in place – agile platforms, data they can trust and secure connectivity.

The future isn't just about tech. CEOs know the importance of having top talent in place. But the talent and skills needed are changing as organisations move into an era of human-AI collaboration. Consequently, there's a big focus on AI education and upskilling the workforce.

UK CEOs' top 5 operational priorities to achieve growth

Which of the following will be your top operational priority to achieve your growth objectives over the next three years?

#1 Advancing digitisation and connectivity across the business (22%)

#2 Improving customer experience (15%)

#3 Inflation proofing capital and input costs (10%)

#4 Understanding and implementing generative/agentic AI / Adapting operating models for innovation (9%)

#5 AI upskilling / Organic growth / Supply chain resilience (8%)

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A resilient organisation needs a resilient CEO

UK CEOs are facing geopolitical instability and global economic uncertainty, the impact of AI on how they operate, and a fragmented regulatory landscape. They're feeling the pressure. So, what skills do they need to lead their organisations through uncertainty and change?

#1 capability essential for CEOs today:

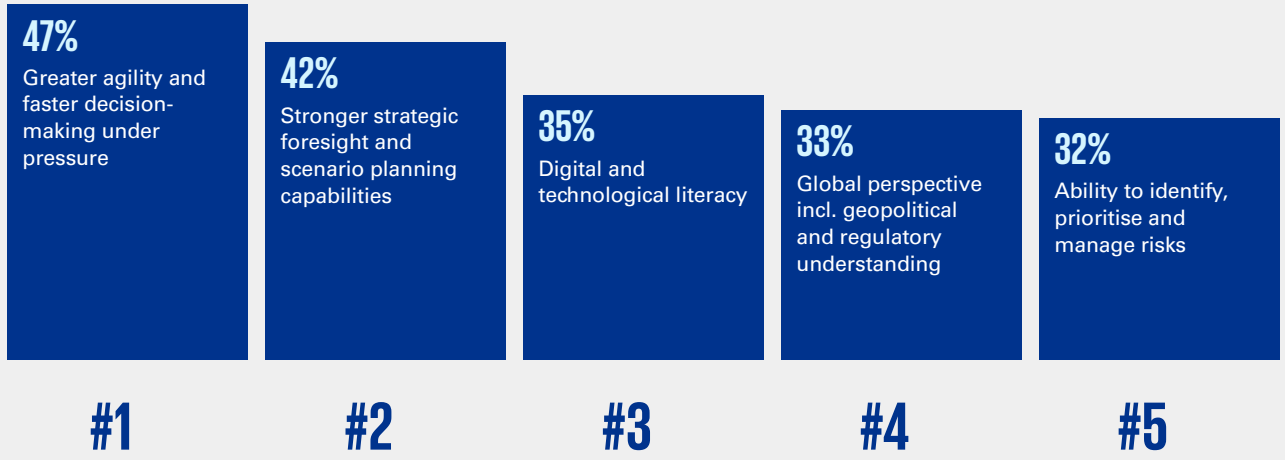
Greater agility and faster decision-making under pressure.

The top 5 capabilities UK CEOs identify as most essential in today's unpredictable environment mirror the challenges they face. Top of the list is greater agility and faster decision-making under pressure. Almost half (47%) of UK CEOs say it's a skill that's becoming essential, compared to just 18% a year ago. Also on the list are digital literacy and geopolitical and regulatory understanding.

Just outside the top 5 is 'enhanced emotional intelligence, resilience and effective communication' (30%). As they focus on building the long-term resilience of their businesses, UK CEOs recognise that they need to foster their own emotional resilience and ensure they're communicating their strategies effectively with their people.

Top 5 capabilities for UK CEOs

In your view, which leadership capabilities are becoming most essential in today's fast-changing and unpredictable environment?



Start the conversation on resilience

Use the findings from our CEO Outlook to start conversations around the big questions facing your organisation's approach to resilience and growth:

- Are we up to speed with the latest regulations that could impact our growth and resilience?
- Do we have the technology platforms and architecture that will help us implement AI and other emerging technologies safely?
- Do we know what skills we need to maintain resilience and thrive in a world of human collaboration, or where to find them?

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Chapter 2

Artificial Intelligence



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AI: from adoption to accountability

Start the conversation on responsible AI with the CEO Outlook

Investment in AI is not letting up

AI remains a top investment priority for 82% of UK CEOs over the next three years, according to KPMG's 2026 CEO Outlook. And almost three-quarters (74%) of them are investing more than 10% of their budget in AI over the next 12 months.

The majority (87%) of UK CEOs expect to see a return on that investment within three years. They're far more optimistic than they were two years ago, when 83% said it would be at least three years before they achieved ROI. And this year, for the first time, a small proportion (4%) of UK CEOs say they'll see a return in less than six months or have already seen one.

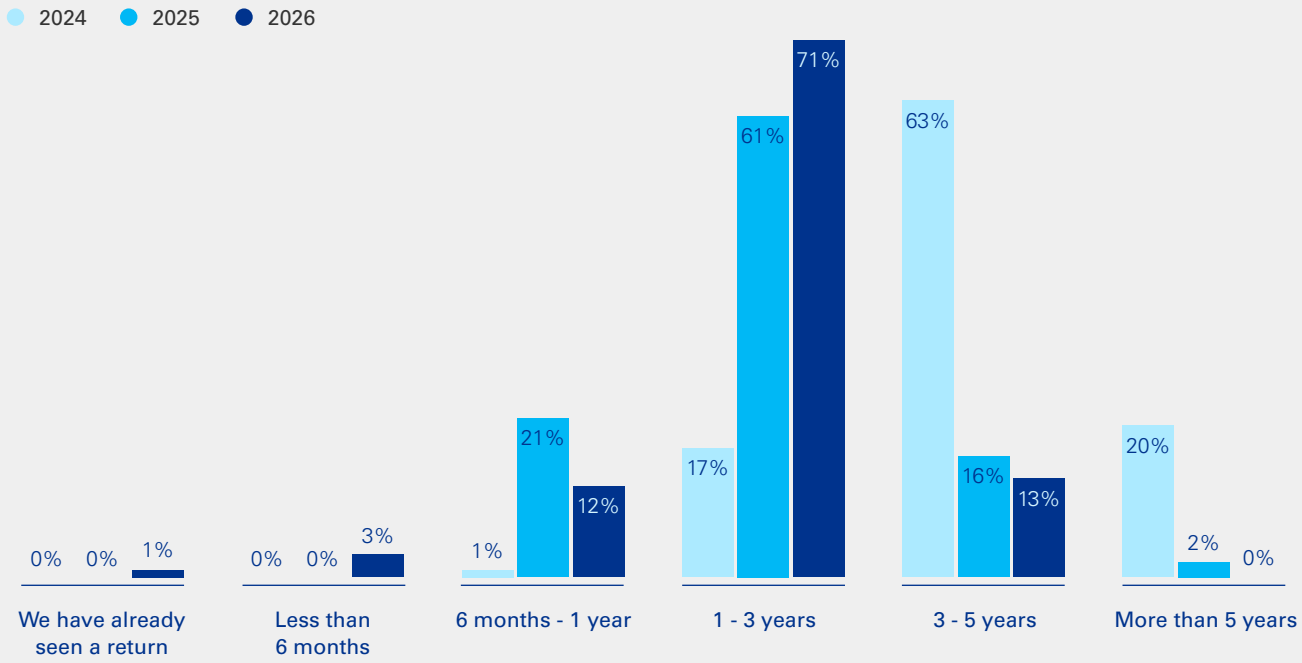
Much of that return on investment has come in the form of enhanced efficiency and productivity, including improved decision-making and data analysis. Almost half (48%) say this is a top 2 benefit of implementing AI. It's not the only benefit though – 29% say a key benefit is increased profitability and growth, with the same proportion calling out improved threat detection and security posture.

82%

of UK CEOs say AI remains a top investment priority.

Most UK CEOs expect ROI on AI within 3 years

How long do you anticipate it will take to see a return on your investment in the implementation of AI?



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Compared to 2025, however, a smaller proportion of UK CEOs are expecting to see their investments pay off in less than a year. That could be because they've moved on from the low-hanging fruit to more complex, enterprise-wide integration.

As they've gone from experimentation and early adoption to scaling AI across the enterprise, they're encountering new challenges. And that has made them rethink their progress. Whereas in 2025, 76% said they were confident they were moving at the right pace or ahead of the curve, that's dropped to 59% in 2026. That said, a further 35% are feeling cautiously optimistic.

We don't need a pause. We need greater accountability

While UK CEOs remain optimistic about the potential of AI, their focus is shifting from AI at speed to responsible integration. That means thinking through carefully what AI means for their people, their reputation and their resilience, and building in appropriate governance and controls.

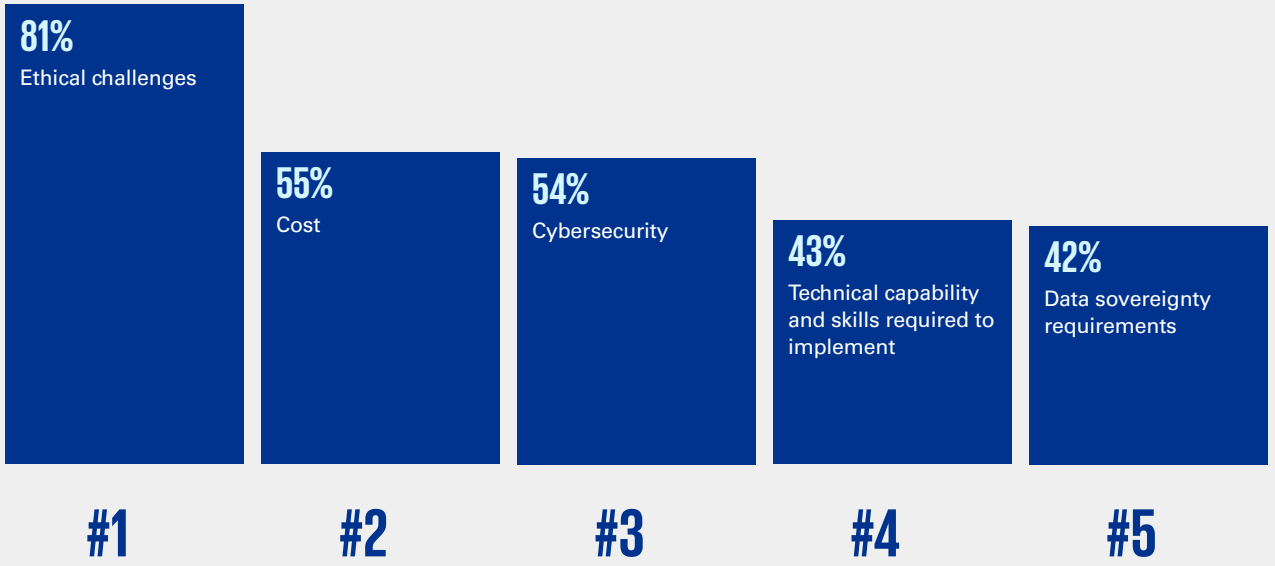
This year's CEO Outlook results show that UK CEOs have become particularly tuned into the ethical considerations around AI – with 81% saying these are either very or mostly challenging. It's still the top challenge for global respondents, but the proportion selecting it is much smaller at 57%.

81%

of UK CEOs say ethical considerations are challenging when implementing AI.

UK CEO's top 5 challenges to implementing AI

To what extent do you consider the following items challenging when implementing AI within your organisation?



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Concerns around AI and data sovereignty also make the top 5 challenges to implementing AI. Almost half (49%) of UK CEOs are reacting by increasing their focus on internal data governance and control. Data sovereignty concerns are also influencing UK CEOs' choice of AI partners and vendors. That's a much bigger consideration for UK CEOs (42%) than their global counterparts (17%).

A small majority of UK CEOs are in favour of more AI regulation. Half (50%) say regulations regarding AI should be increased, with 42% unsure. And a majority (61%) say that the pace of progress on AI regulations will be a barrier to their organisation's success. That's down significantly from three-quarters (76%) in 2025.

KPMG's Q3 AI Pulse report suggests that the organisations having the greatest success with AI are those that have embedded clear accountability, strong governance and the ability to coordinate AI across the business. Over half (55%) of global respondents to the AI Pulse say they now operate a formal AI management infrastructure. That rises to 86% for those who report an established return on their investment in AI.

"We don't have to slow down the pace of development or implementation. What's needed is a greater focus on governance and accountability. As AI agents take on more complex tasks, you'll need to establish clear accountability for supervising their work, monitoring performance and risk, validating outputs and intervening when systems behave unexpectedly. It needs humans to not just be in the loop but in the lead."



Paul Henninger, Head of Technology and Data, KPMG in the UK

Start the conversation on AI

Use the findings from our CEO Outlook to start conversations around the big questions facing your organisation's approach to AI implementation and governance:

- Are we confident that we know what value we're getting from AI?
- Are we tackling our biggest challenges with AI?
- Do we have a robust governance and controls framework in place?
- Is our existing risk process adequate given new risks around AI and agentic solutions?

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Chapter 3

Talent



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The AI challenge is a skills challenge

Start the conversation on talent with the CEO Outlook

Humans need upskilling to lead AI

The biggest workforce challenge being faced by businesses is addressing skills gaps, according to KPMG's 2026 CEO Outlook. That's followed by upskilling and training employees in AI systems, attracting and retaining talent, and maintaining productivity and performance.

AI is both a challenge and a solution. Organisations are looking to AI to fill skills gaps and improve productivity. But the impact of AI on how work gets done is forcing organisations to rethink the skills they need in the workforce – especially for entry-level roles most impacted by AI. Employees need reskilling to create effective prompts, to challenge hallucinations, to lead AI rather than simply be in the loop.

The good news is that, in CEOs' eyes at least, their people are open to using AI. Workforce resistance ranked low on a list of 13 challenges to implementing AI. That said, 30% of UK CEOs said it was very or mostly challenging. So, there's still much work to be done to take employees on the AI journey.

That takes having a compelling story that shows employees, in terms they can relate to, how AI will make their lives easier. Half of UK CEOs (50%) are communicating openly with employees about the potential impact of AI on their roles.

80%

of UK CEOs say the integration of AI has made them rethink the skills required for entry-level roles.

Top 5 workforce challenges according to UK CEOs

In your view, what is the biggest workforce challenge your organisation is currently facing?

#1 Skills gaps in the workforce (58%)

#2 Upskilling and training employees in AI systems (51%)

#3 Attracting and retaining talent (50%)

#4 Maintaining productivity and performance (26%)

#5 Resistance to return to office (21%)

"Technology access alone will not deliver change. You need structured learning, internal champions, and clear ownership for defining objectives, monitoring performance, handling unreliable outputs and disabling systems where necessary. You also need people who can build, deploy, supervise and improve agents, alongside leadership capable of redesigning work around AI."



Paul Henninger, Head of Technology and Data, KPMG in the UK

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Prepare for new roles and new skills

Almost half (45%) of UK CEOs are providing tailored role-specific training over the next 12 months on how AI can support people in their jobs. This sort of training can help win over naysayers and get employees using AI more effectively, improving productivity.

Every UK CEO who responded to our survey said that they're adapting their longer-term (2-5 years) workforce strategy in response to AI. And they've stepped up activity since 2025 as AI becomes more deeply engrained into their operations.

Some 85% of UK CEOs say they're redesigning roles and career paths to reflect a future of work where people work alongside AI colleagues. That compares to 71% in 2025. The same proportion (85%) say they're focusing on retaining and re-training existing high-potential talent (67% in 2025).

85%

of UK CEOs are redesigning roles, career paths and team structure to reflect human-AI collaboration.

The war for AI talent is hotting up

The skills challenge isn't just about upskilling those people who'll be working with AI though. Organisations need people with the skills to develop AI and lead the necessary transformation programmes. Over three-quarters of CEOs (77%) are hiring in new talent with AI and tech capabilities. It was 58% just a year ago.

77%

of UK CEOs are hiring new talent with AI and tech capabilities, compared to 58% in 2025.

Workforce strategy is changing in response to AI

How is your long-term workforce strategy (2-5 years) changing in response to AI?



Start the conversation on talent

Use the findings from our CEO Outlook to start conversations around the big questions facing your organisation's approach to AI and talent:

- Do we have the tech and functional experts we need to deliver our AI transformation?
- Is our workforce strategy aligned with changes to the way we operate?
- Do we understand employee attitudes to AI and how they're using it today?
- How are the skills we need in the workforce changing?

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Chapter 4

Sustainability



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Sustainability is a business resilience issue

Start the conversation on sustainability with the CEO Outlook

Sustainability is key to longevity

The 2026 UK CEO Outlook paints a picture of CEOs who are focused on building resilient organisations in the face of ongoing external and internal pressures. The vast majority (96%) say that their resilience planning agenda has moved from short-term to long-term over the past year.

Sustainability is a key part of that agenda. The resilient organisation has an adaptation plan to manage the impact of heatwaves, flooding and drought. It has put in place measures to address energy insecurity. It recognises that sustainability isn't simply about compliance; it provides the basis for innovation and growth.

Almost three-quarters (71%) of UK CEOs say that successfully addressing sustainability issues is important to the longevity of their business. But they're finding that the public debate around climate change detracts from their ability to stay focused on what matters.

71%

of UK CEOs say that successfully addressing sustainability issues is important to the longevity of their business, but the public debate detracts from their ability to stay focused on what matters.

"This year, more than ever, we're seeing an increased focus on resilience. Forward-looking organisations are adopting sustainability-driven solutions to provide business resilience – for instance, for energy, water or human capital. And they're seeing this as a driver of value creation, innovation and competitive advantage."



Richard Andrews, Head of Sustainability, KPMG in the UK

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UK CEOs respond to pressure by embedding sustainability

UK CEOs are under pressure to keep up with changing expectations around sustainability. In particular, they're facing challenges due to differences in sustainability regulation and expectations across markets. The majority (91%) of UK CEOs say this presents at least a moderate challenge. That comprises 17% who say those challenges are significant, making it difficult to maintain a consistent approach. A further 75% say the challenge is moderate and they're able to adapt their approach by regions where needed.

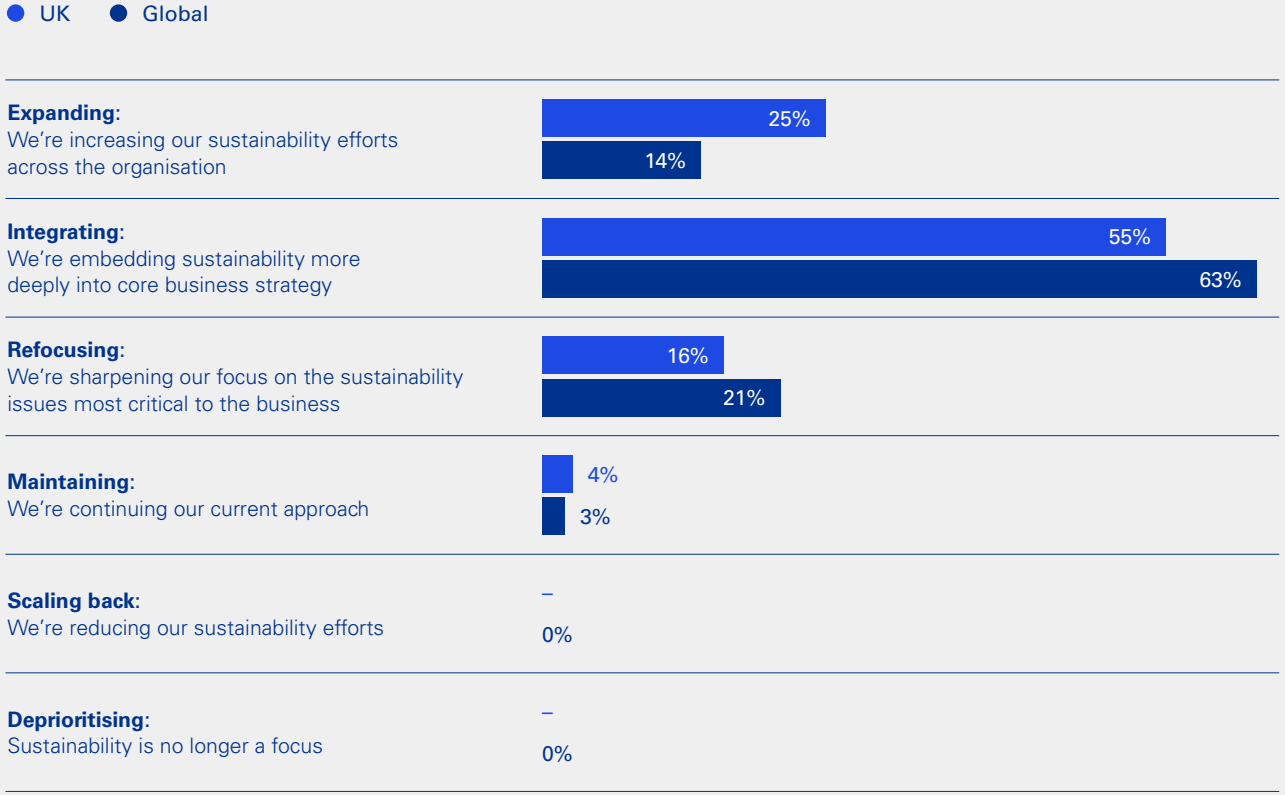
In response to geopolitical developments and internal business pressures, CEOs are adapting their approach to sustainability. Just 4% are carrying on as they were. And while 16% are sharpening their focus on what they see as the most critical sustainability issues for their business, 25% say they're increasing their sustainability efforts across the organisation. The regional variation in approach to sustainability is clear when that's compared to the global average – where 21% are refocusing and 14% are expanding.

#1 barrier to achieving net zero:

Increasing – but inconsistent – regulation requirements across jurisdictions.

How sustainability efforts are being shaped by external and internal pressures

Which of the following best describes the primary way in which geopolitical developments and internal business pressures have shaped your organisation's approach to sustainability over the past year?

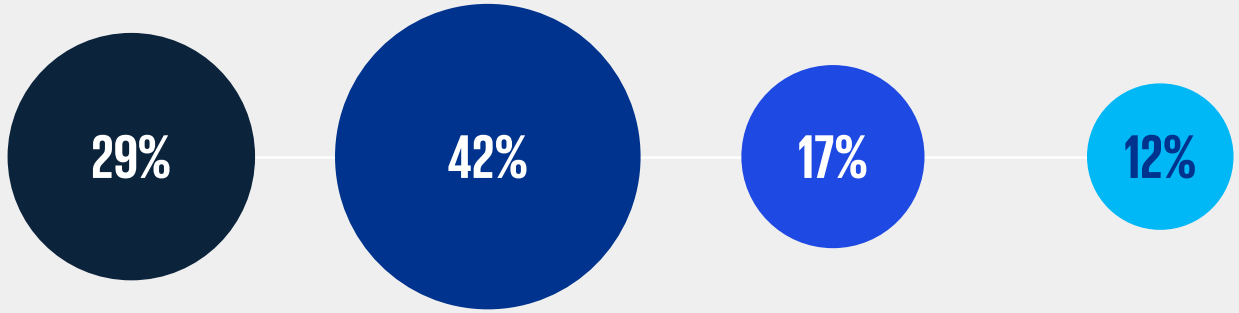


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Over half (55%) of UK CEOs say they're responding to pressure by embedding sustainability more deeply into core business strategy. In our 2025 CEO Outlook, 27% of UK CEOs said their organisations comprehensively calculate and integrate both the costs and potential return on investment of sustainability initiatives into every major capital decision. That's risen to 29% in 2026. And the proportion considering ROI from sustainability in some capital decisions has increased to 42% from 39%.

How UK CEOs are incorporating sustainability value into capital decisions

To what extent does your organisation incorporate the cost and value of sustainability initiatives when making capital decisions?



- **29%** – We comprehensively calculate and integrate both the costs and potential return on investment of sustainability initiatives into every major capital decision.
- **42%** – We consider the costs and potential return on investment of sustainability initiatives in some capital decisions, but not all.
- **17%** – We assess sustainability initiatives qualitatively but have not yet developed a quantitative approach to valuing them in capital decisions.
- **12%** – We have begun developing methods to quantify the costs and return on investment of sustainability initiatives, but do not yet apply them in decision-making.

UK CEOs act to achieve energy resilience

The energy trilemma is never far from the headlines at present: how do we balance cost, security and sustainability? Faced with these issues, CEOs are changing how they source and secure energy for their operations over the next three to five years.

Almost half (48%) say they're diversifying their external supply: increasing the use of renewable or lower-carbon energy through supplier contracts, green tariffs or power purchase agreements. Meanwhile, 37% are looking to tackle demand: reducing energy needs through efficiency measures, with no major change to energy sourcing.

Start the conversation on sustainability

Use the findings from our CEO Outlook to start conversations around the big questions facing your organisation's approach to sustainability:

- How are we identifying the sustainability measures we can take to mitigate risk and preserve value?
- Do we have a consistent, whole organisation approach to sustainability – or are we working in silos?
- How are we keeping up to speed with changing regulations and attitudes across different jurisdictions?

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Chapter 5

Cybersecurity



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Cybersecurity: it's AI vs AI

Start the conversation on cybersecurity with the CEO Outlook

Cybersecurity is back at the top of UK CEOs' agendas

UK CEOs are increasingly concerned about the cyber threats they face. Almost half (48%) are extremely concerned about their vulnerability to cyber-attacks, seeing it as a top leadership priority. A further (41%) say they're actively looking to manage the risk of cyber-attacks. They're even more concerned about identity theft and data privacy (98%).

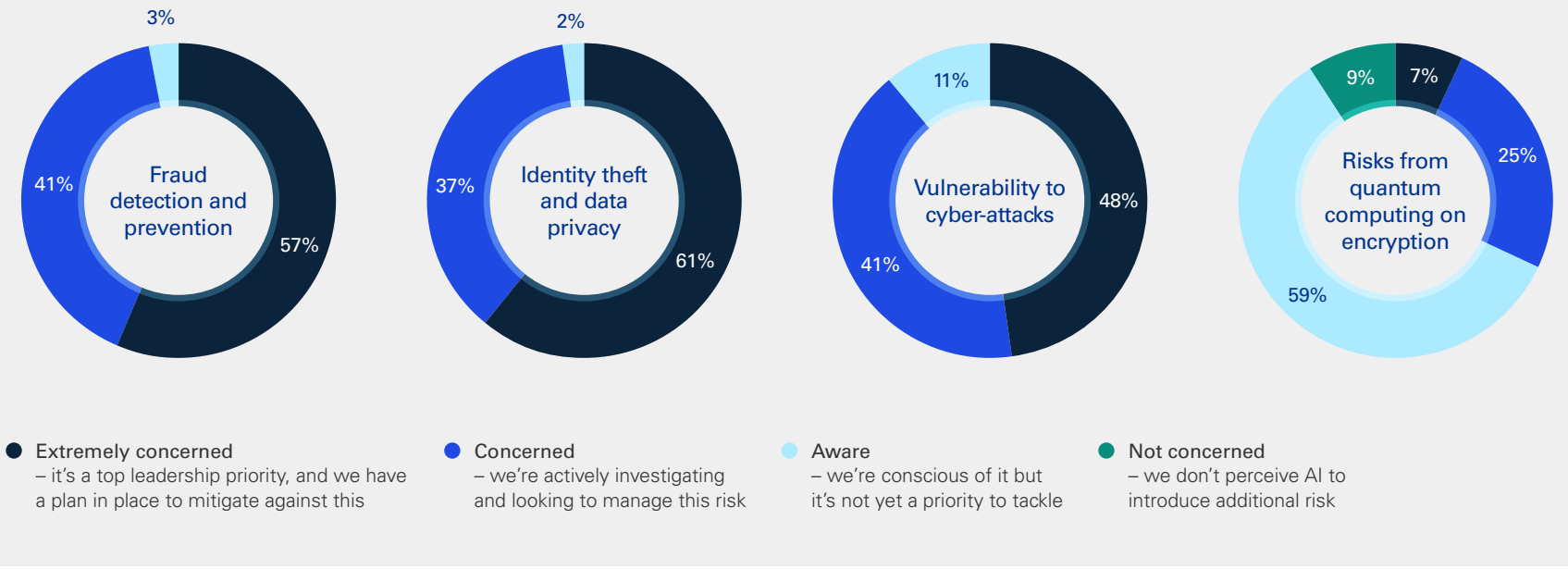
Some 82% of UK CEOs say cybercrime and cyber insecurity will impact their organisation's prosperity over the next three years. It follows then, that cybersecurity and digital risks resilience is their no. 1 investment priority for mitigating pressing business risks.

89%

of UK CEOs are concerned about their organisation's vulnerability to cyber-attacks.

UK CEOs' level of concern about tech risks

How concerned are you about the following technological risks to your organisation's cybersecurity?



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#3 biggest challenge to implementing AI:

Cybersecurity

Cybersecurity needs to be at machine speed

There are a number of factors that may have exacerbated concerns about cyber risk. There's continuing geopolitical instability and growing talk of sophisticated cyber campaigns being launched by nation states. Then there's the threat posed by AI.

Cybersecurity is the third biggest challenge to implementing AI (after ethical considerations and cost), with 54% of UK CEOs finding it challenging.

The use of frontier AI platforms by cyber criminals means attacks are much faster and more damaging to organisations. AI can expose a vulnerability and exploit it at speed. Where previously, it might have taken weeks or months to find a vulnerability, research it and then devise a way to exploit it, AI can do it within hours.

The answer?

- Shorten patch cycles through the use of AI and include LLM tooling in your remediation.
- Take a zero-trust approach, where you verify every user – even the ones inside your internal network by securing identities, especially of IT staff.
- Think cyber resilience – no defence is impenetrable. Build in robust scenario planning so that you're as prepared as you can be. And use that intelligence to roll out processes and training that enable you to recover quickly.

> Frontier AI means attacks are going to come at you faster. That means you need to defend at speed – at the same pace as the attackers, using AI platforms. Taking a zero-trust approach helps."



Del Heppenstall,
Head of Cyber Security, KPMG in the UK

Start the conversation on cybersecurity

Use the findings from our CEO Outlook to start conversations around the big questions facing your organisation's approach to cybersecurity:

- Do we know where our biggest cyber exposures are and where to invest?
- Do we understand how the use of AI and emerging tech is changing cyber risks?
- Do we have the capabilities to build AI into our cybersecurity and defend at speed?
- Are we taking a zero-trust approach to user verification?
- Are we conducting robust scenario planning around potential cyber threats?
- Do we have a clear and structured process for response and recovery?

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