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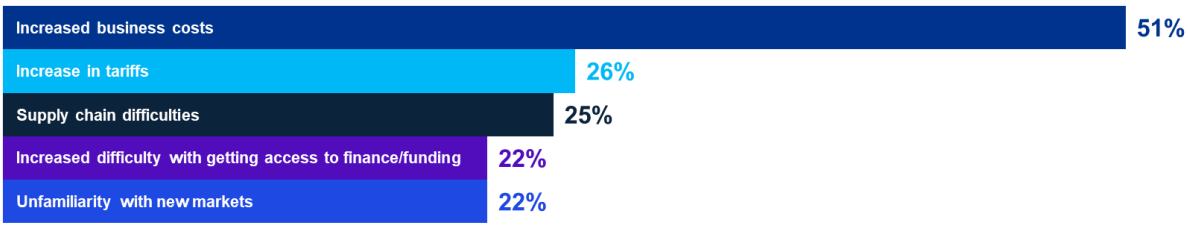
A New Global Order

Higher tariffs, supply chain disruptions among top challenges

Biggest barriers to organisations' overseas expansion efforts



Fast-changing regulations were also a concern amid the uncertain tariff environment

59% of the respondents who faced supply chain difficulties were impacted by regulatory changes

46% of respondents from organisations unfamiliar with new markets faced challenges navigating confusing local regulatory requirements

Stronger trade linkages deemed to be most helpful in overcoming expansion-related barriers and risks

43% hoped for stronger economic and trade partnerships

33% wanted more targeted financial assistance for their sectors

23% said that export promotion measures would help

Working capital

Among respondents who wanted more targeted financial assistance, **64%** hoped for increased access to working capital. **57%** sought incentives to encourage lending, especially for sustainability-linked projects

Digital trade platforms

71% of the respondents who wanted stronger export promotion measures said that more digital trade platforms would be helpful

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The Intelligent Age

Skills, cost and strategy among top challenges for new technology adoption in an AI-driven (agentic) era

Main challenges companies/ organisations face when trying to adopt new technologies like AI

Top areas identified by respondents who incur high upfront costs

71%
Infrastructure costs

49%
Licensing costs for commercial / IP use

Top areas identified by respondents whose organisations struggle with a lack of clear strategy to drive tech adoption

67%
Management expertise

49%
Digital trust (cybersecurity, data private, responsible AI etc.)

32%
Uncertainty over data ethics

27%
Cross-border regulatory complications

Those who prioritised AI adoption support seek

57%
Government Tools
57% would like government-backed open-source AI tools to reduce development costs

56%
Sustainable Frameworks
56% seek frameworks for sustainable AI adoption and integration into the company's sustainability roadmap

51%
Readiness Assessments
51% want AI readiness assessments and roadmaps provided by government-backed digital consultants

48%
Research Funding
48% want funding for inclusive AI research, ensuring models are fair and representative

Those who prioritised enhanced data governance standards seek

56%
Open-data platforms
56% seek high data quality, security and accessibility for open-data platforms

53%
AI usage guidelines
53% prefer to have clear, sector-specific AI usage guidelines

33%
National AI trust mark / certification
33% want a national AI trust mark or certification scheme to signal responsible AI practices to consumers and partners

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Next-Gen Talent

Bridging skills gaps and removing mobility barriers could help companies build globally relevant talent

Main challenges companies/ organisations face when upskilling talent for global and regional roles

Among respondents who faced talent & skills constraints

73% Felt the need for continuous upskilling to keep pace with emerging tech

67% Had difficulty finding staff with the right technical skills

56% Faced employee resistance to new technology

Top areas identified by respondents who faced mobility barriers

54% Lack of clarity on career conversion programmes to prepare staff for global roles

51% Manpower constraints hindering upskilling

45% Difficulties finding replacements for staff in global roles

43% Funding gaps

25% Visa or work-pass constraints

Top Budget 2026 initiatives that respondents hoped to see

49% More skills development and upskilling courses

42% Workforce transformation and job redesign

38% Talent attraction and development

37% Leadership and management development

Specific priority areas

Workforce Transformation
73% support higher grants for job redesign while 57% want more funding for R&D capabilities

AI & Leadership Capability Building
77% want subsidised responsible AI training and 63% seek AI ethics and governance certification schemes

Leadership & Management Development
66% prefer mentorship and coaching for emerging leaders and 64% want more advanced leadership programmes