

AI
AI

MNP

Risk Trends in 2026 and Beyond

Risk intelligence in a world of unprecedented uncertainty and change

FMI & IIA – Victoria, BC
May 21st, 2025

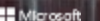


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Richard Arthurs,

FCPA, FCMA, CIA, CFE, CRMA, QIAL, MBA

Partner

National Leader - Internal Audit Services

Enterprise Risk Services

Facilitator – ICD Directors Education Program (DEP)

Advisory Committee – CPA Canada – Audit Committee Conference

Past Roles:

VP Risk, Audit & Compliance – Berkshire Hathaway Energy Canada

Global Director of Risk and Internal Audit – General Mills Inc.

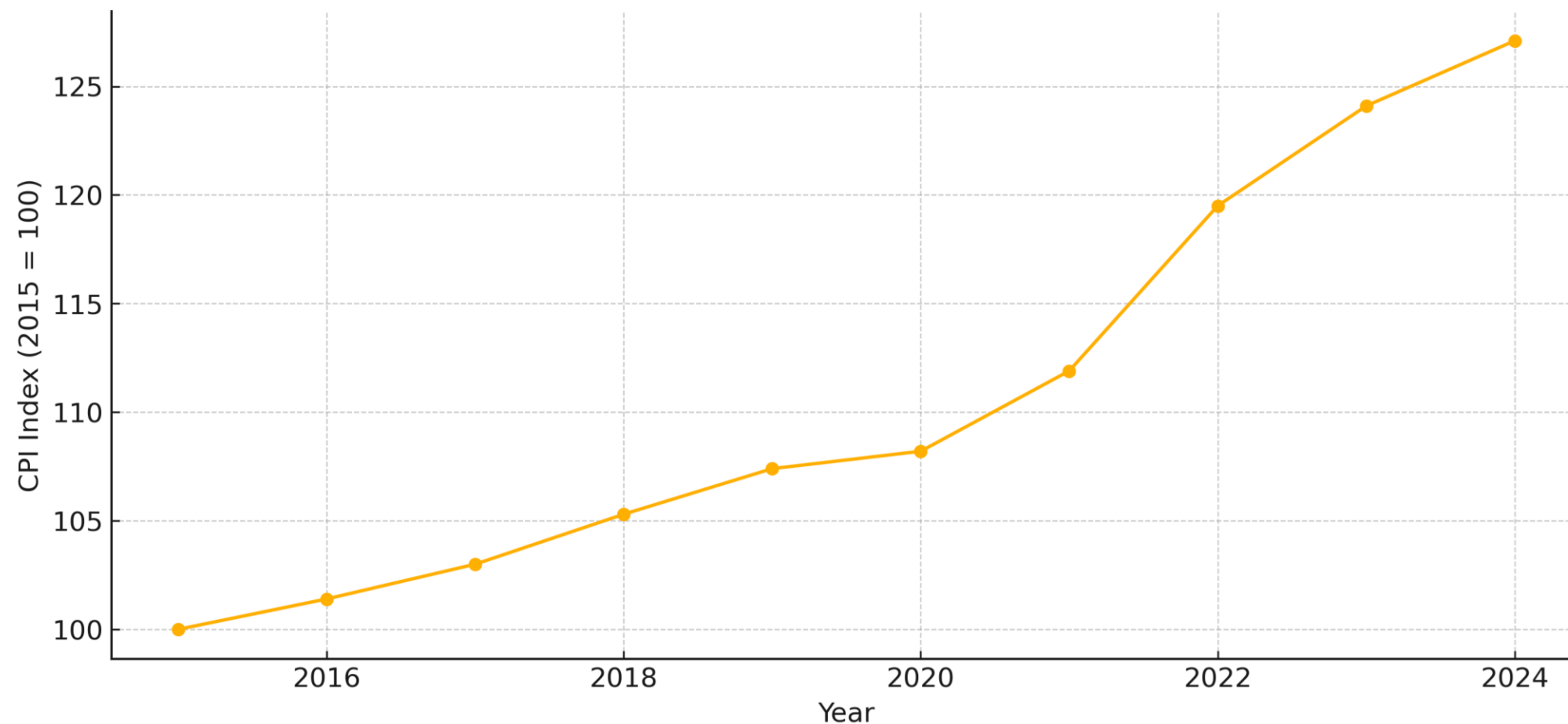
Past Chair – IIA Canada

Richard.Arthurs@mnp.ca

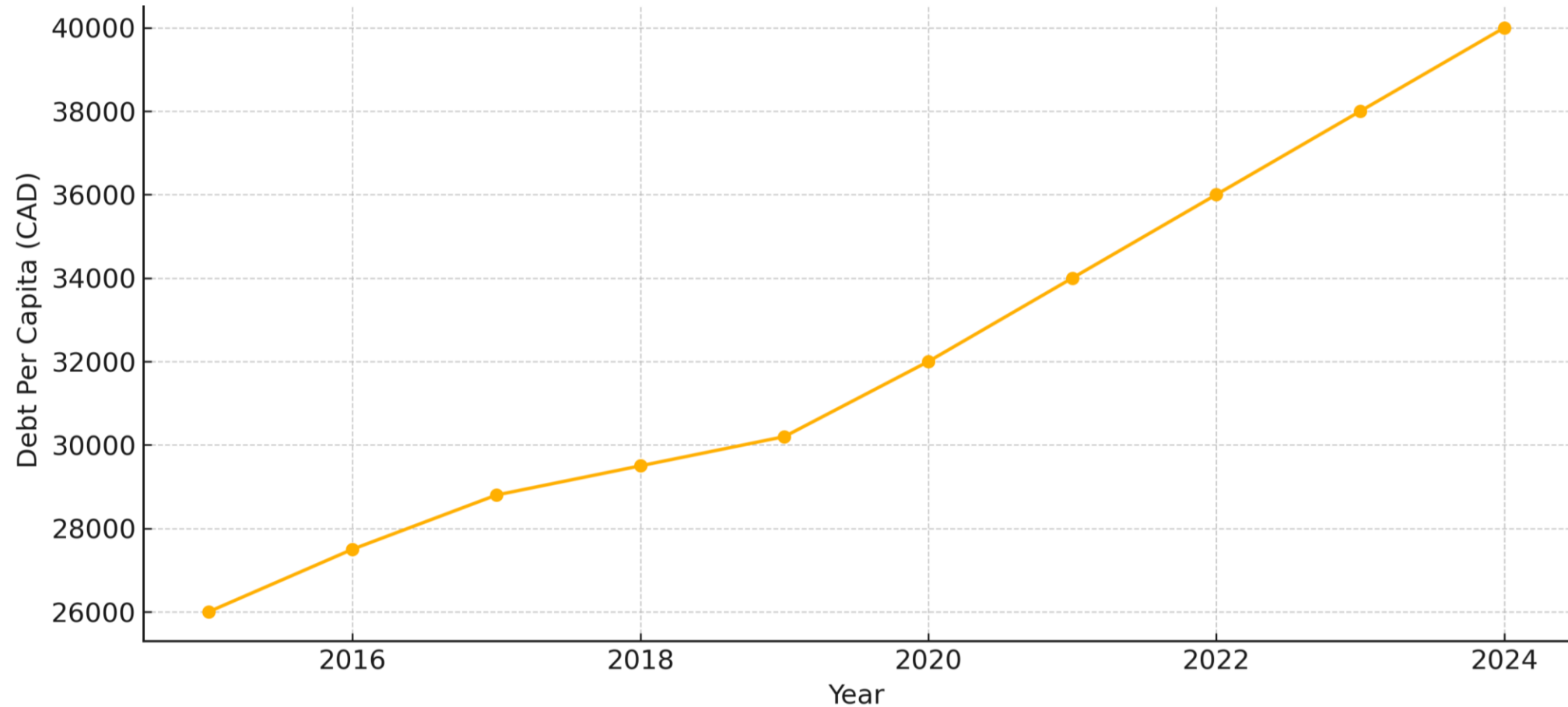
A large Mack semi-truck is driving on a two-lane road that curves into the distance. The truck is dark-colored with a white trailer. The scene is set at dusk or dawn, with a soft, warm light on the horizon. The background shows rolling hills and a clear sky. The text "1. Canada Facing Relentless Uncertainty, and Continuous Risk Management Scenario Planning:" is overlaid on the left side of the image in a large, white, sans-serif font. A small orange horizontal line is positioned below the first line of the text.

1. Canada Facing Relentless Uncertainty, and Continuous Risk Management Scenario Planning:

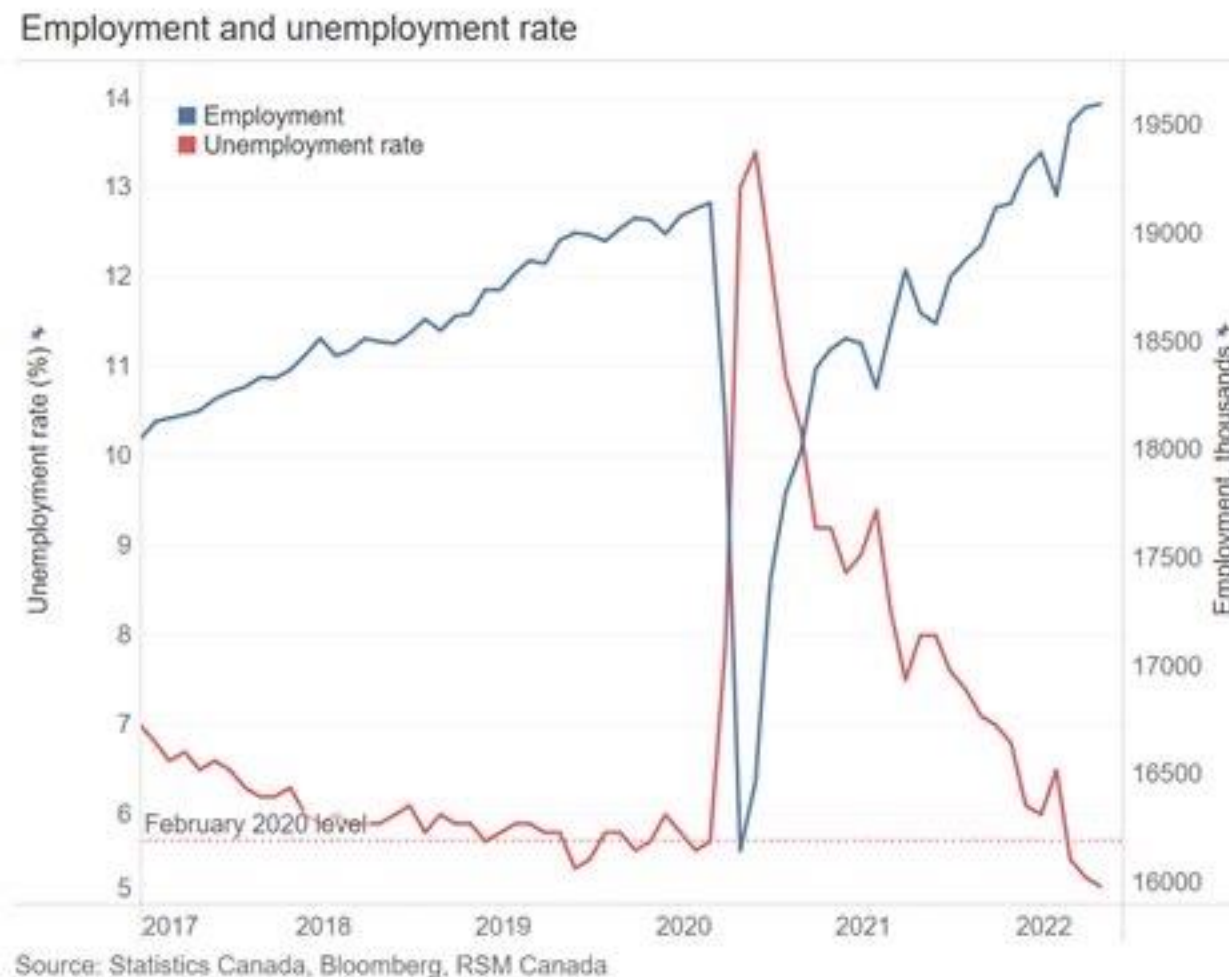
Cost of Living in Canada (2015–2024)



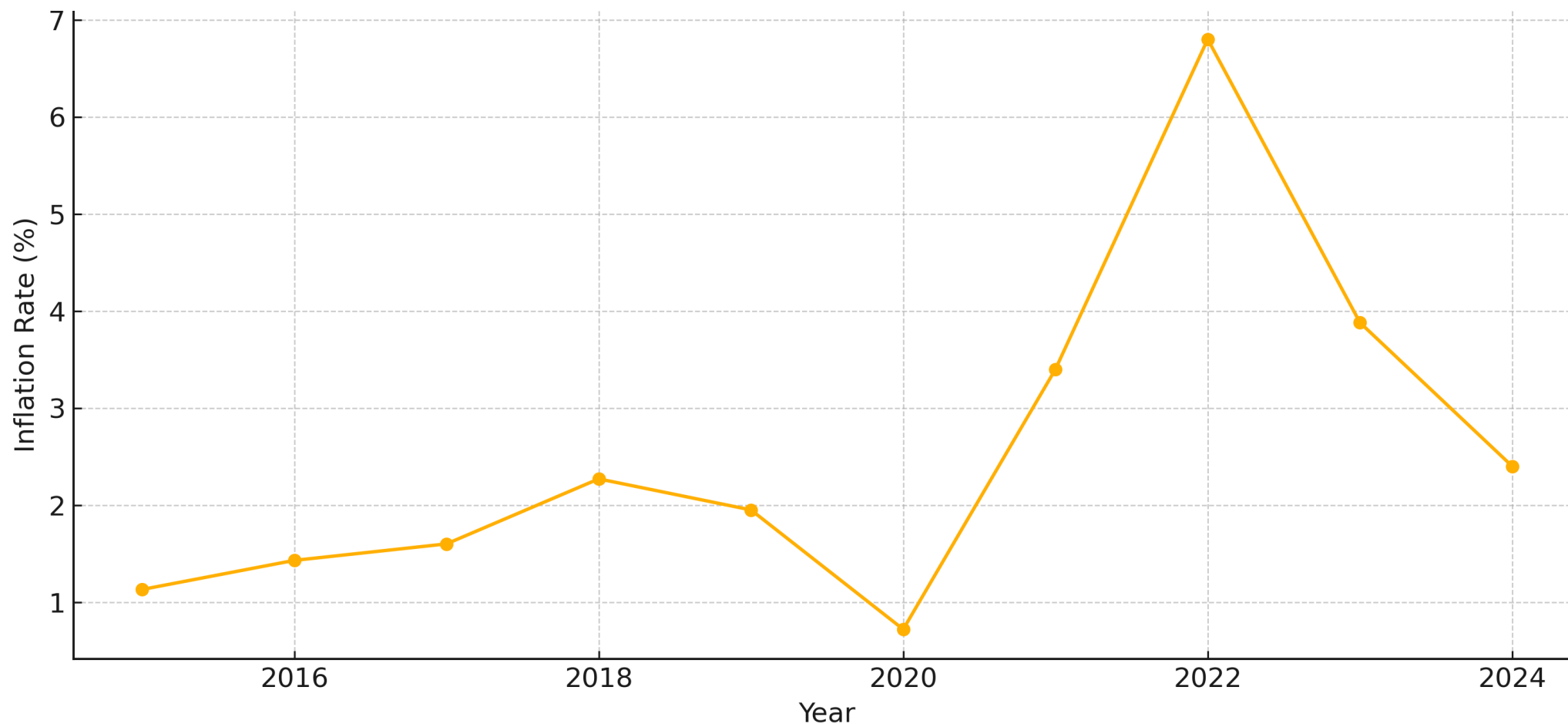
Federal Debt Per Capita in Canada (2015–2024)



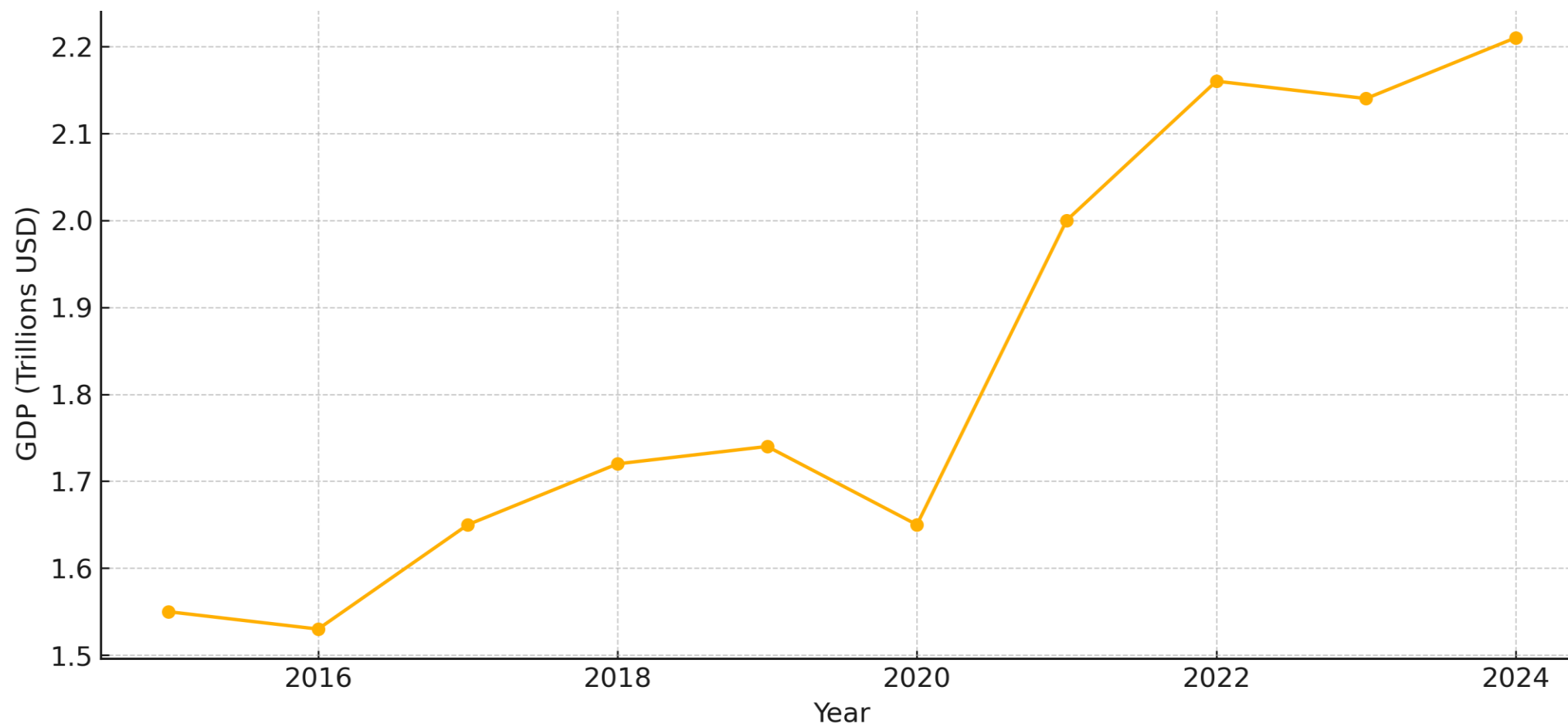
Canada's Employment and Unemployment (2015–2024)



Canada's Annual Inflation Rate (2015–2024)



Canada's Annual GDP (2015–2024)

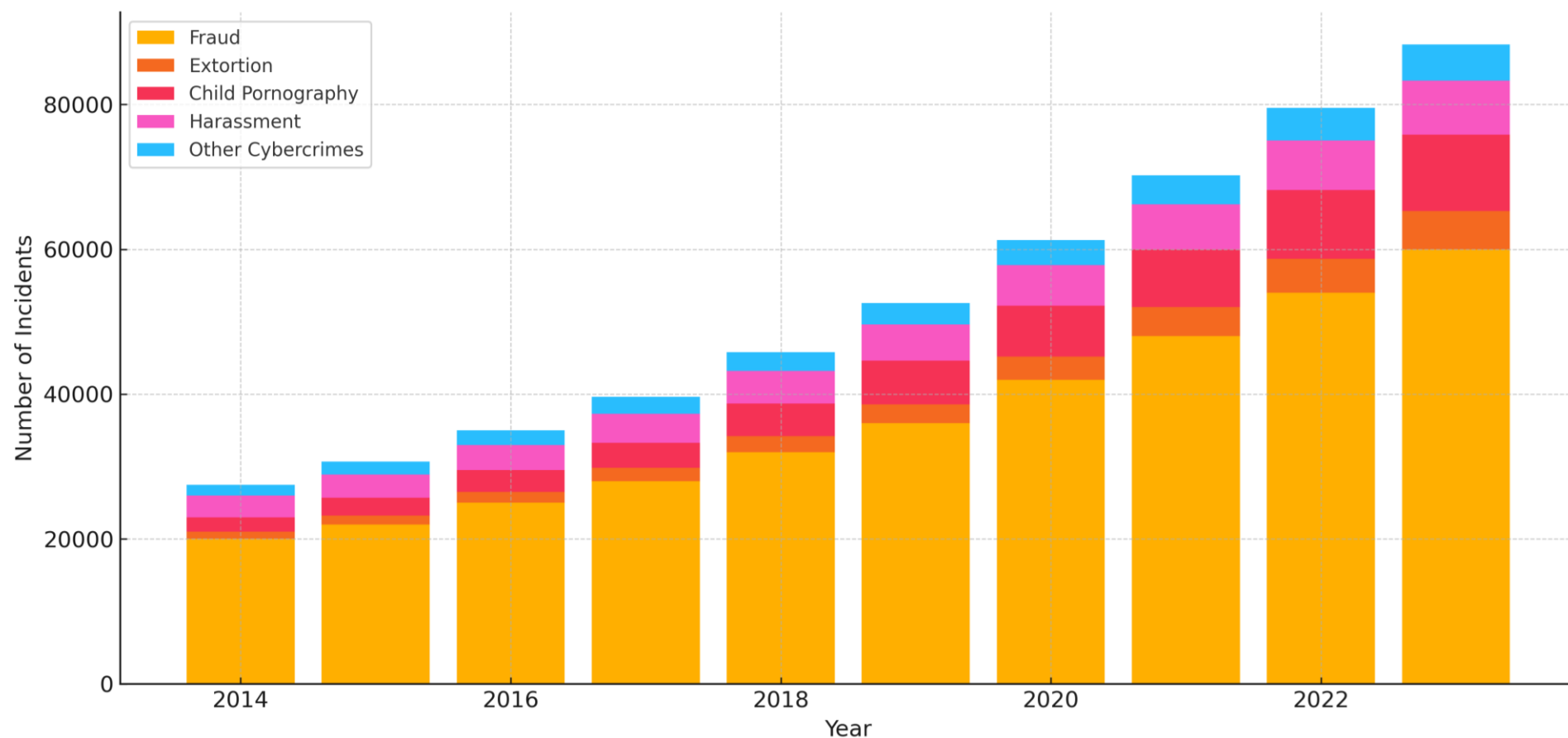


2. AI Unleashed: The Explosive Growth and Hidden Risks of Tomorrow:

The link between change and risk is undeniable, and AI is amplifying this connection. By 2026, AI will generate new use cases every minute, many of which will quietly integrate into daily life without most people realizing it. Imagine a future where AI, not humans, determines whether you qualify for a mortgage, gain acceptance to a university, secure a travel visa, or receive an insurance payout.

3. Cybersecurity 2.0: Navigating the High-Stakes Risks of a Digital Future:

Cybercrime Incidents in Canada by Type (2014–2023)

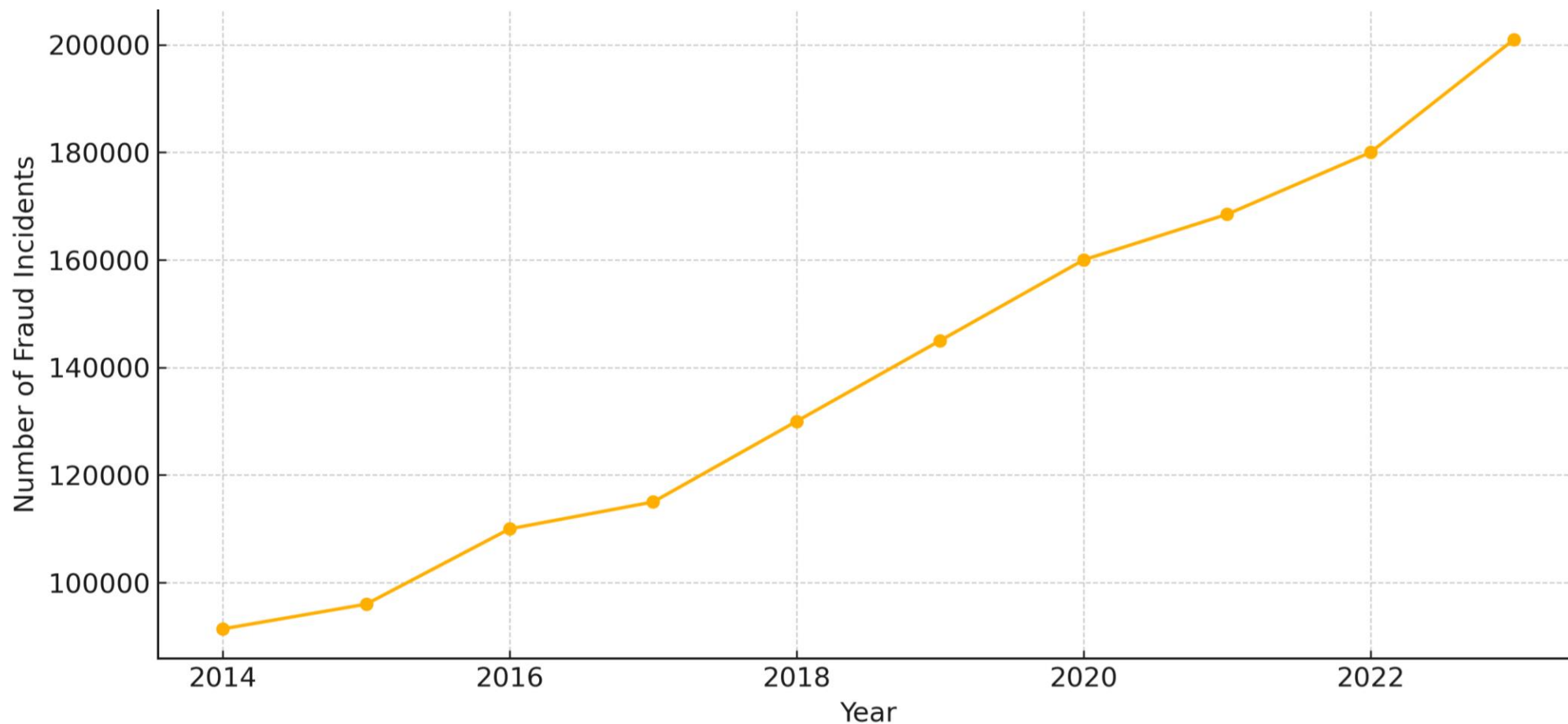


4. ESG Risk: Conquering the Future of Sustainability and Uncertainty: :

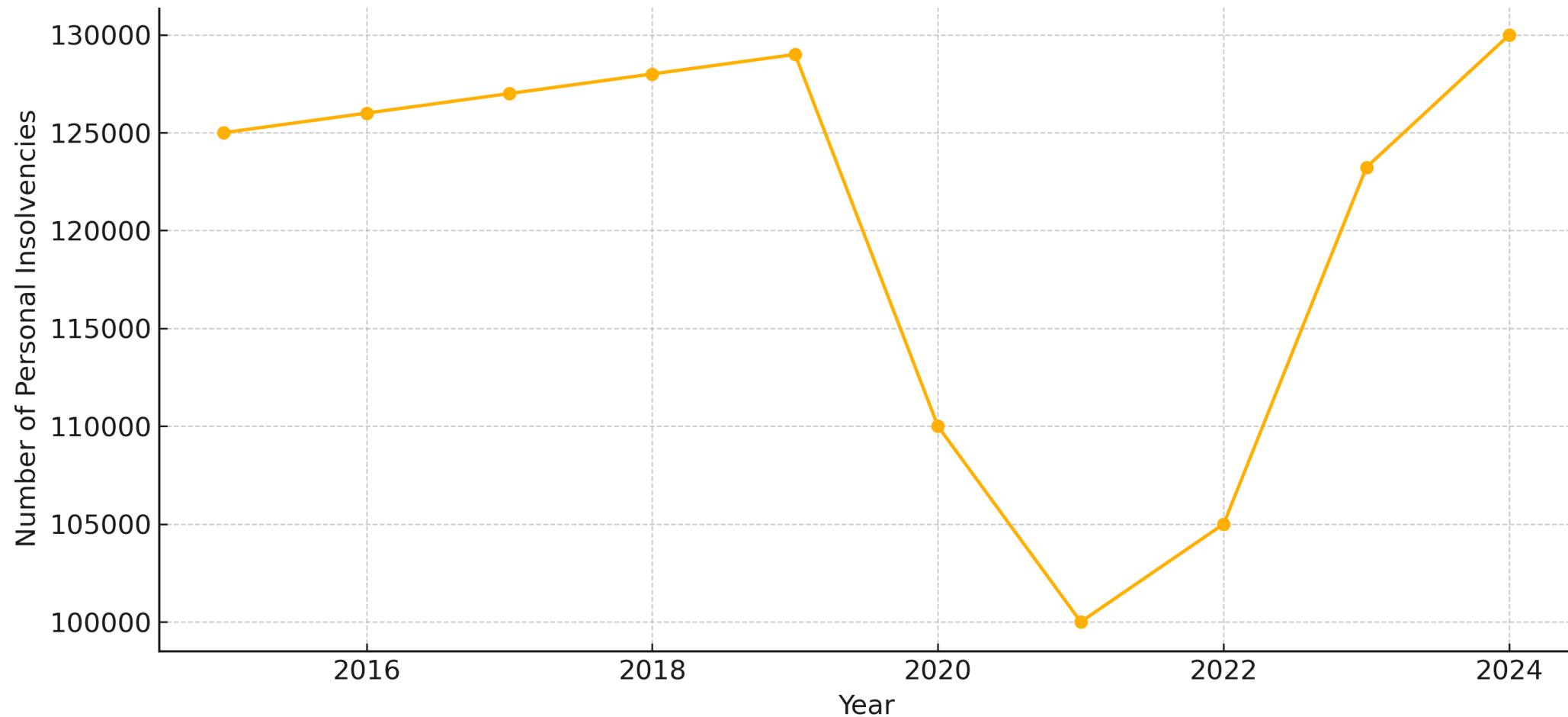
5. Digital Disruption: Navigating the High-Risk Frontier of Transformation and Technology

6. Future Fraud Innovation: Confronting the Evolving Risks of a Digital Age:

Police-Reported Fraud Incidents in Canada (2014–2023)



Personal Insolvencies in Canada (2015–2024)



7. Supply Chain 2.0: Tackling the High-Stakes Risks of a Hyper-Connected Future:

8. Data Value: Navigating the High-Risk Frontier of Data Governance & Privacy in the Digital Age:

9. Navigating the Hunt for Skilled Resources in a Future-Driven World:

10. Strategic Convergence: Navigating the Future Risks of IT and OT Governance and Strategy:

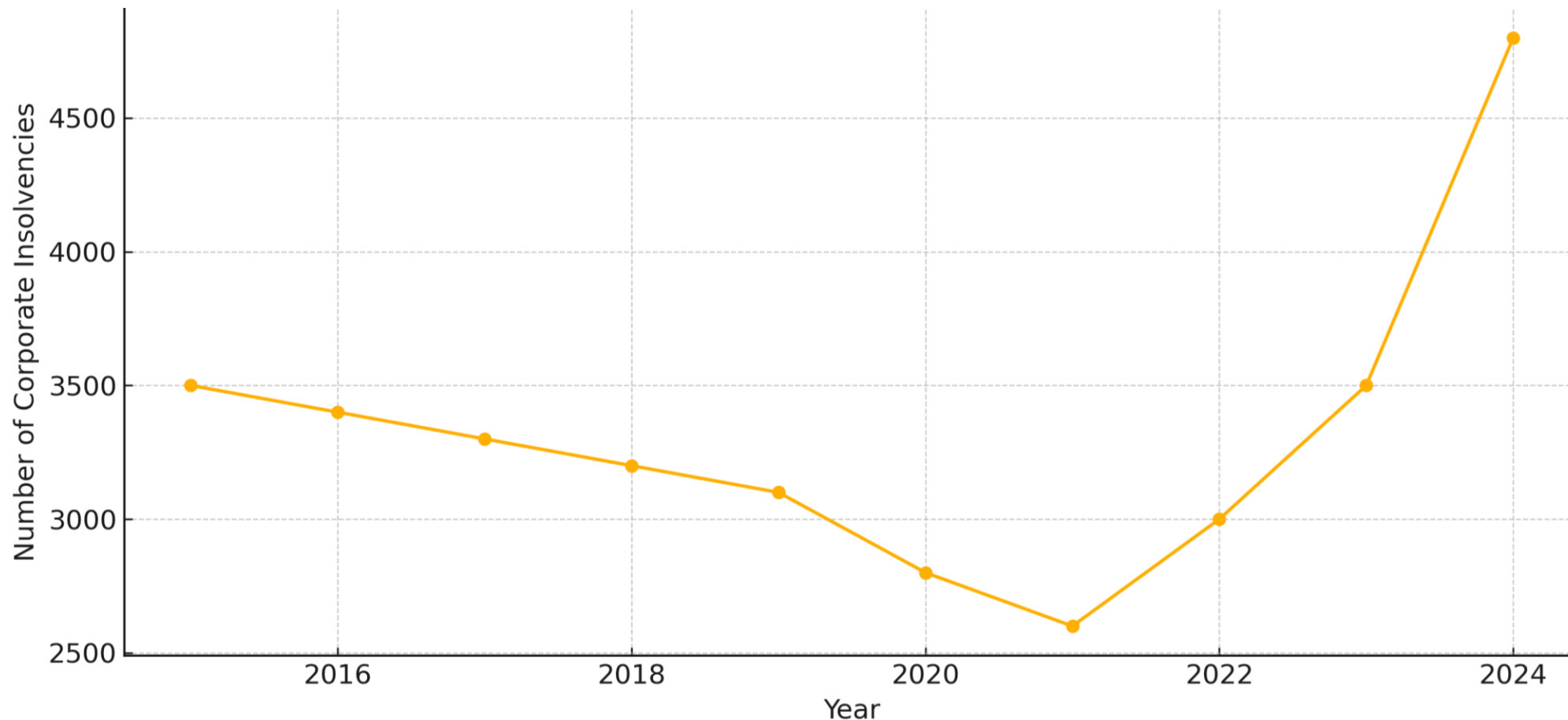
11. Disinformation Everywhere: Unraveling the High-Risk Web of False Information in a Digital World:



12. Third-Party Risks: Conquering the High-Risk Challenges of an Interconnected Future:



Corporate Insolvencies in Canada (2015–2024)



13. Future-Ready: Navigating the Risks of Next-Gen Organizational Design:

Lack of Vision and Strategy: Many organizations struggled to adapt to rapid technological advancements due to insufficient strategic planning. This shortfall hindered their ability to evolve and effectively integrate new technologies into their operations. MNP.CA

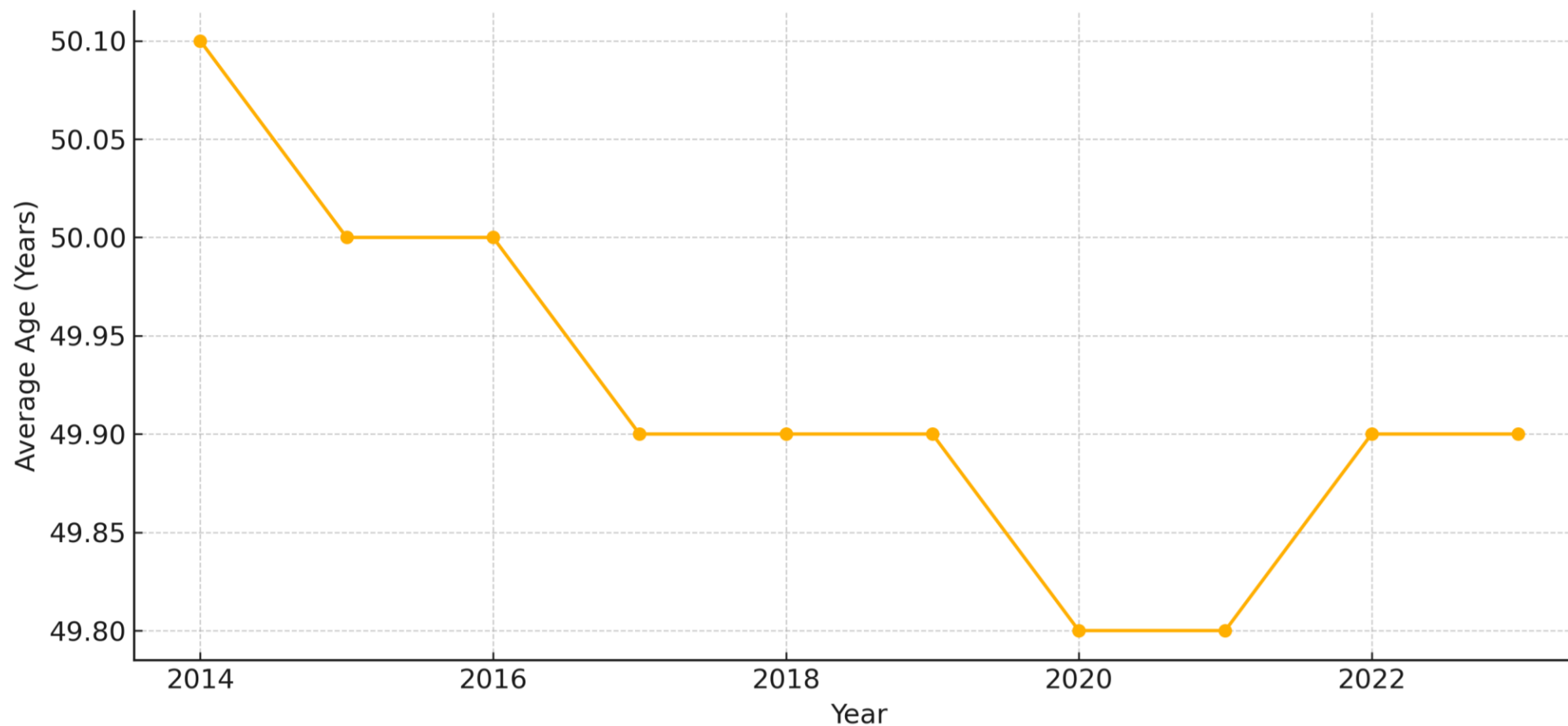
Inadequate Leadership Support: The absence of strong executive backing impeded change efforts. Without clear guidance and commitment from leadership, organizations found it challenging to drive transformation initiatives forward. MNP.CA

Resistance to Change: Employees often resisted new initiatives, preferring familiar routines and fearing the unknown. This resistance slowed the adoption of innovative processes and technologies essential for organizational growth. MNP.CA

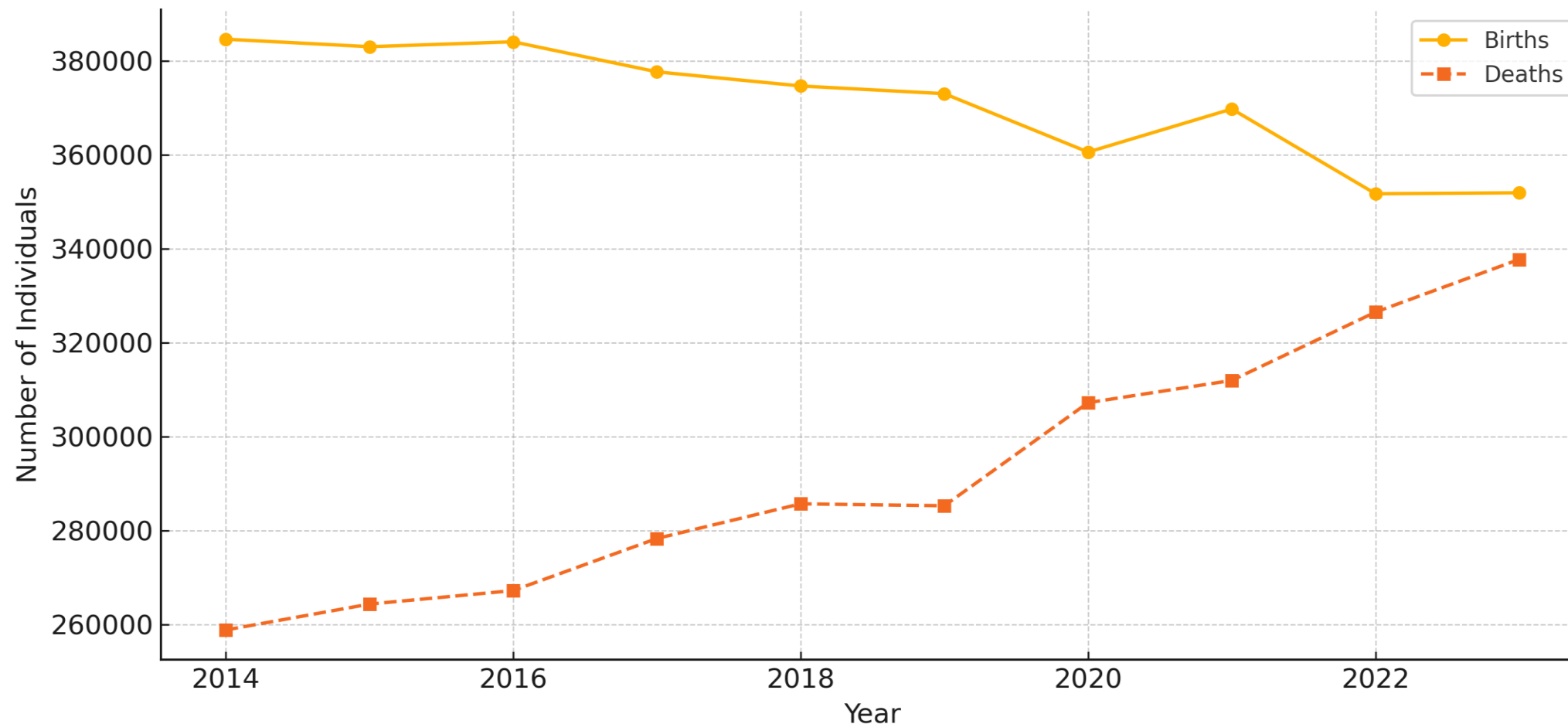
Poor Communication: Ineffective communication regarding new initiatives left employees confused, leading to misalignment and reduced efficiency in implementing organizational changes. MNP.CA

Insufficient Resource Capability: A lack of necessary skills and training among staff hindered the adoption of critical technologies, preventing organizations from fully leveraging new tools and processes. MNP.CA

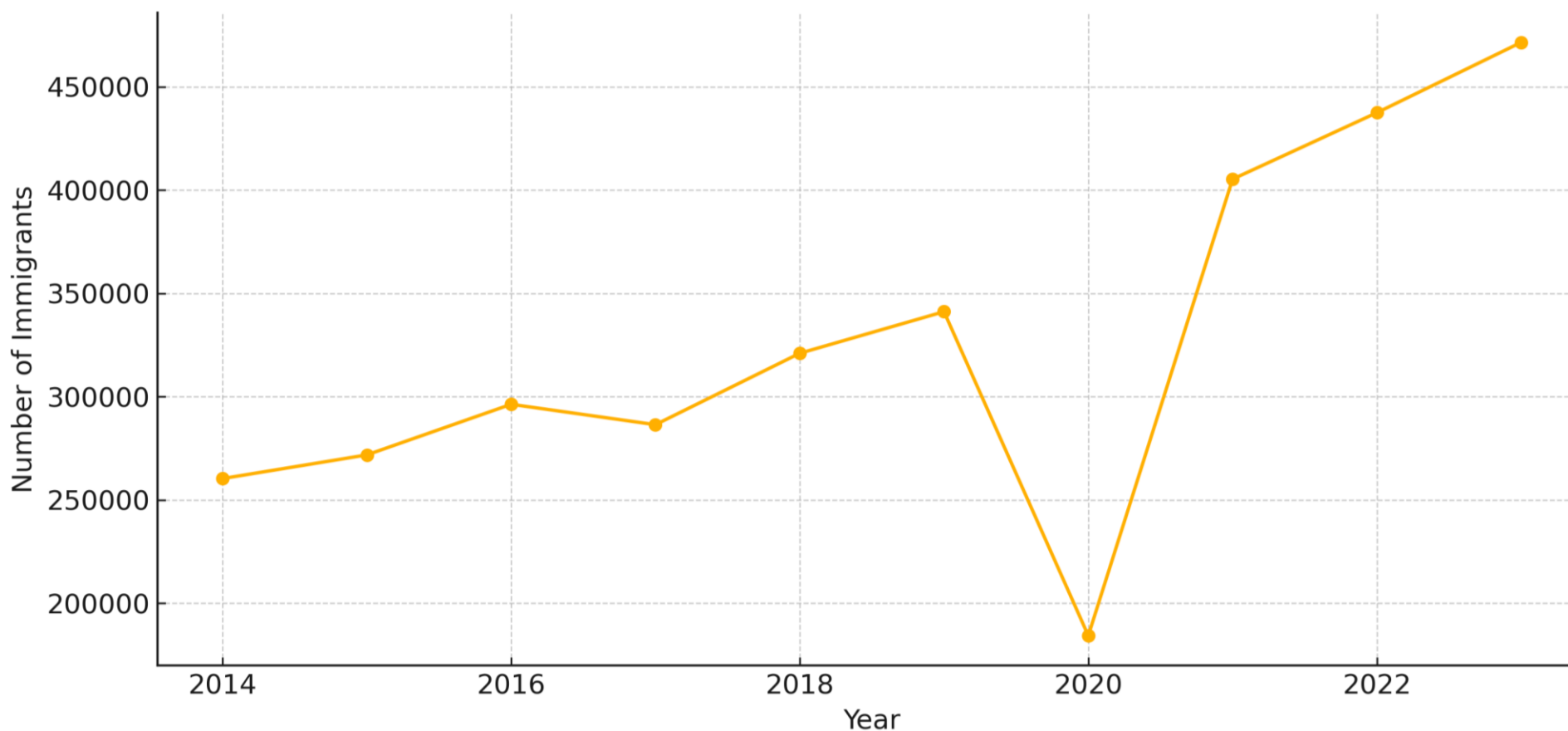
Average Age of Federal Public Service Executives in Canada (2014–2023)



Annual Births and Deaths in Canada (2014–2023)



Annual Number of New Immigrants to Canada (2014–2023)



14. Insurance Risk: The Devil is in the Detail or the Contract Small Print:

Natural Disasters and Insurance Claims

The 2024 wildfire season was among the most destructive on record. Notably, the Jasper wildfire in Alberta resulted in insured losses exceeding \$880 million, ranking it as the ninth most expensive natural disaster for Canadian insurers. WIKIPEDIA

Overall, insured losses from natural disasters averaged \$2.2 billion annually over the past decade, a significant increase from the previous decade's average of \$632 million. REUTERS

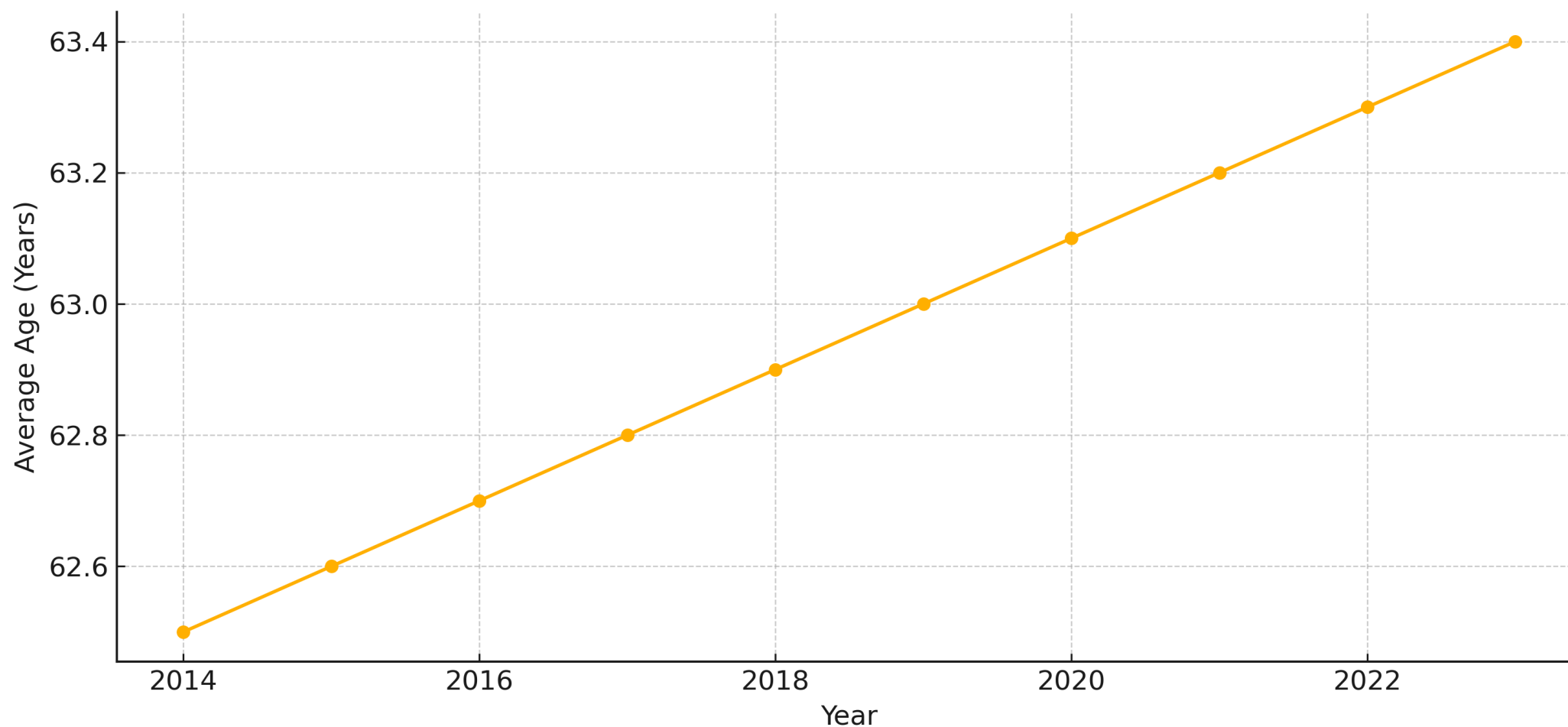
Regulatory Outlook

The Office of the Superintendent of Financial Institutions (OSFI) highlighted several risks in its Annual Risk Outlook for Fiscal Year 2024-2025, including elevated interest rates, market uncertainty, and climate-related risks. OSFI emphasized the need for financial institutions to enhance resilience against these challenges. OSFI

15. Future Proof Resilience: Navigating Risks with Bold Agility:

16. Future Risk Trends Related to Board of Director Governance in Canada:

Average Age of Board Directors in Canada (2014–2023)



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At MNP we're proud to be the national accounting, tax and business consulting firm that is 100% Made in Canada.

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Our history gives us a unique perspective. We know Canada because we are a part of Canada. All of our decisions are made here – decisions that drive Canadian business and help us all further achieve success.

And the sense of strong Canadian commitment, being a part of every community we live and work in, and always being there through prosperous and challenging times.

Being 100% Canadian is something we wear proudly because we know the great opportunities that exist here. The opportunities that have been afforded to our firm, the same opportunities that we deliver to our clients.