

ICCO  
**WORLD PR**  
**REPORT**  
**2025-2026**

THE ERA OF  
RELATIONSHIP  
CAPITAL

CONSULTANCY VIEWS  
OF THE PATH AHEAD

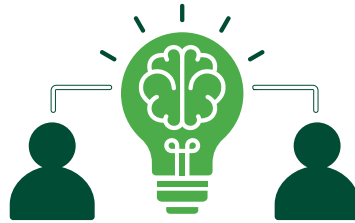
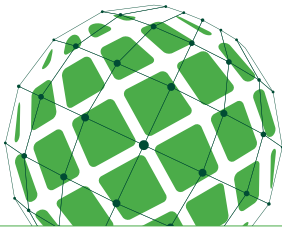
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# THE INTERNATIONAL COMMUNICATIONS CONSULTANCY ORGANISATION (ICCO)

Networks across  
66 countries

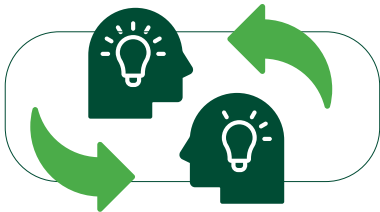


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The International Communications Consultancy Organisation (ICCO) is the global voice of the public relations and communications industry. Through our network of 23 associations, representing PR and communications agencies worldwide, ICCO members strive to shape the future of communications by improving professional standards and tackling collective issues collaboratively.

Engage with ICCO to forge international partnerships and join a global network of communications agencies.

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## ICCO

INTERNATIONAL  
COMMUNICATIONS  
CONSULTANCY  
ORGANISATION

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## Geopolitics and fragmented information society reveal Relationship Capital as the ultimate strategic asset



MASSIMO MORICONI  
PRESIDENT ICCO

**At its core, PR creates understanding between organizations and the people who matter most to their present and future — customers, employees, investors, policymakers, communities, and media.**

This role becomes even more important in turbulent times. Geopolitical tensions, economic uncertainty, social polarization, and the rise of disinformation fueled by AI have created a more volatile operating context for every organization.

Today, communications challenges are rarely just communications challenges. They quickly become commercial, operational, reputational, and even political risks.

In that environment, PR & Comms advisory provides something increasingly scarce: judgment. It helps organizations listen before reacting, understand stakeholder concerns before they escalate, take mitigation actions and communicate with clarity. The 2025/2026 ICCO World PR Report - whose data were gathered until a few days before the beginning of the war in the Middle East - underlines this shift: Strategic Consulting is both the first area of growth in the last 12 months (37% of respondents) and the first area of investment (39% of respondents). That matters because it confirms what many leaders are already experiencing: PR is about building meaningful relationships – leveraging paid, earned, shared and owned media – that help organizations succeed in complex, fast-moving environments.

It also helps leaders navigate the contradictions of modern visibility: audiences expect transparency, but mistrust institutions; companies are expected to speak up yet are punished when words do not match the context. A useful signal from the ICCO report here is that Corporate Reputation is expected to be the key area of growth in the near future (41% of respondents).

In an increasingly fragmented information ecosystem, where different people literally inhabit different realities, business success depends more than ever on relationship capital as it represents the accumulated trust, goodwill, credibility, and access that allows a company to be heard, believed, and supported when it matters most.

And unlike attention, relationship capital cannot be bought instantly. It is earned over time through consistency, authenticity, and responsible engagement. It is what gives organizations the benefit of the doubt in difficult moments and the permission to lead in uncertain ones.

The latest ICCO World PR Report confirms this trajectory, revealing steady optimism for the business overall (6.2 vs. 6.6 last year), with notable peaks in Asia-Pacific and Africa. Despite geopolitical tensions, algorithmic fragmentation, and the threats associated with mass AI adoption, the core message remains clear: in a world defined by noise and division, relationship capital is the ultimate strategic asset for organizations. The unpredictable developments of the war in the Middle East will test our ability to build and leverage this asset in real time.

# CARMA SUMMARY

## The Rise of Intelligence-Led Communications



### Key talent trends across markets

The most sought-after practitioners today are those who pair communications craft with data fluency and digital expertise, what the industry is calling the hybrid communicator. Generation Z is entering the profession in growing numbers, bringing digital nativity and strong purpose-driven expectations that are already reshaping team culture and client priorities. Meanwhile, the rapid expansion of in-house teams is accelerating the flow of mid-level talent out of agencies, while high-growth markets like MEA (13.5%) and Asia Pacific (11.2%) are seeing demand significantly outpace local supply.

### Major challenges facing agencies and teams

72% of agencies are now using AI tools, yet no agreed global governance framework exists for its use in PR, leaving teams to navigate disclosure, data obligations and pricing without clear guidance. Alongside this, a widening skills gap, intensifying fee compression and the structural challenge of retaining experienced talent are testing agency business models across every market.

### Opportunities for growth, development and retention

ESG communications, corporate affairs and crisis management are recording the strongest client investment growth, offering agencies with genuine depth in these areas both better margins and stronger retention. Those who move beyond AI adoption toward AI leadership, building proprietary workflows and governance frameworks, will command a clear premium as commoditisation pressure increases elsewhere.

### Shifts in skills and expectations

Data literacy is no longer a specialism, it is a baseline expectation at every level of the profession. Clients are simultaneously demanding more strategic counsel and influencer communications and less executional delivery as AI absorbs routine tasks. But the shift goes deeper than tools and technology. Ethical fluency, cross-cultural capability and the ability to translate complex data into compelling narrative are emerging as the true differentiators of the next generation of communications leaders. The bar has been permanently raised and the practitioners and agencies that rise to meet it will define what excellence in PR looks like for the decade ahead.



James Endersby  
CHIEF EXECUTIVE, OPINIUM

Six years of partnership with ICCO on the World PR Report, and the need for insights with impact has never been greater. As the PR landscape continues to shift, we remain committed to equipping leaders with the tools to make sense of complexity, convert challenges into opportunity, and turn ambition into influence, all while delivering measurable value.

## PR Industry Embraces AI Disruption and Remains Bullish on Growth

Against a backdrop of the exponential growth of AI and the current global economic conditions, two in three (63%) are still optimistic about the growth of PR in their market. While a similar number (64%) believe the industry is adapting to new technologies at an appropriate pace, adapting to and integrating AI technologies effectively (34%) is still ranked as the biggest challenge facing firms in the next 12 months.

Ranking it above clients unwilling to commit sufficient funds (31%), economic conditions generally (29%), and financial pressures to meet profit/margin targets (25%).

Nearly one in ten (8%) note AI-driven communications and content development as a growth service area over the past year. Though strategic consulting (37%) and corporate reputation (35%) remain the largest growth service areas. Public affairs/Government relations service areas also continue to grow, up from 16% last year to 20% in 2026.

Those three service areas are amongst the top four expected to grow again over the next 12 months, only influencer marketing (25%) breaks into this group.

Interestingly, around one in six (17%) cite insights, data, evaluation and analytics as a growth area for 2026-2027, highlighting a growing demand for communications strategies grounded in intelligence where insight is the foundation of effective PR.

Given the constant evolution of new tech and utilisation of AI, it may be no surprise that by some margin the technology industry (46%) has been the biggest growing client sector over the past year. Ahead of healthcare (32%) and financial services (27%) who round out the top three.

That trend shows no sign of slowing, once again the technology sector leads client growth sectors with the race for AI capability is translating directly into demand (41%), healthcare (36%) and financial services (31%) follow behind.

## AI Moves from Experiment to Expectation: Reshaping Skills, Ethics and the Future of PR

AI (91%) dominates the list of technologies expected to be most relevant for PR practitioners over the next five years, and the industry is already moving fast to keep pace, nine in ten firms (89%) have integrated some form of AI into their everyday processes, up from 74% last year.

The shift is reflected in the skills PR leaders are prioritising too. Mastery of AI tools (45%) now ranks above traditional capabilities such as strategic consulting (43%), crisis counsel (31%) and creativity (19%) as the most important competency for the next decade. A further third (32%) add that the ability to critically assess and ethically deploy AI-generated content will be equally vital.

But ambition is tempered by responsibility. Over four in five (84%) believe ethical AI adoption is important for the industry, while nearly eight in ten (78%) see cultural intelligence as a critical consideration as AI becomes more embedded in communications. This is a recognition that technology alone cannot replace human judgement, nuance, and context.

# PRCA FOREWORD



Sarah Waddington  
CEO, PRCA

## The communications profession is operating at a moment of profound change.

Across markets, the findings in this year's ICCO Global PR Report point to an industry that is both growing and evolving, shaped by a combination of geopolitical uncertainty, economic pressure, and rapid technological transformation.

There is clear optimism in the data. Many regions report confidence in market growth, increased client investment and improving profitability. However, this optimism sits alongside a more fundamental shift in the role of communications. Public relations is continuing its progression up the value chain, moving beyond delivery to play a more central role in strategic decision-making, reputation management, and organisational resilience.

This reflects a broader reality facing our profession. The environment in which organisations operate has become more complex and less predictable. Political volatility and changing patterns of influence mean that communications is no longer simply about amplification, it is about interpretation, judgement and guidance. As highlighted in the latest PRCA Strategic Advantage Report, the advantage increasingly lies with those who can combine insight, experience and trusted relationships to help organisations go through uncertainty with confidence.

One of the most significant shifts behind this evolution is the growing importance of intelligence-led communications. In a landscape defined by fragmentation and declining trust, the ability to understand audiences and translate insight into meaningful strategy is becoming a defining capability. At the same time, client expectations continue to expand. Organisations are looking for integrated support that spans corporate reputation, digital, content and advisory services, alongside a clearer demonstration of commercial impact and long-term value.

The pace of technological change is accelerating these trends. The widespread adoption of AI and new tools is reshaping how communications is delivered and how influence operates. Yet, while technology is improving capability, it is also reinforcing the importance of human judgement.

Issues such as misinformation, and the increasing difficulty of distinguishing accurate information from false narratives, underline the continued need for ethical and responsible communication, an area in which our profession has a significant role to play.

Alongside these opportunities, the report also highlights enduring challenges. Talent remains a central concern, with organisations balancing the need for new skills with the retention and development of experienced practitioners. At the same time, the expectations placed on communications leaders continue to grow, with greater emphasis on strategic counsel, risk management, and organisational leadership.

Taken together, these insights point to an industry that is both confident and conscious of the work ahead. The opportunity for growth is clear, but so too is the responsibility to continue raising standards and reinforcing trust.

**This report provides a valuable global perspective on where we are today and where we are heading next. It reinforces the importance of collaboration, professionalism and insight as the foundations of our industry's future.**

# CMS AND CMS GO

Your fast track to professionalism, credibility and management respect



As Lead Assessor for the PRCA's Communications Management Standard,

**Carol Magill** supports agencies in achieving and maintaining industry excellence.

**Find out more**  
[prca.global](http://prca.global)

The Communications Management Standard (CMS) from PRCA. An independent quality assurance certification designed specifically for the public relations, public affairs and communications industry.

Ensure quality control, track changes, measure improvements and identify areas for growth.

## Who CMS is for:

- » Any PR, public affairs and communications team wanting to professionalise operations, reduce risk, respond to resource pressure and protect the brand
- » Founders wanting to build credibility quickly
- » Directors leading organisational change, or preparing for a merger or buy out
- » Leaders in regulated industries, such as pharma, healthcare, banking, building and construction
- » Agencies working across sectors that wish to access the PRCA's dedicated MatchMaker agency search and pitch management service

## CMS Go:

- » Suits agency teams of ten or less full-time members access who want to build foundations for best practice from the outset

## What it takes:

- » Completion of a supported online process completed at a pace to suit
- » Evidence of best practice across the following areas:

### For agencies

- » Leadership and Communication; Business Planning; Business Improvement; Financial Systems; People Management; Client Satisfaction; Campaign Management; Business Development and Equity

### For in-house teams

- » Leadership and Communication, Business Planning; Budgetary Management; Project Management in Communications; Monitoring Satisfaction; (and if applicable) People Management and Equity

## What you get:

- » A way to demonstrate worth and gain the trust of the Board of Directors and Senior Leadership Team
- » Quality control across the communications function
- » New processes creating consistency and coherence within the team and increased staff morale
- » The only accreditation recognising corporate teams and agencies in the PR and marketing sectors



# GLOBAL RESULTS

These results are based on findings from an online survey conducted between September 2025 and March 2026.

244 PR professionals were surveyed from the following regions:

Africa  
Asia-Pacific  
Eastern Europe  
Western Europe

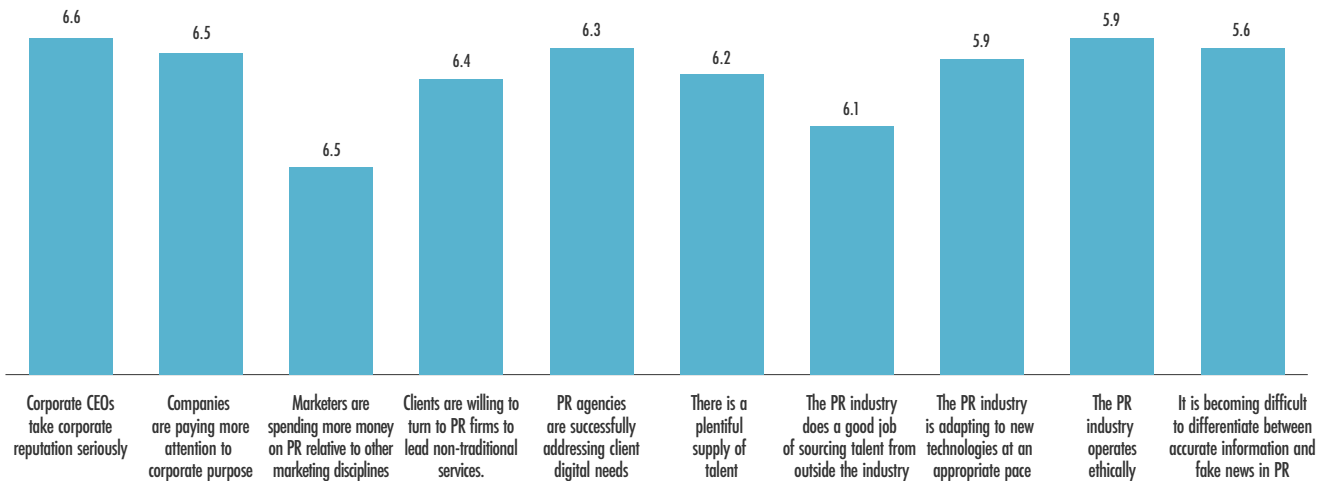
United Kingdom\*  
North America \*  
Latin America \*  
Middle East \*

\*Sample sizes less than 30 participants



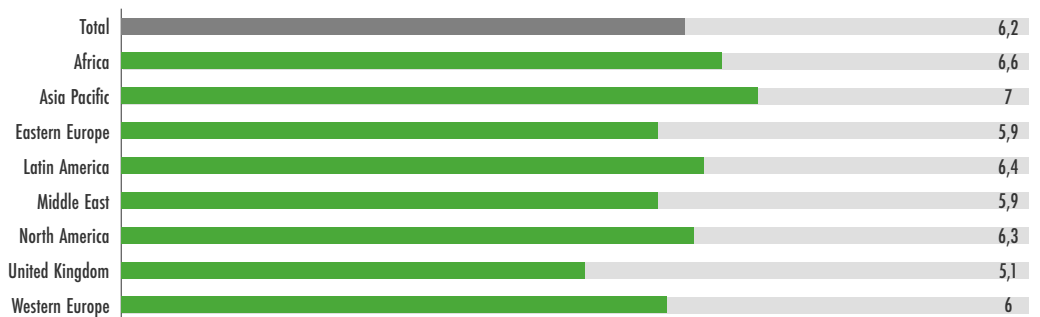
# GROWTH AND OPPORTUNITY

## Perceived growth and opportunity

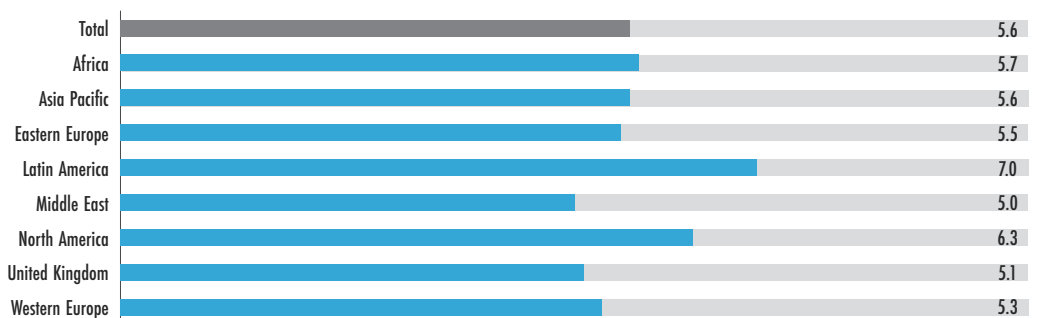


## Average levels of agreement on a 10 point scale

I am optimistic about the growth of the public relations market



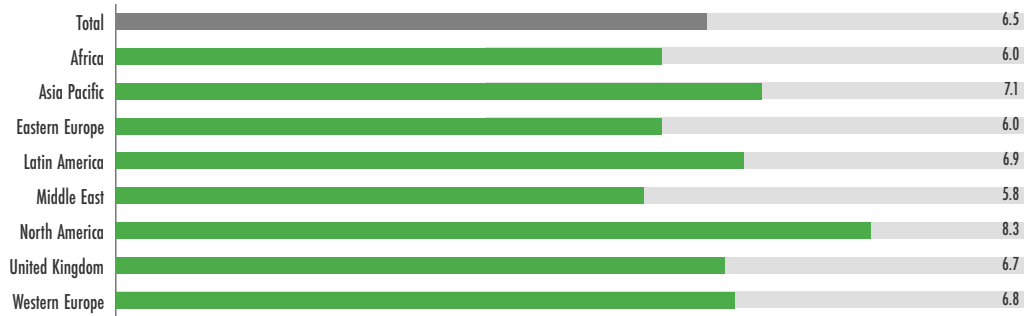
I expect an increase in agency profitability this year



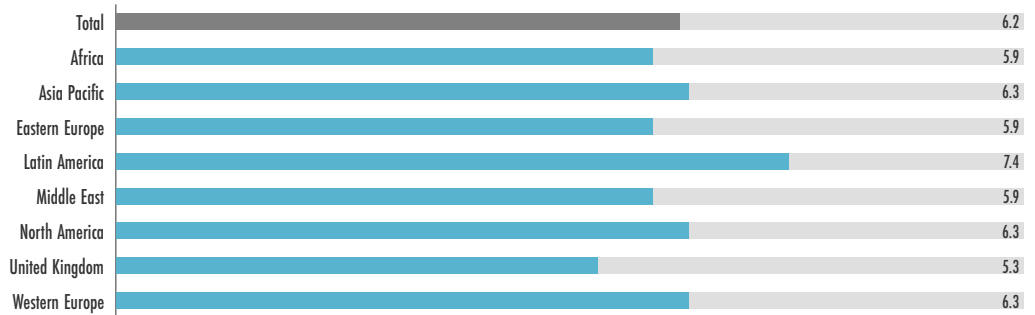
Base: All who work in PR (291)Q1. "Tell us how much you agree with these statements as they relate to on a scale of 1 to 10, where 1 = strong disagreement and 10 = strong agreement."

# GROWTH AND OPPORTUNITY

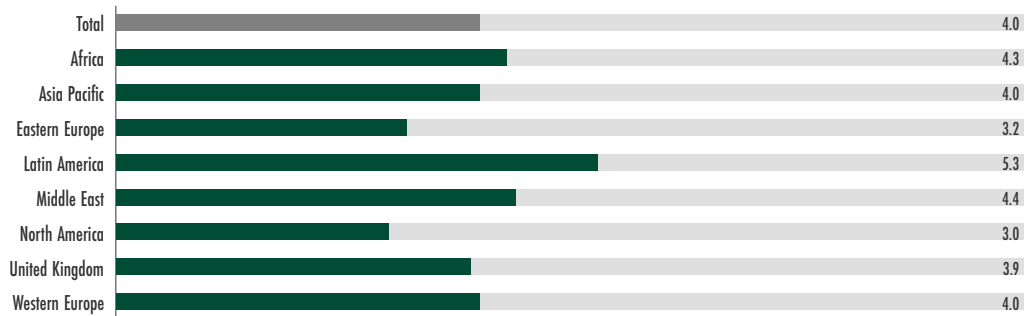
Corporate CEOs take corporate reputation seriously



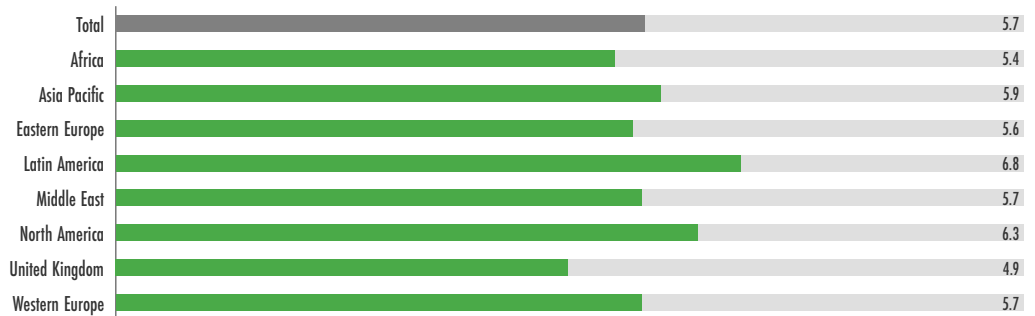
Companies are paying more attention to corporate purpose



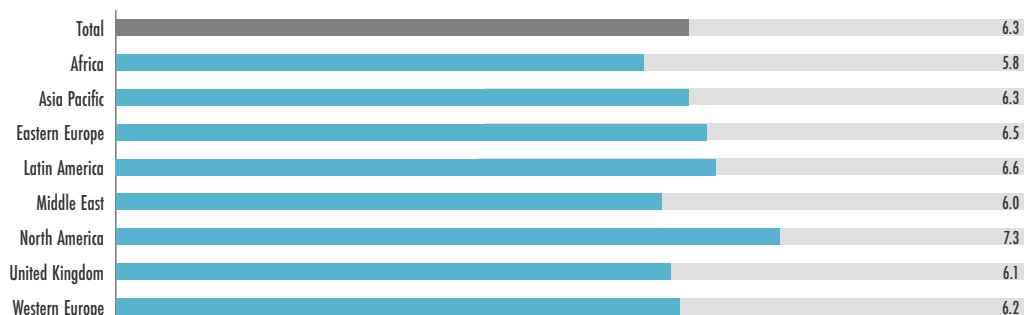
Marketers are spending more money in comparison to other communications disciplines



Clients are willing to turn to public relations firms to lead non-traditional services



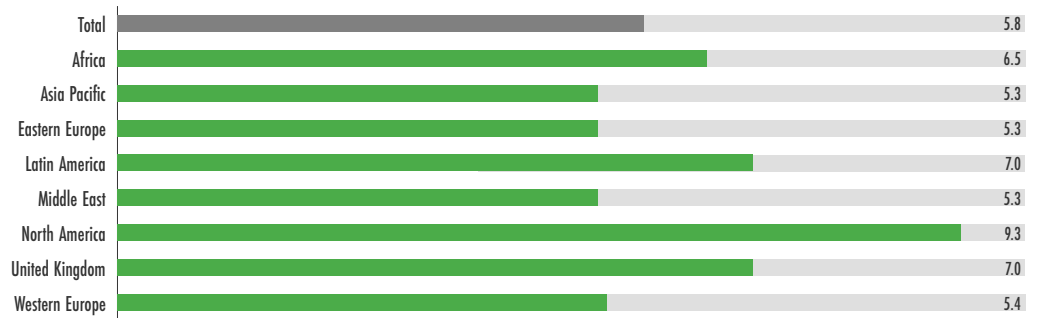
PR agencies are successfully addressing client digital needs



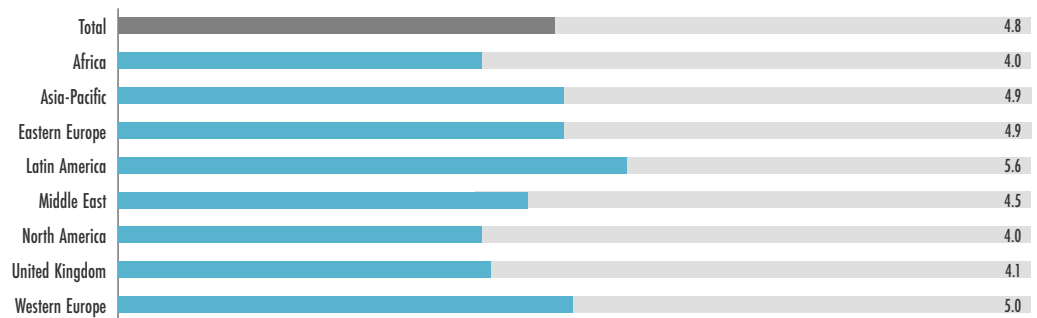
Participants indicated how much they agreed with each statements, in relation to their market, on a scale of 1 to 10, where 1 = strong disagreement and 10 = strong

# GROWTH AND OPPORTUNITY

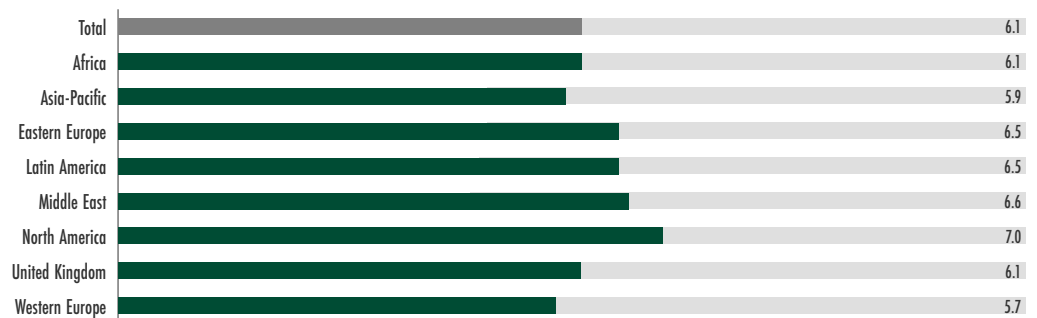
There is a plentiful supply of talent



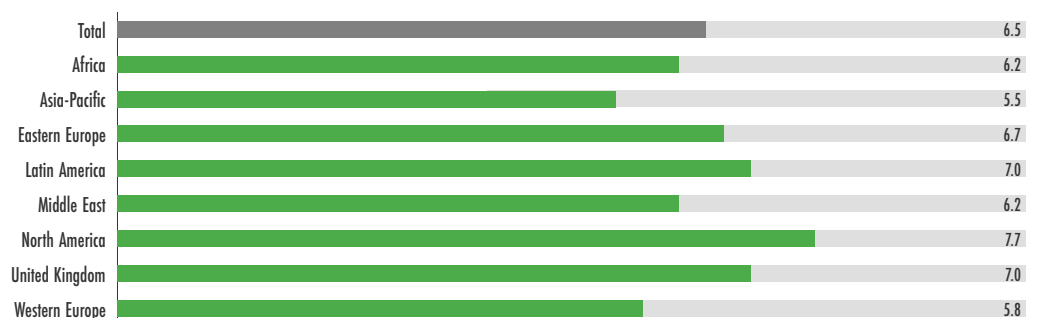
The PR industry does a good job of sourcing talent from outside the industry



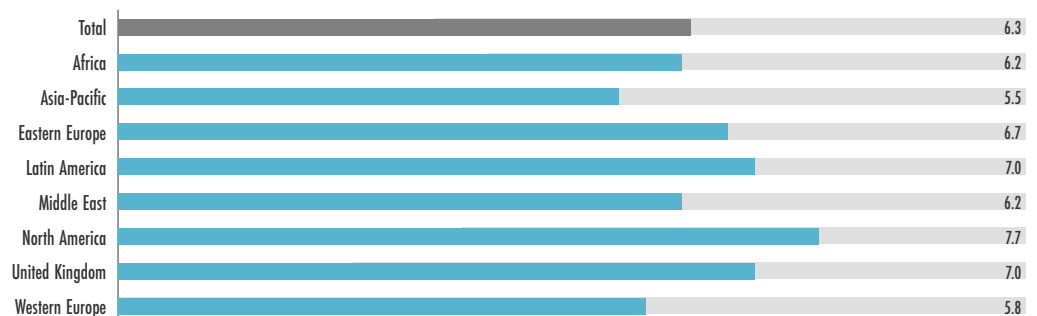
The PR industry is adapting to new technologies at an appropriate pace



The PR industry in my region operates ethically



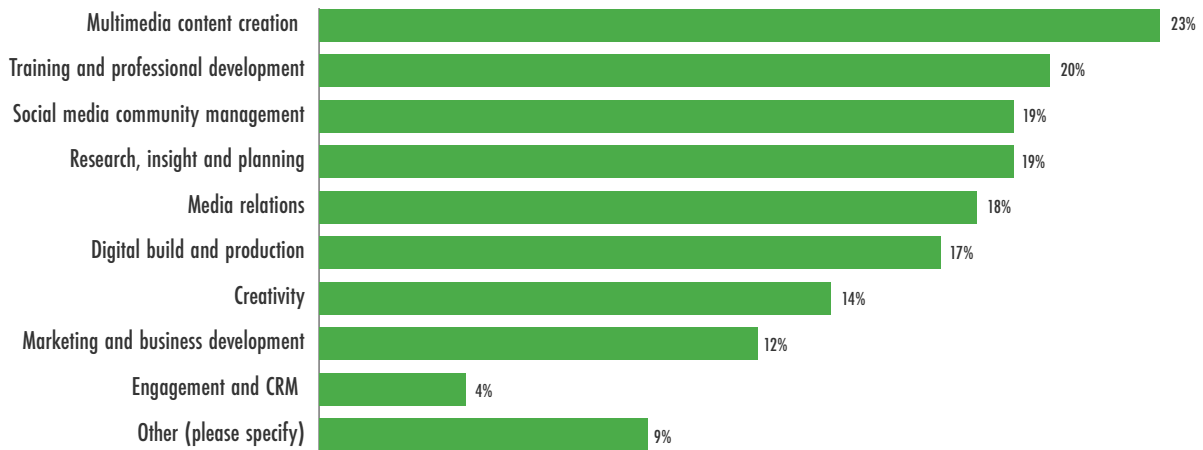
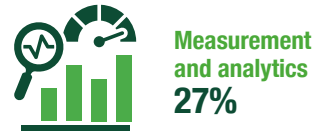
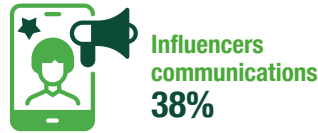
It is becoming difficult to differentiate between accurate information and fake news



Participants indicated how much they agreed with each statements, in relation to their market, on a scale of 1 to 10, where 1 = strong disagreement and 10 = strong

# GROWTH AND OPPORTUNITY

## Expected areas of investment



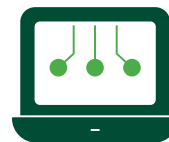
## Areas of growth - last year



**Strategic consulting**  
37%



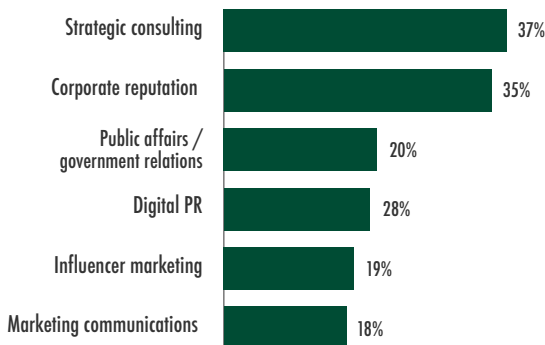
**Corporate reputation**  
35%



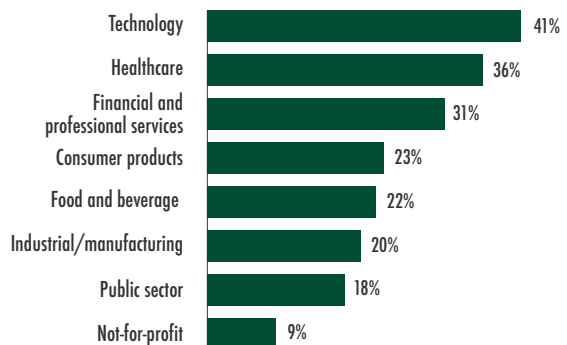
**Technology**  
41%



**Healthcare**  
36%



## Sectors of growth - last year



# GROWTH AND OPPORTUNITY

## Expected areas of growth



**Corporate reputation**  
41%



**Strategic consulting**  
39%



**Influencer marketing**  
25%



## Expected sectors of growth



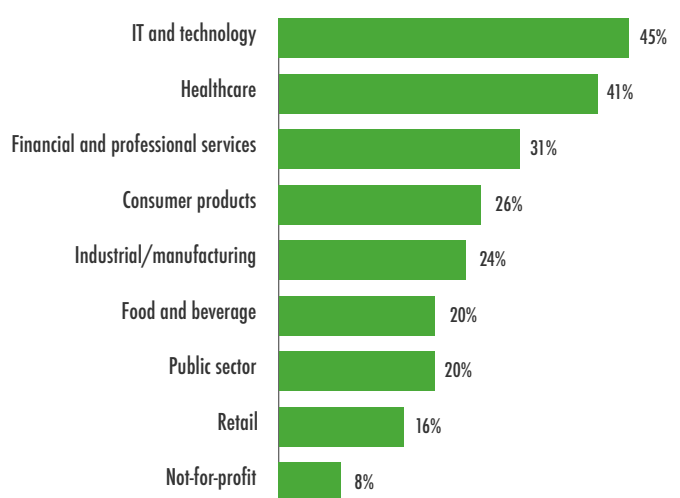
**IT and technology**  
45%



**Healthcare**  
41%



**Financial and professional services**  
31%



## Greatest challenges for the PR firms in the next 12 months



**Adapting to and integrating AI technologies effectively**  
34%



**Clients unwilling to commit sufficient funds**  
31%



**Economic conditions generally**  
29%



**Financial pressure to meet profit/margin targets**  
25%



**Changes to the media business model i.e. reduction in PR opportunities**  
21%



**Inability to effectively measure impact of PR**  
20%



**Clients moving PR in-house**  
17%

# TALENT AND CHALLENGES

## Next gen talent in communications: UAE & MENA perspective (2026)



Karishma Hingorani

SENIOR PR & COMMUNICATIONS  
PROFESSIONAL AND  
ICCO NEXT GEN BOARD CO-CHAIR

The communications industry across the UAE and wider MENA region is undergoing a profound structural recalibration, as talent both responds to and actively shapes the next phase of industry evolution. This reflects a broader transition from traditional agency models toward more flexible, digitally enabled and integrated ways of working, where value creation is increasingly driven by agility, specialisation and influence.

### Emerging talent trends

A defining feature of the Next Gen landscape is the expansion of space for diverse talent profiles. As traditional agency structures evolve, there is a noticeable shift toward more distributed models of talent engagement, including independent

consultants, boutique firms, creators and in-house specialists. This is indicative of a broader democratisation of the industry, where entry points and career pathways are becoming more varied and less linear.

At the same time, clients are increasingly building in-house capabilities, particularly across content, social and strategic communications. This reflects a desire for greater control, speed and integration, while also reshaping the role agencies play within the wider landscape.

The continued rise of AI and digital integration further reinforces this shift, requiring talent to operate across disciplines by blending creativity, data and technology within more agile and always-on communications environments. This transformation has opened new roles across the field, from data analysts and AI specialists to digital content strategists and platform managers, reflecting the broader expansion of career pathways. Organisations are also increasingly investing in platforms and tools to support these capabilities, while demand for compelling storytelling remains at the core, as brands and organisations seek to connect meaningfully with diverse audiences across channels.

### Challenges facing agencies and teams

These shifts are contributing to the gradual decentralisation of traditional big agency dominance, placing pressure on legacy models that were built around scale rather than flexibility. Agencies are now required to redefine their value propositions, moving beyond execution toward more strategic and advisory roles.

Technology and AI are both enablers and disruptors, expanding the scope of what roles are expected to deliver. The definition of a single communications role is becoming broader and more complex, requiring talent to continuously adapt to new tools, platforms and expectations. There is also increased pressure to produce meaningful storytelling at scale, ensuring that technology does not overshadow narrative and brand resonance.

Additionally, the growing influence of podcasts, influencers and digital channels has further raised expectations around both content quality and strategic relevance. With content now ubiquitous across platforms, communicators are increasingly expected to assess what is next, prioritising narratives that cut through noise, resonate with audiences, and maintain trust, while ensuring adherence to evolving regulatory and compliance frameworks.

# TALENT AND CHALLENGES

They must also navigate crisis situations, provide timely counsel, and uphold the confidence of both regional and global audiences.

The fragmentation of talent introduces greater operational complexity, as organisations increasingly manage hybrid teams across in-house functions, agency partners and independent contributors. This requires more intentional approaches to collaboration, integration and performance.

Geopolitical dynamics across the region are shaping the operating environment. As MENA economies continue to diversify and position themselves globally, communications is playing a more central role in navigating reputation, policy narratives and cross-border perception, adding further layers of complexity and responsibility to the function.

Recognition and reward structures are evolving in positive ways. Industry awards and global competitions have increasingly provided a platform for MENA talent, enabling more nuanced, culturally grounded and strategically robust work to gain visibility on the world stage. This is reinforcing the region's creative credibility while also encouraging higher standards of storytelling, thinking and execution across the market.

## Opportunities for growth, development and retention

From a strategic standpoint, this transition is creating greater

flexibility for talent to shape their own trajectories. The breakdown of rigid structures is enabling professionals to move more fluidly between agency, in-house and independent roles, fostering greater autonomy and entrepreneurialism.

A particularly notable shift is the increasing emphasis on learning and development as a core pillar of talent strategy. Organisations are moving beyond compliance-led DE&I frameworks toward more holistic capability building models, investing in continuous upskilling across AI, digital strategy and strategic storytelling. This reflects a growing recognition that long-term competitiveness is fundamentally tied to depth, adaptability and the ability to connect audiences through narrative.

The rise of in-house communications functions is also expanding leadership opportunities, allowing talent to operate closer to business strategy and decision making. Storytelling and strategic counsel are becoming central to these functions, particularly as organisations seek to convey complex messages internally and externally.

## Shifting skills, leadership and expectations

A generational transition is underway, with millennials increasingly moving into leadership roles, bringing different expectations around culture, collaboration and purpose. On the client side, there is growing demand for strategic and insight-led counsel, reinforcing the need for communications

professionals to operate at a higher level of advisory capability.

This shift is further reinforced by government transformation agendas across the UAE and MENA, which are creating demand for more institutional grade communications. The increasing intersection between communications, public policy and national strategy is expanding the scope of the profession and elevating its strategic importance.

The skills landscape is defined by a dual emphasis on technical fluency and human-centric capability. While AI, data and digital strategy are becoming foundational, there is a parallel rise in creativity, critical thinking and cultural intelligence, enabling talent to craft compelling stories, navigate complexity and drive meaningful engagement.

From a broader perspective, these shifts point toward a more interconnected industry model, where value is created through collaboration across multiple disciplines rather than in isolation. Storytelling, strategy, technology and policy increasingly converge within what is becoming a systems-led transformation, almost a new ecosystem for communications where every discipline is interconnected.

## Closing commentary

This moment represents an inflection point for communications in the UAE and MENA, with the industry becoming more open, more fluid and more representative over time.

# TALENT AND CHALLENGES

There is a clear shift toward systems-led transformation, where communications is no longer operating in silos but as part of a broader, interconnected ecosystem.

## The way forward

“What defines this next generation is the scale of opportunity, talent here is not only being reshaped by change, but is actively reshaping the future itself. As structures evolve, a bigger and more diverse voice is emerging, one that is increasingly shaping how the region is seen, heard and understood on the global stage,” said Karishma Hingorani, Senior PR & Communications Professional and ICCO Next Gen Board Co-Chair.



# TALENT AND CHALLENGES

The talent equation has changed. Our answers have not.



Aditya Vasan Singla

PRINCIPAL AND ESG PRACTICE LEAD,  
ASTRUM REPUTATION ADVISORY |  
CO-CHAIR, ICCO NEXTGEN BOARD

The conversation around talent in PR has not fundamentally shifted in years. We recruit from the same places, lose people for the same reasons, and have roughly the same debates about retention. Meanwhile, the work has changed considerably, and the skills required to do it well have changed even more.

This gap, between the talent the industry is looking for and the talent it needs, is the most pressing structural challenge facing PR and communications firms today. The 2024-25 data confirmed what most agency leaders already sense: AI mastery has overtaken strategic consulting as the most valued future skillset, yet the three dominant talent pipelines remain rival

agencies, graduate programmes, and journalism. The contradiction is hard to ignore. If the industry's most urgent capability need is to navigate technology, data, and regulatory complexity, then its most common sourcing channels are largely unprepared to deliver on it.

## The skills mismatch is structural, not cyclical.

The sectors driving the most client growth, technology, healthcare, and increasingly financial services, are also the most technically demanding. A communications professional advising a firm navigating carbon border regulations, a biotech company in a pre-approval phase, or a technology company under regulatory scrutiny cannot rely solely on instinct and media fluency. They need domain literacy. That is rarely developed through conventional PR career paths.

The implication is not that the industry should stop hiring from its traditional sources. It is necessary that those pipelines need to be deliberately supplemented with professionals from policy, law, science, data analytics, and public affairs. The firms doing this well are not just more effective for clients. They are also more interesting places to work.

The real retention problem is purpose erosion, not compensation.

Retaining key talent remains the single biggest talent challenge globally, and the industry's typical response, better pay, faster promotion, and flexible hours, addresses the symptom rather than the cause. Younger professionals are not primarily leaving PR because the conditions are poor. Many are leaving because the work does not feel consequential enough.

## The opportunity here is significant and largely uncaptured.

Strategic consulting, public affairs, ESG advisory, and regulatory communications are areas where PR professionals can do genuinely high-stakes, high-impact work. Positioning those service lines clearly and building career pathways that visibly lead toward them is a more durable retention strategy than incremental pay adjustments. The firms that articulate a credible answer to "why does this work matter" will attract and keep better people across every level.

# TALENT AND CHALLENGES

## Building for 2030 means recruiting differently today.

Across high-growth markets, including India, Southeast Asia, and parts of Africa, there is a large, ambitious, and technically capable talent pool that the global PR industry has barely begun to access. These markets are producing professionals with strong analytical instincts, multilingual fluency, and firsthand experience of navigating complex regulatory and geopolitical environments. That is a precise description of the skills the industry says it needs most.

The talent problem in PR is not a pipeline problem. It is an imagination problem. The firms that solve it, by building genuinely multidisciplinary teams capable of advising at the intersection of reputation, regulation, and technology, will not just retain talent more effectively. They will access a fundamentally different category of client work.

The industry has always been good at telling other people's stories. The more urgent task now is to tell a better story about itself, one that attracts the kinds of people who can take it where it needs to go.



# TALENT AND CHALLENGES

## Expecting to source talent from

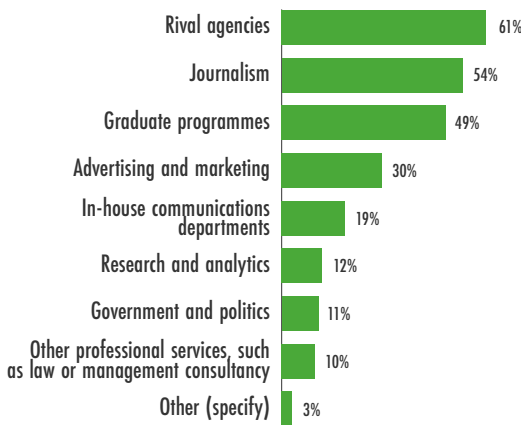


Rival agencies **61%**

Journalism **54%**



Graduate programmes **49%**



## Talent strategy challenges



Retaining key talent **41%**

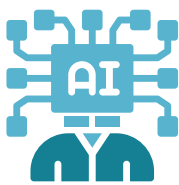
Developing junior and mid-level staff **35%**



Motivating younger executives **34%**



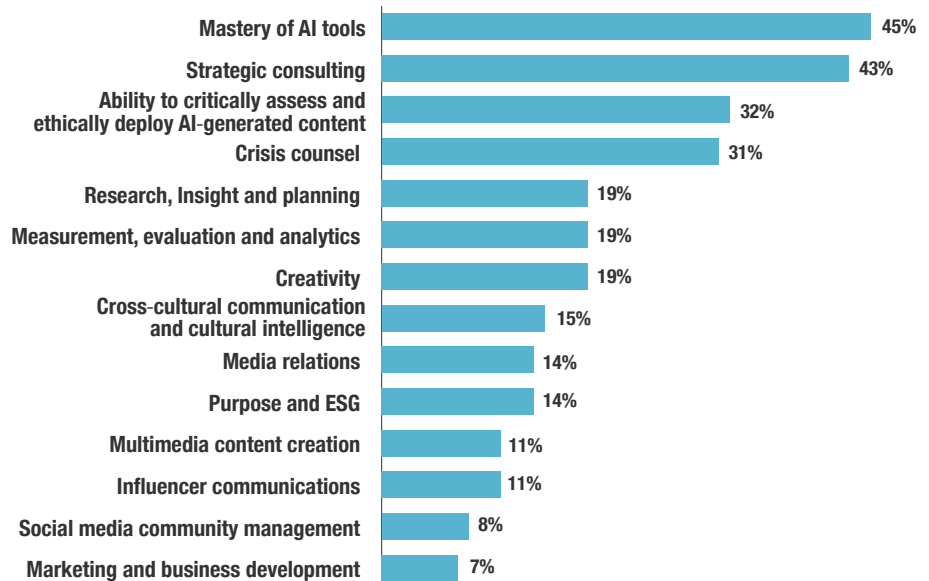
## Future talent relevant skill sets



Mastery of AI tools **47%**



Strategic consulting **44%**



## An overview on the issues facing women taking on leadership roles in pr and communications



Sue Hardwick

PRESIDENT GLOBAL WOMEN IN PR

### The findings from our 2025 GWPR Annual Index, revealed that whilst progress toward gender equality in public relations continues, it sadly remains slow and uneven.

Our study, which surveyed senior female PR professionals worldwide, showed that whilst male-dominated boardrooms have dropped from 61% in 2024 to 51% in 2025, 85% of respondents believe more must be done to ensure women have greater boardroom presence, as familiar barriers, such as caring responsibilities, inflexible working practices, and lack of transparency, persist.

### Key Findings

- Flexible working rebounded: 74% of PR professionals value the option to work remotely at least one day a week, and 66% say their organisations take a positive approach to flexible practices – returning to pre-2024 levels.
- Leadership gap narrows slowly: The proportion of gender-balanced boardrooms has risen to 29%, with only 8% now entirely male-led.
- Career breaks still penalise women: 41% of women have taken a career break, yet over half of organisations (51%) offer no return-to-work programmes.
- Harassment remains endemic: Half of women in PR report experiencing harassment or inappropriate behaviour at work, and although reporting has improved to 47%, 38% of cases result in no action.
- DE&I fatigue emerges: 20% of professionals report their organisation has removed Diversity and Inclusion from its communications, signalling a worrying drop in focus on equality targets.

We are seeing women rebuilding their confidence and influence, but we must make sure that flexibility and inclusion are treated as

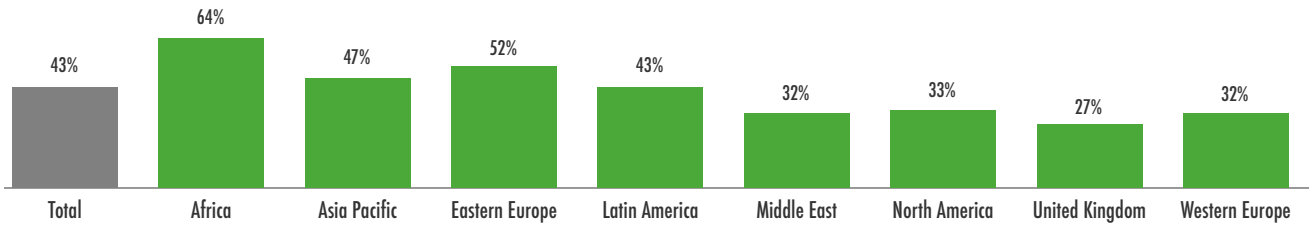
strategic imperatives. While there are signs of progress, the results show there is still a way to go. Flexible working is improving, and boardrooms are slowly becoming more balanced, yet too many women continue to face barriers, from stalled career progression to a lack of real protection against inappropriate behaviour.

The GWPR Index also identified a growing trend of women leaving traditional employment to start their own consultancies reflecting both entrepreneurial spirit and frustration with the pace of corporate progress.

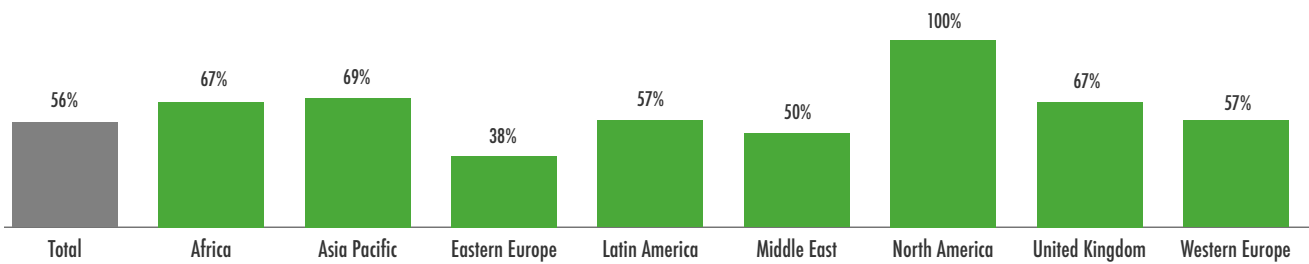
For a copy of the full survey please contact [sue@globalwpr.com](mailto:sue@globalwpr.com)

# DIVERSITY AND INCLUSION

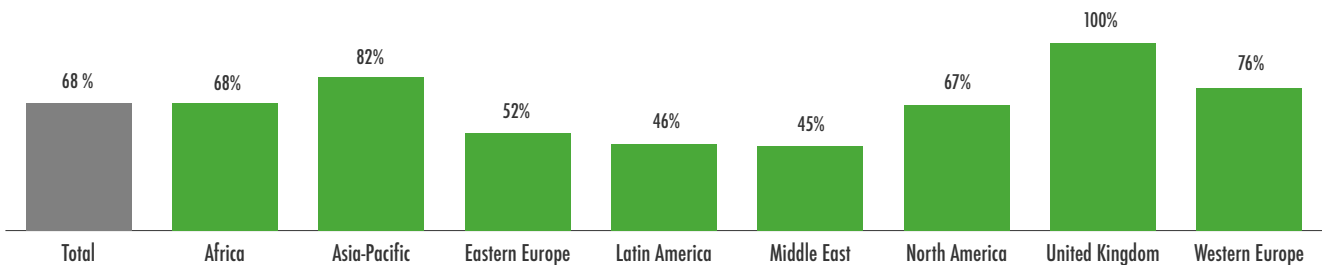
## Diversity - reflecting ethnicity demographics



## % of firms that have a diversity and inclusion policy



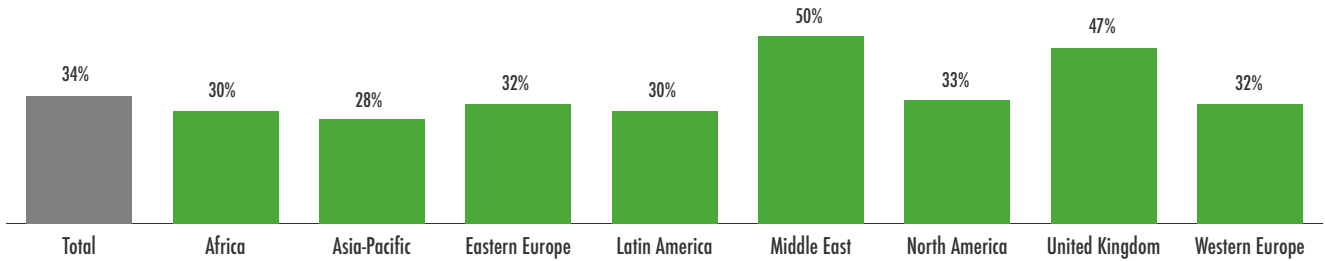
## % of firms that have dedicated, trained D&I personnel



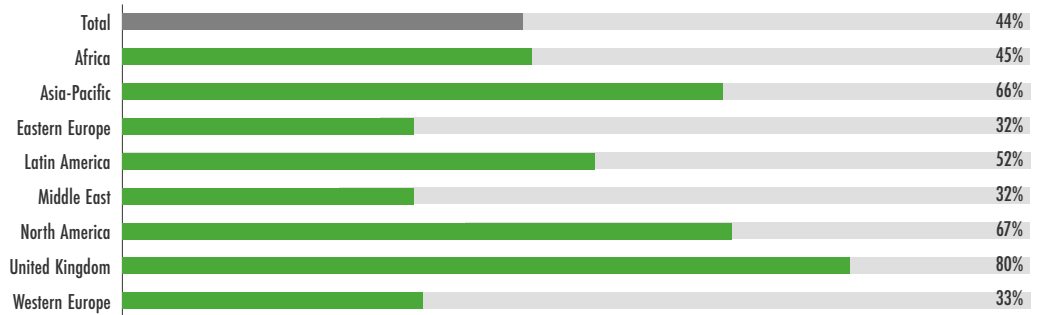
1 = Highly unrepresentative and 10 = highly representative

# MENTAL WELLBEING IN THE WORKPLACE

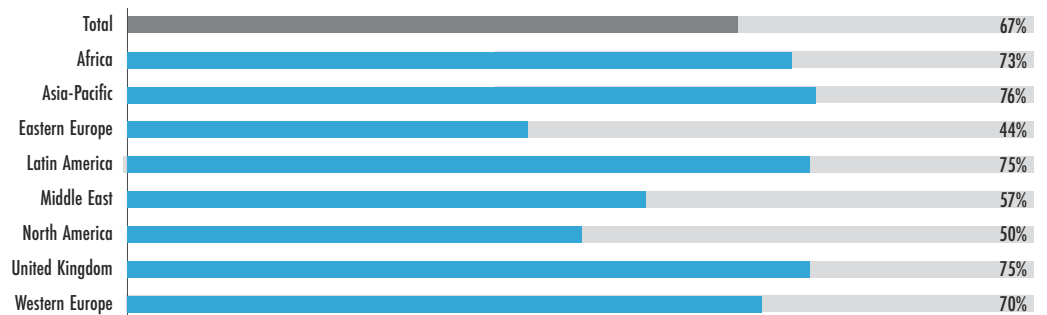
% of respondents that have experienced mental health problems in the last 12 months



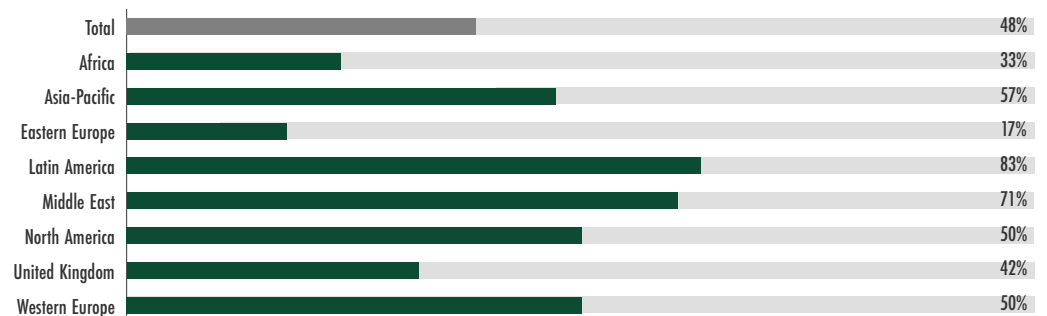
% of firms that have formal mental health and wellbeing support



% that agree mental health support from their organisation is effective in tackling mental health issues

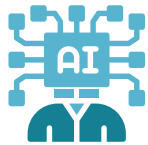


% that agree mental health support from their organisation has improved over the last 12 months



# DIGITAL TRENDS

## Areas of PR expected to be most impacted by over the next 5 years



**Artificial Intelligence**  
86%



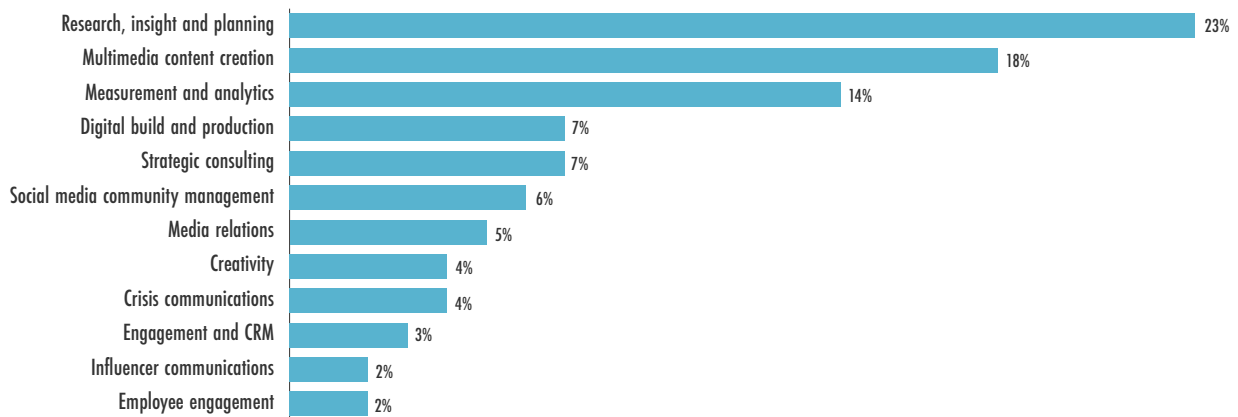
**Cyber security**  
40%



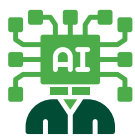
**Data science**  
38%



**SEO**  
24%



## Tech that will be most relevant for PR practitioners in the next 5 years

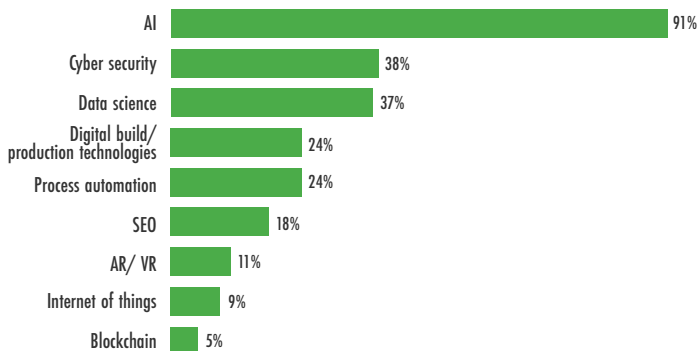


**AI** 91%

**Cyber security** 38%



**Data science** 37%



## Prediction of important future tech applications within businesses

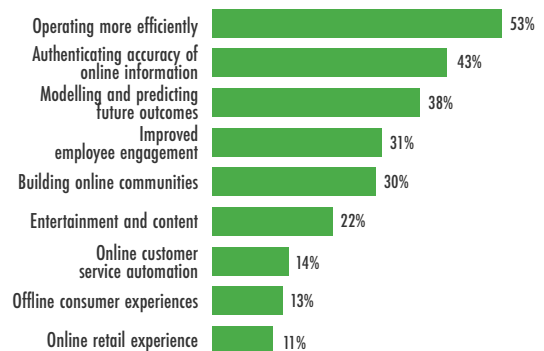


**Operating more efficiently** 53%

**Authenticating accuracy of online information** 43%

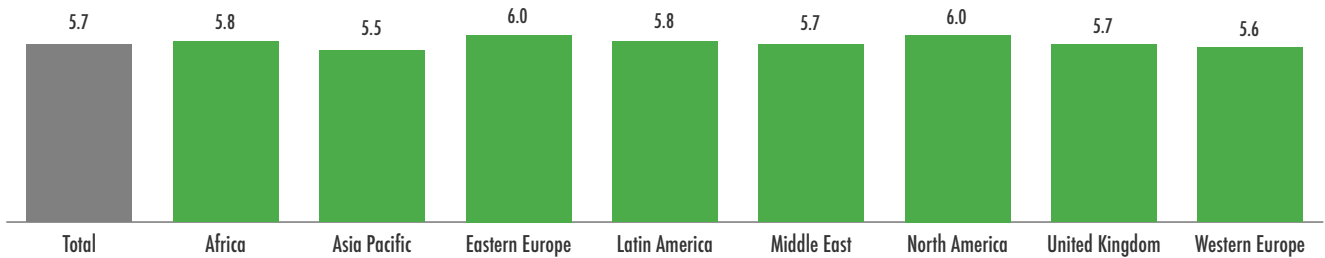


**Modelling and predicting future outcomes** 38%



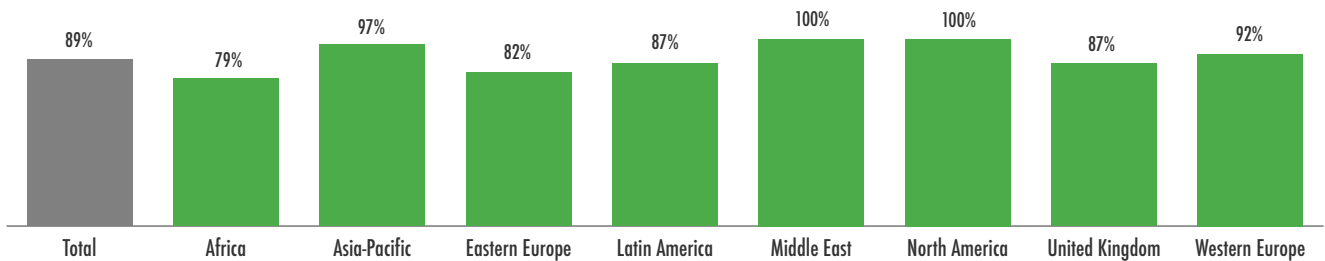
# DIGITAL TRENDS

## Rating of adoption of new technology by regions

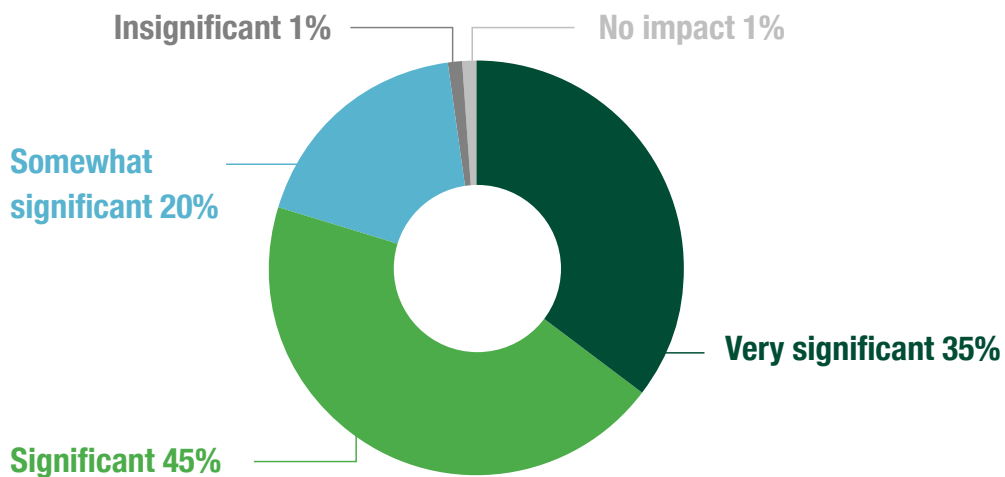


## Respondent indicated whether their workforce was representative of their local ethnicity demographics

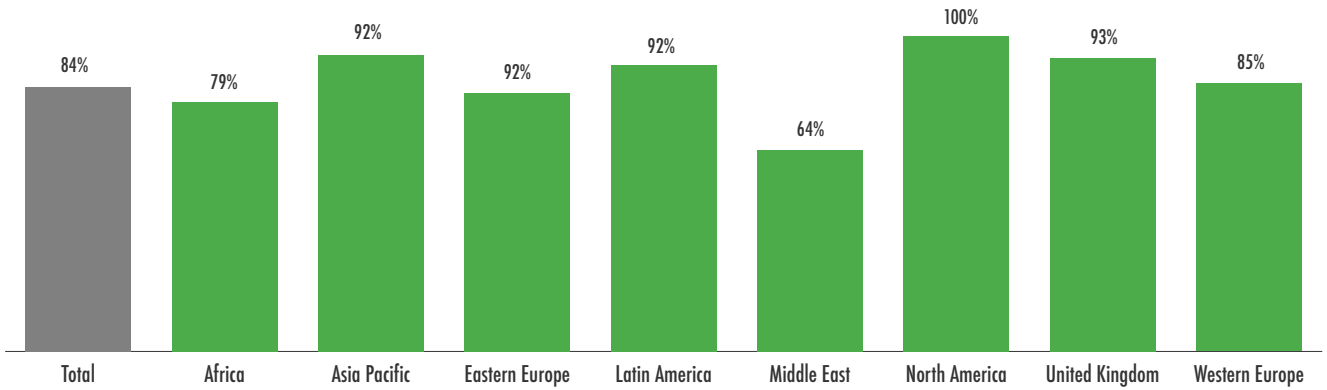
## % that have integrated AI tools into their everyday processes



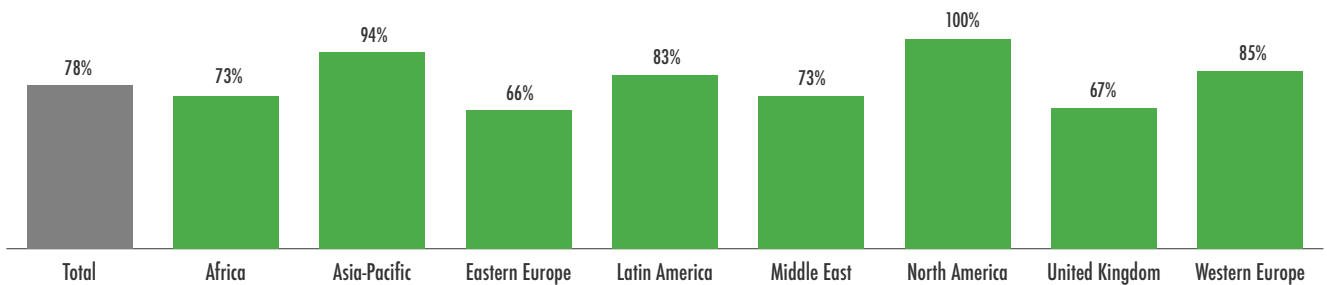
## Perceived impact that AI tools will have on the PR industry



## % who believe the ethical adoption and use of AI is important for the PR industry



## % who believe the development of cultural intelligence with the emergence of AI is important for the PR industry



## If we weren't proving value before, AI will only raise the stakes



Johna Burke

CEO & GLOBAL MANAGING DIRECTOR,  
AMEC

### The latest ICCO World PR Report highlights an industry at a critical inflection point.

AI is rapidly becoming embedded in the way agencies and communication teams work, accelerating both opportunity and risk. At the same time, economic pressures are intensifying scrutiny on budgets and value, while reputation, strategic consulting, and trusted counsel continue to rise in importance for clients and the CEOs they serve. Taken together, these trends reveal an uncomfortable truth: if agencies and communication professionals were not proving value before, AI will not do it for them. It will only raise the stakes.

One of the strongest signals in this year's report is that mastery of AI tools ranks as the number one future skill set. Meanwhile, measurement, evaluation and analytics remains in the top five, but still trails AI mastery, strategic consulting, and crisis counsel. While multiple things can be true, this should give our profession, and the clients who rely on it, pause. Because how strategic is consulting if it is not rooted in evidence?

Without measurement, evaluation and analytics, alongside research, insight and planning, strategy risks becoming opinion dressed as expertise. AI will scale that opinion faster, just as it can scale meaningful intelligence. The difference lies in the quality of the data, the rigor of the analysis, and the expertise guiding it. AI can help agencies and communication teams move faster. It can process information at speed, identify patterns, support content creation, and improve efficiency. When paired with quality data and sound judgment, it can accelerate the mechanics of analysis. Importantly, it does not replace expertise. Humans still provide the context, judgment, interpretation, commercial understanding, and trusted counsel that clients and CEOs need to act with confidence.

AI will scale performance, both good and bad. It will accelerate

strong strategy and amplify weak strategy. It will reveal meaningful patterns in quality data, while confidently reinforcing flawed assumptions if the inputs are poor. Garbage in and Garbage out has never been more important. Without the ability to balance qualitative and quantitative insights, interrogate data, and align metrics to measurable business outcomes, even the most advanced AI may simply help organizations get the wrong answer faster.

The report also shows that budget scrutiny remains intense. Adopting and integrating AI, clients unwilling to commit sufficient funds, and broader economic conditions rank among the greatest challenges facing firms. For agencies and communication professionals, activity alone is no longer enough. For clients and CEOs, it means asking better questions. For us, it means having the answers to the right questions.

Your agency or communication team may be producing more than ever before, but activity is becoming commoditized. AI is compressing the cost of production, which means volume alone becomes less valuable. At the same time, corporate reputation and strategic consulting remain among the top areas of growth and expected investment. That is not accidental.

# MEASUREMENT AND EVALUATION

In uncertain markets, CEOs and business leaders do not need more dashboards. They need better decisions. They need to understand where reputation may be at risk, where trust may be shifting, what narratives are influencing audience behavior, what issues may become tomorrow's crisis, and where opportunity may be emerging. Agencies and communication leaders must be prepared to answer those questions with data and confidence. This is where measurement must continue to evolve, not simply as a reporting mechanism, but as a leadership mechanism.

For years, AMEC's global best-practice frameworks, including the Barcelona Principles and Integrated Evaluation Framework, have helped guide the profession beyond counts and amounts toward outcomes and impact. The evolution reflected in this report makes that direction increasingly urgent.

In the 2024–2025 report, AI adoption was accelerating. In 2026, AI integration has moved from opportunity to expectation. That shift should serve as a wake-up call.

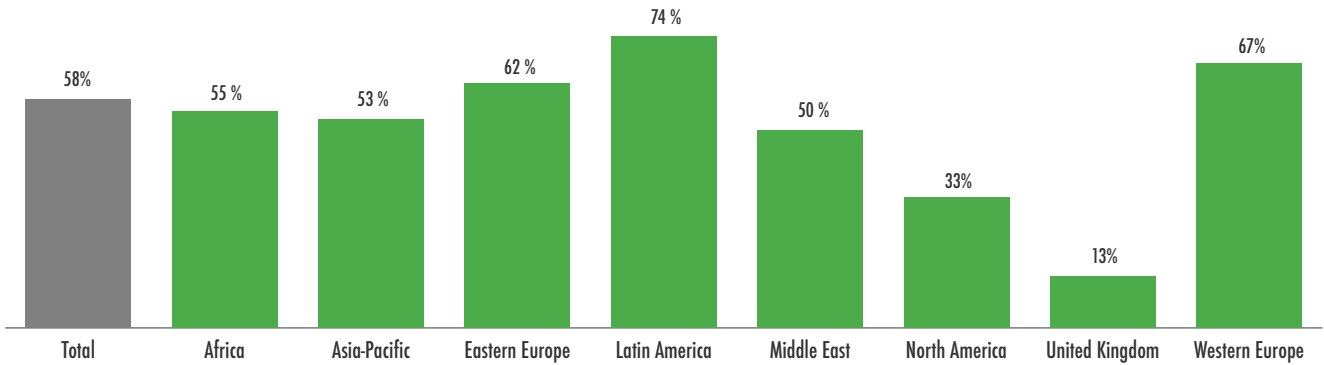
In a world where AI can accelerate both insight and misinformation, agencies and communication professionals must become more than storytellers. They must become interpreters of truth, curators of signal, translators of complexity, and trusted advisors in the room when critical business decisions are being made.

The ICCO World PR Report offers an important snapshot of where our industry is today. The latest data makes one thing increasingly clear that in an AI-driven world, agencies and communication teams will not be judged by how much they produce. They will be judged by how much they prove. That is not just the future of communication. It is the future of relevance.

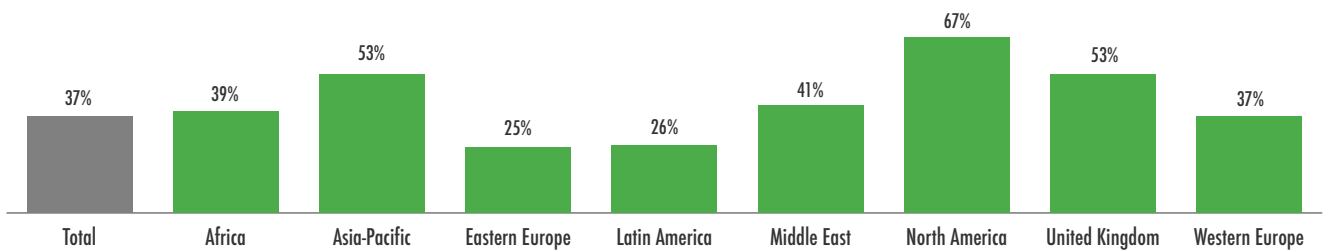


# MEASUREMENT AND EVALUATION

## Will provide AVE by region



## Use AMEC Frequently/Sometimes



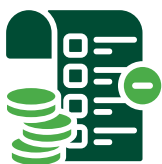
## What measurement and evaluation metrics are most used for



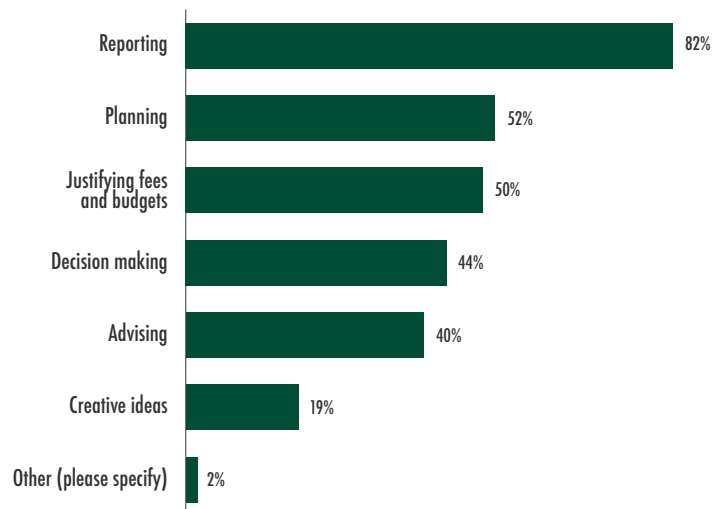
**Reporting**  
82%



**Planning**  
52%



**Justifying fees and budgets**  
50%



# CLIENT REQUESTS

## Most likely client requests



Media clippings **56%**

Engagement metrics **40%**



Advertising value  
equivalency (AVE) **36%**



Sentiment metrics **36%**

Media summaries **26%**



Web traffic analytics **23%**

## Most important objectives for clients



Improve corporate  
reputation (proactive)  
**63%**



Issues and crisis  
management  
**41%**



Increased  
sales  
**38%**

## Social issues clients are most likely to prioritise



Sustainability and  
environment  
**56%**



Technology  
empowerment  
**29%**



Education  
**24%**

## New Challenges Highlight Importance of Unwavering Commitment to Ethics in PR



MARTINA QUINN

ICCO ETHICS CHAIR  
FOUNDER & CEO, ALICE PUBLIC RELATIONS

### In PR, as in many other industries, the concept of ethics is multi-faceted.

As individual practitioners, each of us has ethical choices to make, and consequences to face.

As agency owners and leaders, we must decide on the ethical framework underpinning how – and with whom – we do business: how we treat our staff; how we make money; and how we impact on our local community and environment.

And, as communications advisors, we exert significant influence over corporate behavior. We can advise clients on how best to resolve ethical dilemmas. We can refuse to work with clients that behave in corrupt ways. And we can

safeguard, manage and enhance our clients' reputations – in no small part, by ensuring they operate to the highest ethical standards in all they do.

The multiple ethical layers we navigate are not new. What has changed, however, is the nature of the ethical challenges now facing us.

### The Changing Nature of Ethical Challenges

In 2026, PR practitioners are grappling with issues such as information integrity; how to foster critical analysis in the age of AI; and how best to advise and add value for clients in a world fraught with polarization and geopolitical change.

When prominent political leaders are inciting violence and sharing lies, and the world at large is witnessing a backlash against human rights, we are making judgement calls with our clients every day on whether they stay silent or speak out.

This year's survey results chime strongly with the topics persistently raised at industry events and in sectoral forums on ethics.

For the second year in a row, the top three ethical challenges identified are misinformation / disinformation; balancing ethics with agency growth; and the lack of consequences for agencies that behave unscrupulously.

Ethics remain a talking point across our industry, but they must be something we demonstrate and embrace day-to-day, not just something we talk about. In this year's survey, 86% of respondents say it is the role of PR agencies to advise clients against behavior they deem unethical. 75% have turned down a client or job for ethical reasons. 69% subscribe to an industry code of conduct – and the same percentage say they are strongly familiar with their ethical code.

### Room for Improvement

While it is good to see a majority favoring the most ethical path in their responses to these questions, there is still room for improvement. Worryingly, a minority of respondents – only 44% - believe PR is more ethical than other industries.

Furthermore, when asked to rate to what extent the industry operates ethically (on a rating from 1-10), regional scores varied from 5.5 and 5.8 in Asia Pacific and Western Europe respectively, to 7 in the UK and Latin America, and 7.7 in North America.

In future years, we must ensure these figures rise – with more of us able to truthfully and confidently assert that we are a highly ethical industry.

We advise clients every day on reputation management; on how customer and stakeholder trust is an invaluable asset; and on the importance of building trust in an authentic and credible way. Knowing what we do – and advising clients as we do – we should be embedding ethics in every single aspect of our profession, ensuring all PR practitioners are comfortable taking an ethical stance and that, in turn, we are highly trusted by our clients and the wider public. Ethics should be a key feature of all PR education programs; treated as a core competency for staff at all levels; and discussed regularly in our agencies, with the same weight we afford topics such as profitability or business development.

## How to Police Ethics?

The tools to ensure we all act ethically exist. Individual national associations, regional forums and global bodies – including ICCO – have developed codes of conduct, guidelines, standards and committees to encourage ethical behavior.

However, the incentives to act ethically – or, rather, the disincentives to acting corruptly – vary greatly from market to market. In some countries, ‘name and shame’ regimes deter agencies from acting out of turn; in others, lobbying regulations play a key role. But, in too many, adherence

to ethical codes remains unpoliced; and agency staff and clients are ill-informed about what to do if a PR company or individual goes rogue.

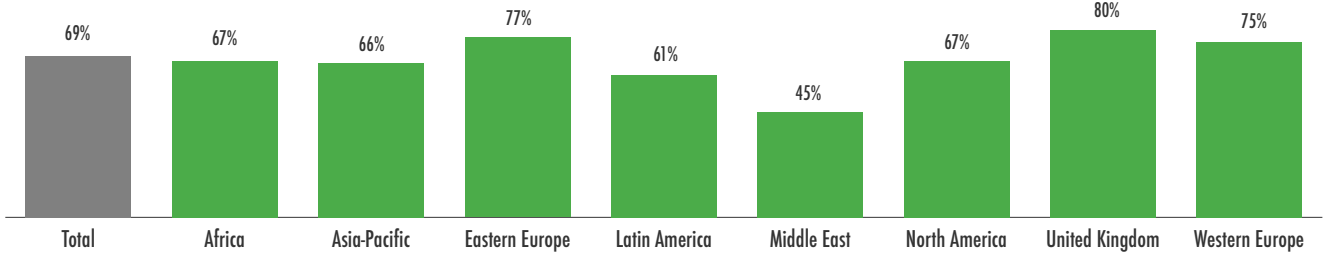
When bad behavior comes to light, it damages us all. It feeds into the perception of PR professionals as shady spin doctors. It diminishes investment in, and public regard for, our profession. And it can have serious legal, economic and social consequences.

Over the coming year, ICCO’s Ethics Board will work to address the challenges we face, and we welcome input from all those committed to the integrity of our industry.

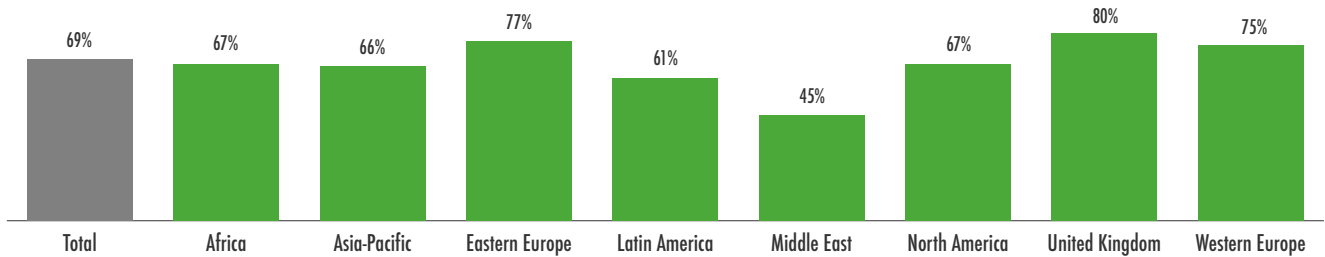


# ETHICS IN THE INDUSTRY

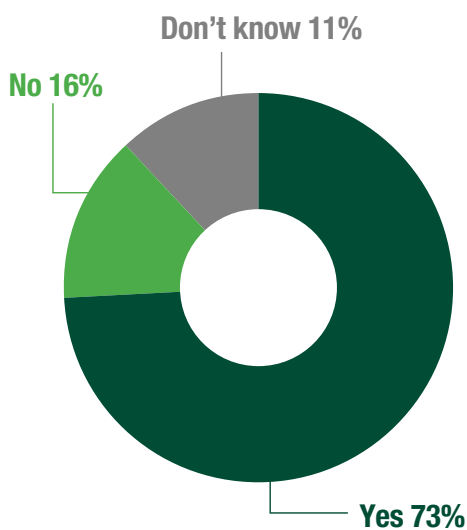
% by region of those signed up to a industry code of conduct



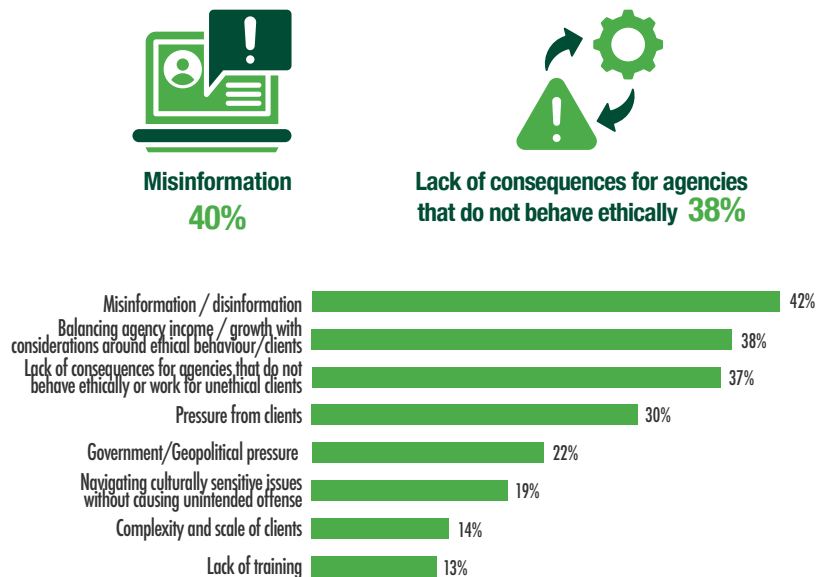
% by region of those know the guidelines they are signed up to well



Turned down a client or a job due to ethical reasons

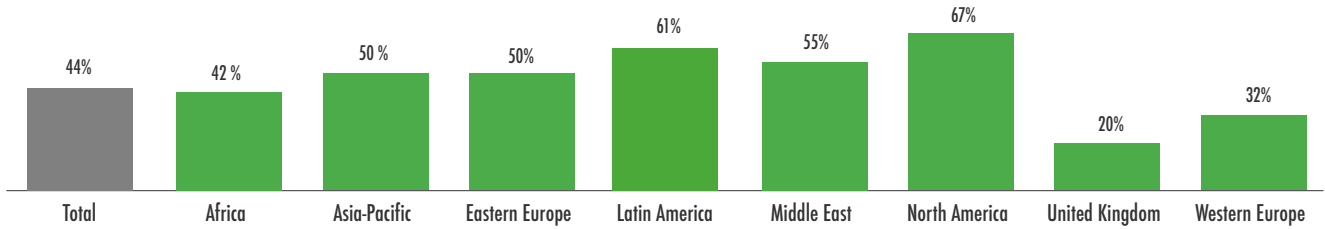


Greatest challenges for the PR firms in the next 12 months

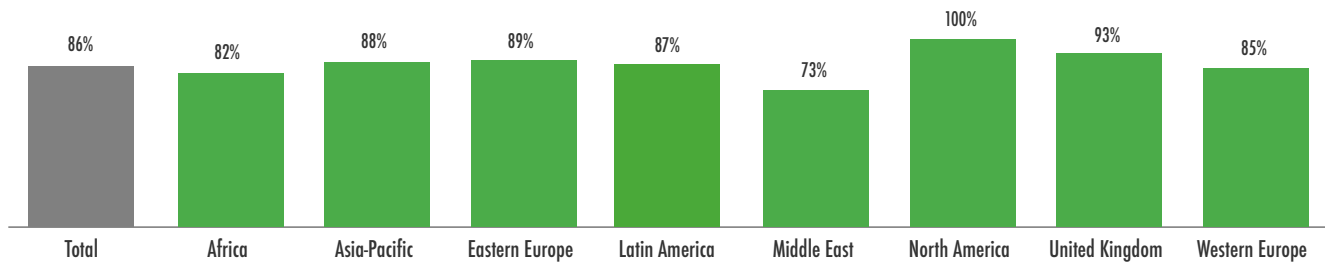


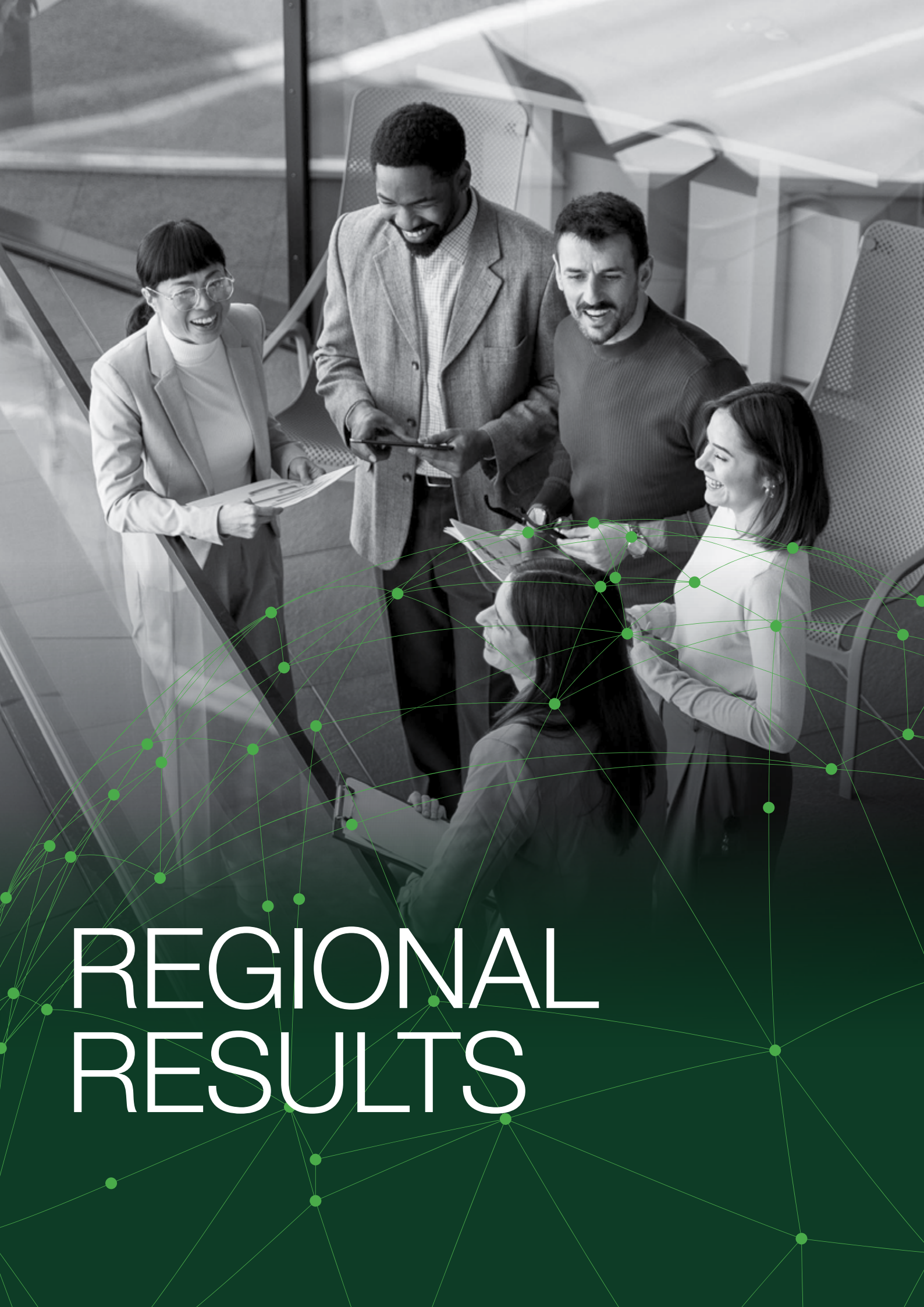
# ETHICS IN THE INDUSTRY

% who believe the PR industry is more ethical than other industries



% who believe it is the role of PR agencies to advise clients against behaviour that they deem unethical





# REGIONAL RESULTS

## Top 3 most commonly selected answers



In which of the following areas did your organisation see the most growth last year?

1. Corporate reputation
2. Strategic consulting
3. Influencer marketing



In which of the following sectors did you see the most growth last year?

1. Technology
2. Healthcare
3. Financial and professional services



In which of the following areas do you expect an increase in PR firms' investment this year?

1. Strategic consulting
2. Influencers communications
3. Measurement and analytics



Which of the following issues do you believe pose the greatest challenges for the PR firms in your market?

1. Adapting to and integrating AI technologies effectively
2. Clients unwilling to commit sufficient funds
3. Economic conditions generally



Which of the following do you think are currently the biggest ethical challenges for PR professionals and agencies?

1. Misinformation / disinformation
2. Balancing agency income / growth with considerations around ethical behaviour / clients
3. Lack of consequences for agencies that do not behave ethically or work for unethical clients



What is the biggest challenge PR agencies face when it comes to their talent strategy?

1. Retaining key talent
2. Developing junior and mid-level staff
3. Motivating younger executives



Looking at the next decade, which skill sets will be most relevant for PR executives?

1. Mastery of AI tools
2. Strategic consulting
3. Ability to critically assess and ethically deploy AI-generated content



Which of the following social issues, if any, are your clients most likely to prioritise?

1. Sustainability and climate change
2. Technology empowerment
3. Education



## Africa's PR Evolution: Local Realities, Global Influence



Alexandre Beaulieu

NORTH AFRICA DIRECTOR, TBWA V-P, UNION  
DES AGENCES CONSEIL EN COMMUNICATION

**Before commenting on ICCO's World PR Report results for Africa, it is important to note that anything we might say must come with a huge caveat: our continent is too often treated as a single entity ("Africa"), which could not be further from the truth.**

It is possibly the most diverse of all geographical groupings contained in the report, and it draws its strength from that incredible diversity.

PR is arguably the communications practice that is the most closely linked to local conditions, be they political, social, cultural, scientific or economical. It is in essence a super local specialism, despite the ever-present tendency to try to globalize most messaging.

With that being said, we observe a few interesting pointers from the survey's findings. I will try to group them according to what I think are the most important for anyone looking at our markets and the way they are evolving.

- Growth appears to be coming from more "strategic" areas (reputation & consulting) than in the past, where traditional press relations were front and center. That seems to point towards a rising sophistication of African PR markets, although it might also have been impacted by the rise of the "pay to play" phenomenon which tends to marginalize press relations.
- Most of that growth is coming from Financial & professional services. Could this showcase Africa's growing clout in that field, notably mobile money? As Africa develops, it is bringing in more professional services firms to advise local government and private sector champions, but it is also leapfrogging in a few discrete areas, a development that is sure to require strategic communications advice.

- There's no surprise when it comes to where the challenges are coming from: budget, in-housing and AI integration. But... aren't they all linked in a way? I spy a paradox here: African institutions and companies are attributing more importance to PR and strategic communications but the budgets are not following yet. My guess is that it will evolve in the coming 3-5 years.
- Ethics is where ICCO has a role to play: help local markets provide better framework and "label" agencies so that good behavior can be used as a new business tool, especially in compliance-heavy sectors such as pharma or financial services.

The reality is that, as a profession, we're increasingly sought out for high-stakes projects in Africa. That is a very welcome step forward and an encouraging nod for our industry.



## Leading the Global Narrative through Digital Innovation and Resilience



Mary Njoki

FOUNDER AND CEO AT GLASS HOUSE PR

The latest ICCO World PR Report data confirms what those of us on the ground have long known: Africa is no longer just a “market of the future”; it is a global leader in PR optimism and digital adoption today. As Chair of Africa PR Week, I see these findings as a testament to the continent’s unique ability to leapfrog traditional communications models in favour of a digital-first, socially conscious approach.

### Key Trends and Standout Findings

Africa consistently registers as the **most optimistic region globally** regarding market growth, scoring an impressive **7.9/10** in agreement. This optimism is rooted in tangible growth across key sectors, most notably in **Technology, Financial & Professional Services, and Consumer Products.**

A defining trend for the region is the absolute dominance of digital and social platforms. African PR professionals have identified **Social Media & Community Management and Marketing Communications** as their top areas of growth. This aligns with our unique media landscape, where mobile-first strategies and influencer engagement are the primary drivers of public opinion and consumer behavior.

### Notable Shifts: The Rise of ESG and Strategic Counsel

When comparing current data to previous years, a sophisticated shift is occurring. While tactical execution (social media) remains high, there is a growing expectation for investment in **Environmental, Social, and Governance (ESG)** communications. African clients are increasingly prioritizing social issues such as **Sustainability and Climate Change, Education, and Technology Empowerment.**

Furthermore, **Strategic Consulting** has solidified its place as a top area of investment and a critical future skill set. This indicates that African PR practitioners are successfully moving “upstream,” transitioning from being mere messengers to being essential business advisors to the C-suite.

### The Local Context: Balancing Innovation with Integrity

The rapid adoption of technology brings its own set of regional challenges. While we are early adopters of **AI tools** identifying AI mastery as the number one relevant skill for the next decade, we are also grappling with the ethical “shadow” of this innovation. **Misinformation/ disinformation** and a **lack of internal ethical policies** remain our greatest professional hurdles.

For the communications industry across Africa, these findings mean we must lead with **integrity and impact measurement.** Our greatest internal challenges; client reluctance to commit funds and the ongoing struggle to effectively measure the ROI of PR can only be solved by proving our value through data-driven, ethical storytelling.

The Verdict: Africa is currently the heartbeat of the global PR industry’s growth. By marrying our digital expertise with a steadfast commitment to transparency and social purpose, we are not just shaping the African narrative; we are setting the standard for the rest of the world.



## Top 3 most commonly selected answers



In which of the following areas did your organisation see the most growth last year?

1. Corporate reputation
2. Strategic consulting
3. Digital PR



In which of the following sectors did you see the most growth last year?

1. Financial and professional services
2. Technology
3. Public sector



In which of the following areas do you expect an increase in PR firms' investment this year?

1. Strategic consulting
2. Influencers communications
3. Measurement and analytics



Which of the following issues do you believe pose the greatest challenges for the PR firms in your market?

1. Clients unwilling to commit sufficient funds
2. Clients moving PR in-house
3. Adapting to and integrating AI technologies effectively



Which of the following do you think are currently the biggest ethical challenges for PR professionals and agencies?

1. Misinformation / disinformation
2. Balancing agency income / growth with considerations around ethical behaviour / clients
3. Lack of consequences for agencies that do not behave ethically



What is the biggest challenge PR agencies face when it comes to their talent strategy?

1. Retaining key talent
2. Hiring senior staff
3. Incentivising senior staff



Looking at the next decade, which skill sets will be most relevant for PR executives?

1. Crisis counsel
2. Strategic consulting
3. Ability to critically assess and ethically deploy AI-generated content



Which of the following social issues, if any, are your clients most likely to prioritise?

1. Sustainability and climate change
2. Education
3. Technology empowerment

## APAC- A Region Geared to Rule Amidst Geopolitical Uncertainty, AI and a Complex Future



Vineet Handa

FOUNDER & CEO, KAIZZEN  
ICCO TREASURER

As I write this, I am confronted with a simple truth. We are living through one of the most anxious periods in recent times, perhaps the most since the pandemic. Much of this anxiety is being shaped by the rapid rise of AI, coupled with ongoing geopolitical uncertainty. Wherever we are in the world, these forces are being felt—reshaping economies, industries, and the way we communicate.

In such an environment, the role of communication has never been more critical. For Asia-Pacific, a region defined by diversity—of nationalities, cultures, languages, and identities; these complexities are more amplified. Unlike most regions, identity here is layered and nuanced. Yet, despite these differences, there is a convergence

in how the industry is evolving, with shared aspirations and increasingly aligned expectations from communication.

APAC continues to stand out as a key growth engine for the global communications industry, with strong momentum across corporate reputation, digital PR, and strategic consulting, supported by sectors such as technology, healthcare, and financial services. Confidence levels in the region remain robust, reflecting both economic opportunity and the increasing importance of communications in business strategy.

At the same time, the industry is undergoing a structural shift. Investment priorities in strategic consulting, research & insights, align closely with global industry trends. Firms are moving towards a more advisory-led roles. However, this transition is not without its challenges. The need to demonstrate impact, coupled with shrinking client budget as well as an increased scope of work, highlights a growing expectation that ails the industry at large.

AI sits at the centre of this transformation. While mastery of AI tools is identified as the most critical future skill, APAC including most other regions too continues to face challenges in integrating these technologies into everyday workflows. This suggests that while

the direction is clear, operational maturity remains uneven.

This gap between ambition and execution is further compounded by talent challenges not only in retaining experienced professionals and building mid-level capability, but also in aligning and attracting new generation of talent.

Layered onto this is a more complex geopolitical and information landscape. Concerns around misinformation, trust, and ethical responsibility are becoming increasingly central, especially in a region characterised by rapid digital adoption and diverse media ecosystems.

Looking ahead, the trajectory for APAC is clear. The future of communications in the region will be shaped by a new generation of professionals equipped with skills in AI, analytics, and strategic consulting, as well as by a growing alignment with broader societal priorities such as sustainability, education, and inclusion.

APAC may not be a homogeneous market, but its diversity is also its strength. It combines scale, speed, and adaptability in ways few regions can match. As the global communications landscape continues to evolve, APAC is not only contributing to growth—it is increasingly helping define what the future of the industry looks like.

## Top 3 most commonly selected answers



In which of the following areas did your organisation see the most growth last year?

1. Strategic consulting
2. Corporate Reputation
2. Marketing communications



In which of the following sectors did you see the most growth last year?

1. Technology
2. Healthcare
3. Financial and professional services



In which of the following areas do you expect an increase in PR firms' investment this year?

1. Strategic consulting
2. Influencers communications
3. Research, insight and planning



Which of the following issues do you believe pose the greatest challenges for the PR firms in your market?

1. Clients unwilling to commit sufficient funds
2. Adapting to and integrating AI technologies effectively
3. Economic conditions generally



Which of the following do you think are currently the biggest ethical challenges for PR professionals and agencies?

1. Balancing agency income/growth with considerations around ethical behaviour/clients
2. Misinformation / disinformation
3. Lack of consequences for agencies that do not behave ethically or work for unethical clients



What is the biggest challenge PR agencies face when it comes to their talent strategy?

1. Developing junior and mid-level staff
2. Retaining key talent staff
3. Motivating younger executives



Looking at the next decade, which skill sets will be most relevant for PR executives?

1. Strategic consulting
2. Ability to critically assess and ethically deploy AI-generated content
3. Mastery of AI tools



Which of the following social issues, if any, are your clients most likely to prioritise?

1. Sustainability and climate change
2. Mental health
2. Data privacy and consumer rights

## The Future of PR: Trust, Talent and Transformation



Alexander Dourchev  
CEO, ALL CHANNEL COMMUNICATIONS  
ICCO EUROPEAN PRESIDENT

### What is the future of our industry, and is the world evolving faster than our profession?

These are questions many of us are asking today. The good news is that confidence has not collapsed, but sentiment is clearly softening, especially in Western Europe, where optimism about market growth declines from 6.4 to 6.0, while Eastern Europe remains flat at 5.9. This reflects a broader global cooling driven by conflict, rising instability, and the disruptive impact of artificial intelligence.

Profitability is coming under clear pressure. In 2026, expected profitability falls to 5.3 in Western Europe and 5.5 in Eastern Europe,

while PR's perceived budget share also declines from 4.6 to 4.0 in the West and from 5.5 to 3.2 in the East. As clients question fees, move work in house, or automate services, PR must communicate its value more clearly by bringing clarity, judgement, and trust.

That is why misinformation remains one of the major structural challenges for both the European and global markets in 2026, continuing to put pressure on trust, media credibility, ethical standards, and the role of communications professionals. At the same time, ICCO has already launched strong initiatives in this area, with encouraging early results.

When life gives you lemons, make lemonade. AI can be seen as a threat, but it is also a major opportunity to make our businesses more efficient and agile. It is already part of the operational reality of the European market, with everyday integration reaching 92% in Western Europe, up from 75% in 2025, and 82% in Eastern Europe. At the same time, technological change is driving constant upskilling, with mastery of AI tools identified by 45% of respondents as the most important skill to develop. Europe also maintains a solid level of digital readiness, positioning itself as a mature and reliable market, even if

it still trails the strongest-performing regions.

In 2026, the European PR market remains focused on higher-value services, with corporate reputation and strategic consulting continuing to lead growth in both Western and Eastern Europe. Strategic consulting is also identified globally as the second most important skill for the next decade at 44%, underlining the growing importance of advisory work. At the same time, the industry faces a clear talent challenge: developing junior and mid-level staff rises from 33% to 35%, while hiring senior staff increases from 20% to 29%, highlighting the need to build stronger consulting capacity across the profession.

Let us end on a positive note: in an era of misinformation and fake news, Europe remains strongly associated with ethics, trust, and responsible communications. This is why the role of communications is becoming more important, not less. Today, our profession is defined not only by visibility, but by the ability to build trust and take responsibility in an increasingly complex environment. If we continue to deliver on that role, communications will not become weaker, but indispensable.

# EASTERN EUROPE

## Top 3 most commonly selected answers



In which of the following areas did your organisation see the most growth last year?

1. Corporate reputation
2. Strategic consulting
3. Public affairs / government relations



In which of the following sectors did you see the most growth last year?

1. Healthcare
2. Financial and professional services
3. Technology



In which of the following areas do you expect an increase in PR firms' investment this year?

1. Strategic consulting
2. Influencers communications
3. Multimedia content creation



Which of the following issues do you believe pose the greatest challenges for the PR firms in your market?

1. Clients unwilling to commit sufficient funds
2. Adapting to and integrating AI technologies effectively
3. Economic conditions generally



Which of the following do you think are currently the biggest ethical challenges for PR professionals and agencies?

1. Balancing agency income / growth with considerations around ethical behaviour / clients
2. Misinformation / disinformation
3. Lack of consequences for agencies that do not behave ethically or work for unethical clients



What is the biggest challenge PR agencies face when it comes to their talent strategy?

1. Motivating younger executives
2. Developing junior and mid-level staff
3. Hiring mid-level staff



Looking at the next decade, which skill sets will be most relevant for PR executives?

1. Mastery of AI tools
2. Strategic consulting
3. Crisis counsel



Which of the following social issues, if any, are your clients most likely to prioritise?

1. Sustainability and climate change
2. Technology empowerment
3. Education

## Top 3 most commonly selected answers



In which of the following areas did your organisation see the most growth last year?

1. Strategic consulting
2. Corporate reputation
3. Public affairs / government relations



In which of the following sectors did you see the most growth last year?

1. Healthcare
2. Technology
3. Food and beverage



In which of the following areas do you expect an increase in PR firms' investment this year?

1. Strategic consulting
2. Influencers communications
3. Measurement and analytics



Which of the following issues do you believe pose the greatest challenges for the PR firms in your market?

1. Adapting to and integrating AI technologies effectively
2. Financial pressure to meet profit/margin targets
3. Economic conditions generally



Which of the following do you think are currently the biggest ethical challenges for PR professionals and agencies?

1. Misinformation / disinformation
2. Pressure from clients
3. Balancing agency income / growth with considerations around ethical behaviour / clients



What is the biggest challenge PR agencies face when it comes to their talent strategy?

1. Retaining key talent
2. Developing junior and mid-level staff
3. Hiring senior staff



Looking at the next decade, which skill sets will be most relevant for PR executives?

1. Mastery of AI tools
2. Strategic consulting
3. Ability to critically assess and ethically deploy AI-generated content



Which of the following social issues, if any, are your clients most likely to prioritise?

1. Sustainability and climate change
2. Technology empowerment
3. Diversity and social inclusion



## In Latin America, the political variable influences the PR market



Ciro Dias Reis

FOUNDER & CEO IMAGEM CORPORATIVA  
EX-GLOBAL CHAIR OF PROI WORLDWIDE

**In the second half of 2025, I organized with a group of colleagues from the PROI Latam Squad (group of PR companies that work in an integrated way in the whole region) a survey aimed at identifying the perceptions of entrepreneurs and executives regarding the challenges of their businesses in 2026.**

The questionnaire, answered by 160 organizations from different sectors in seven countries, addressed topics related to the global economy, new technologies, and organizational culture, among several others.

At the end, when asked about the number one concern among all the topics covered, the response “local politics” ranked first on the list.

It is not difficult to understand this result in a Latin America marked by so many ups and downs in political and institutional dimensions.

In a large part of traditional democratic countries, alternations of power between more conservative figures and leaders with a more liberal or progressive profile have limited impact on the direction and decision-making of the corporate field. In Latin America reality is different, and changes at the top of power have a significant potential to influence the business environment.

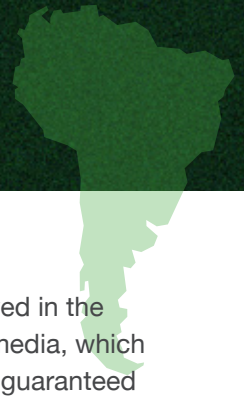
In Mexico, President Claudia Sheinbaum (who took office in October 2024) navigates the domestic environment with relative calm, without major difficulties in her government’s relations with economic players. But this scenario is not seen across the region as a whole.

In Colombia and Brazil, the prevailing political climate is one of intense right-left polarization in a presidential election year (May and October, respectively), a fact that influences the mood of different business sectors in both countries. This leads local companies and entrepreneurs to discreetly slow down investments and long-term decisions until the winners are known, thus opening space for the development of plans aligned with the new context.

This approach gained momentum from the unfolding of an international scenario of geopolitical and economic conflicts shaped from the beginning of 2026.

In Colombia, in August 2025, Senator Miguel Uribe, one of the favorites for this year’s electoral race, died as a victim of an attack during a public event, further raising the political temperature in the country.

In Brazil, where former president Jair Bolsonaro is imprisoned, businesspeople are concerned about high interest rates, the deterioration of the federal fiscal health, and the turbulence in relations between the government and the National Congress, besides strong criticism towards the Supreme Court.



In Argentina, where former president Cristina Kirchner is serving house arrest, current president Javier Milei won a noisy showdown to approve in Congress an unprecedented reform to make labor relations more flexible, allowing employers in general to breathe a sigh of relief. However, the courts revised some of the points approved by deputies and senators, thus rewriting certain parameters for the day-to-day management of companies.

With his election in Chile, José Antonio Kast returned power to right-wing forces, replacing left-wing politician Gabriel Boric in a transition process marked by mutual distrust.

In Peru, the National Congress swore in at the beginning of 2026 yet another interim president (the ninth occupant of the position in ten years) through an internal

congressional solution, ahead of the April presidential elections.

This snapshot makes it easier to understand the reasons why Government Relations and Public Affairs stood out among the fastest-growing practices in Latin America in 2025, according to the ICCO PR Global Report. At the same time, it also becomes clear why “political instability” stands out among the concerns for 2026 in the region in the same survey.

In Latin America in general, the PR market faces the same challenges found in other regions. Pieces of this landscape are the adoption of new technologies, increasing competition, and the need to offer more sophisticated services and products to increasingly demanding clients.

Visibility goals achieved in the press and on social media, which until a few years ago guaranteed a solid and successful relationship between clients and their PR agencies, are no longer the main benchmark. Companies now expect their PR agencies to go further and become effective partners in the effort to expand their relevance and reputation with a focus on business.

Thus, more than specific actions capable of generating fleeting buzz, clients increasingly prioritize more structured and long-term solutions and campaigns. In other words, clients now expect to have only adults in the room—that is, PR professionals who understand their flight plans and visions for the future, speak the same language, and are capable of delivering results that make a difference.





## Top 3 most commonly selected answers



In which of the following areas did your organisation see the most growth last year?

1. Public affairs / government relations
2. Digital PR
3. Corporate reputation



In which of the following sectors did you see the most growth last year?

1. Healthcare
2. Consumer products
3. Financial and professional services



In which of the following areas do you expect an increase in PR firms' investment this year?

1. Influencers communications
2. Training and professional development
3. ESG (Environmental, Social, and Governance)



Which of the following issues do you believe pose the greatest challenges for the PR firms in your market?

1. Political instability
2. Financial pressure to meet profit/margin targets
3. Clients unwilling to commit sufficient funds



Which of the following do you think are currently the biggest ethical challenges for PR professionals and agencies?

1. Lack of consequences for agencies that do not behave ethically or work for unethical clients
2. Misinformation / disinformation
3. Pressure from clients



What is the biggest challenge PR agencies face when it comes to their talent strategy?

1. Retaining key talent
2. Hiring senior staff
3. Finding quality, good value recruitment consultants



Looking at the next decade, which skill sets will be most relevant for PR executives?

1. Mastery of AI tools
2. Ability to critically assess and ethically deploy AI-generated content
3. Strategic consulting



Which of the following social issues, if any, are your clients most likely to prioritise?

1. Sustainability and environment
2. Diversity and social inclusion
3. Education



## The Middle East PR Industry Is Entering Its Strategic Era



Conrad Egbert

ADVISOR, HEAD OF PRCA MENA  
& HOST OF AL SIDQ PODCAST, PR WEEK  
POWERBOOK ADVISORY BOARD

**The Middle East PR industry is undergoing a metamorphosis of sorts. Once viewed primarily as a media and communications function, PR now sits in the strategic boardroom – Influencing reputation, stakeholder trust, crisis resilience and corporate growth.**

Latest industry findings reveal that marketers across the region are investing more into PR than many other marketing disciplines. More importantly, clients are now turning to PR firms for non-traditional

deliverables including strategy, influencer marketing, corporate reputation and crisis advisory. This trend reflects what most PR professionals have gone blue-faced saying for years – that reputation is central to business performance.

While strategic consulting and influencer communications currently attract the highest investment, corporate reputation management is emerging as the industry's strongest long-term growth area. In times shaped by misinformation, fragmented audiences and eroding trust, organizations increasingly understand that credibility itself has become a competitive advantage.

And at the center of this transformation is non other than artificial intelligence. The Middle East has fully embraced AI adoption within PR workflows, with respondents (100%) reporting widespread integration of AI tools into their everyday. The most significant uses are for operational efficiency and verifying the authenticity of online information, with the latter proving to be the most critical. As generative AI accelerates the spread of misinformation, managing trust and authenticity becomes as important as storytelling itself. This raises important questions around GEO and how organizations will manage reputation in AI-driven search and discovery environments.

Yet despite this massive adoption, governance remains underdeveloped. While 73% of respondents recognize the importance of cultural intelligence in AI, the region still places relatively limited emphasis on ethical AI adoption in PR. This gap is both a challenge and an opportunity for firms willing to lead on transparency, ethics and responsible AI standards.

On talent, the PR industry's greatest workforce challenges are retaining top performers, developing junior and mid-level staff and motivating younger professionals entering the sector. Agencies are increasingly sourcing talent from rival firms, journalism and graduate pools, while AI efficiency and strategic consulting capabilities are the most sought after skills.

Findings also highlight structural concerns around diversity and inclusion. Of all regional respondents 68% believe there isn't sufficient ethnic diversity in the industry, while half of firms operate without formal diversity and inclusion policies or dedicated personnel. As communication becomes more culturally complex and globally connected, lack of representation risks becoming a strategic weakness rather than simply an HR issue.



Mental health presents another strange contradiction. Although professionals in the Middle East report high levels of mental health challenges, the region ranks low in formal support structures within organizations. In a high-pressure industry, now shaped by AI-driven productivity and constant connectivity, employee well-being is quickly becoming a business sustainability issue.

The industry also faces a credibility paradox around ethics. The Middle East ranked lowest globally for signing up to industry codes of conduct and for believing it's the responsibility of PR agencies to advise clients against unethical behavior, yet at the same time,

it ranked among the highest for believing that PR is more ethical than other industries. This disconnect highlights a broader maturity challenge for the sector. As PR firms take on more strategic influence, expectations around accountability, governance and ethical leadership will inevitably increase. In a trust-driven economy, ethical credibility will undoubtedly become just as important as creative or commercial capability.

Ultimately, the top challenges for the Middle East PR industry include integrating AI without compromising ethics, growth without cultural erosion and innovation without losing trust.

Firms that succeed into the next decade will not simply be communications agencies; they will be strategic advisory partners combining technology, cultural intelligence, reputation management and business strategy to help organizations navigate a progressively complex world.





## From Confidence Drop to Strategic Reset: The Middle East PR Industry in 2026



Justin Kerr-Stevens

CHAIR, MIDDLE EAST PUBLIC  
RELATIONS ASSOCIATION

**The headline numbers from this year's report make difficult reading for the Middle East. Optimism about market growth has fallen from 6.4 to 5.9.**

The expectation that agency profitability will increase has dropped from 6.9 to 5.0, the lowest score of any region. Companies' attention to corporate purpose has fallen from 7.0 to 5.9. Confidence on almost every measure that matters has come off.

I would not soften any of that. But the rest of the picture is more encouraging than the confidence scores suggest.

Underneath those numbers, the structural reading is solid. Strategic consulting is the regional growth area for the second year running. Technology, food and beverage, and consumer products lead our sectors. Influencer marketing has moved up the regional growth ranking, AI-driven communications and content development has entered the regional top three, and influencer communications is now where regional respondents most expect investment to grow. We rank second globally on the PR industry's pace of adapting to new technology, behind only North America. Mental health support in our firms is rated effective by three-quarters of regional respondents, the second highest reading in the report. Clients still take corporate reputation seriously. Demand for high-end advisory work has not gone away, and the technology curve is on our side.

There are also reasons not to dismiss the confidence drop as noise. The fieldwork closed before a sharp regional escalation that has materially affected client spend, event calendars and the day-to-day rhythm of agency life across the majority of the markets MEPRAs operate in. Sentiment was already cooling when the data was collected. Were the survey to run today, I doubt the optimism scores would be any higher and they may well be lower. The asterisk on our regional sample, fewer than thirty respondents, is real. But a wider

sample would not change the direction of travel. It would clarify it.

The data is unusually consistent on three things our market should fix. None of them is intractable.

The first is talent. The Middle East scores 5.3 on whether there is a plentiful supply of talent, the lowest of any region, and down from 6.2 last year. We score 4.5 on whether the industry does a good job of sourcing talent from outside its own ranks. Motivating younger executives is now the number-one talent challenge regional respondents identify, displacing retention. Anyone who has tried to hire a senior practitioner in this market in the last twelve months will recognise the picture. We compete for the same small pool of strong consultants. We bring too few people in from adjacent disciplines. The gap in calibre between our region and the markets we benchmark ourselves against is plain in the data. It is also closeable. Our market is small enough for a coordinated regional response to move things quickly.

The second is diversity and inclusion. Half the firms in our market, 50%, have a written D&I policy. That is the lowest reading of any region. Last year's report flagged a gap between intent and implementation, and this year's data shows the gap has not closed. The remedy is concrete. A written policy in every firm. An accountable owner.



Measurable hiring and progression targets. A framework MEPRA can support firms to adopt rather than asking each to invent its own. Half our market already operates this way. The other half should.

The third is language. Arabic content development is a regional necessity, not a value-add. Mastery of AI tools sits at the top of the decade-skills list for our market and that is the right call. AI will close some of the Arabic content gap but AI models trained on western data means tools that will not produce the editorial judgement Arabic-speaking audiences demand, and it will not replace the mid-career native-speaking content leaders this market is short of. That shortage sits inside the talent reading

above, but it is also where our most distinctive opportunity sits. Bilingual practitioners who move easily between Arabic and English audiences are scarce, and they are ours to develop.

The work for MEPRA in the year ahead follows. We are pursuing a regional CPD and accreditation pathway with member firms, deepening our university partnerships into a coordinated talent pipeline, and intend to publish a regional benchmark on practitioner calibre and pay so firms have a credible reference point for hiring. We will publish a model D&I policy that members can adopt. The right answer to a 50% policy adoption rate is not another essay.

I would also ask three things of ICCO. Partnership on raising regional sample participation in next year's study, so the Middle East voice in the World PR Report carries the weight it deserves. Support for an Arabic-language version of the report, which would meaningfully change who reads it across our market. And joint publication of a regional D&I policy framework that MEPRA members can adopt, building on ICCO's existing standards rather than asking each market to design from scratch.

Confidence will return. The work on talent, inclusion and bilingual capability is in front of us, and we are well placed to do it. This year's report is an honest reading. We will take it as one and get on with the job.





## Top 3 most commonly selected answers



In which of the following areas did your organisation see the most growth last year?

1. Strategic consulting
2. Influencer marketing
3. AI-driven communications and content development



In which of the following sectors did you see the most growth last year?

1. Technology
2. Food and beverage
3. Consumer products



In which of the following areas do you expect an increase in PR firms' investment this year?

1. Influencers communications
2. Digital build and production
3. Media relations



Which of the following issues do you believe pose the greatest challenges for the PR firms in your market?

1. Economic conditions generally
2. Impact of geopolitical tensions
3. Political instability



Which of the following do you think are currently the biggest ethical challenges for PR professionals and agencies?

1. Government/Geopolitical pressure
2. Misinformation / disinformation
3. Balancing agency income / growth with considerations around ethical behaviour / clients



What is the biggest challenge PR agencies face when it comes to their talent strategy?

1. Motivating younger executives
2. Finding quality, good value recruitment consultants
3. Developing junior and mid-level staff



Looking at the next decade, which skill sets will be most relevant for PR executives?

1. Mastery of AI tools
2. Strategic consulting
3. Creativity



Which of the following social issues, if any, are your clients most likely to prioritise?

1. Sustainability and climate change
2. Technology empowerment
3. Education



## Beyond AI Adoption: Trust, Workforce Pressure and the Future of Communications



Tina McCorkindale, Ph.D.  
PRESIDENT AND CEO  
THE INSTITUTE FOR PUBLIC RELATIONS

The ICCO 2026 report paints a picture of an industry in transition, where rapid AI adoption is colliding with growing concerns around trust, workforce pressure, and the changing role of communications.

According to this year's report, 91% said AI will be the most relevant technology for PR over the next five years, with nearly 9-in-10 firms already integrating it into everyday processes. The question now is less about adoption and more about control and optimization, particularly in North America, where digital maturity creates both opportunity and risk.

In 2026, the Institute for Public Relations (IPR) published a study that found communicators are driving generative AI adoption in organizations, acting as translators between technology and the business by shaping governance, training, and internal alignment. This

is happening as a 2026 study on disinformation published by IPR and Leger found that trust in generative AI has increased, while distrust has declined by 11 percentage points. Greater trust will drive adoption, but this also introduces more risks and challenges. Agencies that combine technical fluency with sound judgment and strategic thinking will have the advantage.

That opportunity, however, sits alongside a growing trust problem. In the ICCO report, 77% said distinguishing accurate information from disinformation is becoming more difficult. In the U.S., the IPR and Leger report found 71% of Americans view disinformation as a major problem, while nearly 6-in-10 Canadians report similar concerns. Trust in traditional media continues to fragment, and social platforms are not seen as credible alternatives. At the same time, expectations are rising. Nearly 8-in-10 people believe companies should help combat disinformation, but few think they are doing it well.

The workforce adds another layer of complexity. In the ICCO report, 47% said retaining key talent is the industry's biggest challenge, and 34% experienced mental health issues in the past year. In Mexico, one-quarter of the population is Gen Z, yet they face the highest levels of unemployment in a challenging job market. IPR's 2026 research on generational differences shows engagement is uneven across generations. While younger employees report alignment with

organizational values, they are more likely than older generations to publicly criticize employers, with one-third willing to share negative workplace experiences online. They also have greater exposure to AI and higher anxiety about its impact, reinforcing a tension between adoption and trust. This is happening in an environment where the responsibilities of the communication function are increasing year over year, but resources are not keeping pace. In our upcoming IPR and Grossman Group employee engagement research, the overall picture is clear: employees are engaged but burned out.

What emerges is an industry moving forward but under strain from multiple directions, including political and societal ones. AI is now fully embedded, but 34% still cite integrating it as a key challenge, underscoring that adoption is outpacing alignment. Disinformation remains a top ethical issue globally, and 73% of firms have already walked away from work on ethical grounds, signaling how closely trust and business decisions are now linked. Internally, the pressure is just as real, with more than half of firms citing talent retention as a core issue, and younger employees bringing different expectations around transparency, purpose, and voice. These forces are converging. The firms that will stand out in North America are not the ones moving fastest on AI, but the ones that can manage its impact, rebuild trust in a fragmented information environment, and create workplaces that can sustain the pace of change.



## Top 3 most commonly selected answers



In which of the following areas did your organisation see the most growth last year?

1. Strategic consulting
2. Influencer marketing
3. Digital PR



In which of the following sectors did you see the most growth last year?

1. Technology
2. Healthcare
3. Consumer products



In which of the following areas do you expect an increase in PR firms' investment this year?

1. Strategic consulting
2. Digital build and production
3. Media relations



Which of the following issues do you believe pose the greatest challenges for the PR firms in your market?

1. Economic conditions generally
2. Financial pressure to meet profit/margin targets
3. Clients unwilling to commit sufficient funds



Which of the following do you think are currently the biggest ethical challenges for PR professionals and agencies?

1. Misinformation / disinformation
2. Lack of consequences for agencies that do not behave ethically or work for unethical clients
3. Lack of incentive to behave ethically



What is the biggest challenge PR agencies face when it comes to their talent strategy?

1. Finding people with diverse career backgrounds
2. Motivating younger executives
3. Developing junior and mid-level staff



Looking at the next decade, which skill sets will be most relevant for PR executives?

1. Mastery of AI tools
2. Strategic consulting
3. Ability to critically assess and ethically deploy AI-generated content



Which of the following social issues, if any, are your clients most likely to prioritise?

1. Technology empowerment
2. Data privacy and consumer rights
3. Diversity and social inclusion



## Executive Summary - UK



Sarah Waddington  
CEO, PRCA

The UK findings from the ICCO World PR Report 2026 highlight an industry that remains positive about long-term opportunity, but more cautious than many other global regions about immediate growth and profitability. UK agencies are going through a complex environment shaped by economic uncertainty, talent pressures and rapid technological change, while continuing to move toward a more strategic and advisory-led role.

### Growth and market outlook

UK respondents expressed moderate optimism about industry growth, ranking below faster-growth regions such as Asia Pacific and Latin America. Expectations around agency profitability were also more restrained compared with other markets. Despite this caution, UK firms continue to see strong opportunity in corporate reputation, strategic communications and advisory services.

UK agencies are also less confident than many other regions that clients are increasing PR spend relative to other marketing disciplines, although there is still recognition that clients are increasingly willing to engage PR firms beyond traditional communications services.

### Investment and sector trends

In the UK, the strongest areas of expected growth are corporate reputation, strategic consulting and public affairs/government relations. Technology, healthcare and financial services continue to be viewed as the sectors with the greatest growth potential.

Across the market, investment priorities are increasingly focused on strategic communications, influencer engagement, measurement and analytics and digital capabilities. Agencies also expect continued demand for crisis communications and reputation management as organisations respond to growing scrutiny and misinformation challenges.

### Talent and workforce challenges

Talent remains one of the UK PR industry's most significant concerns. Retaining staff, developing mid-level talent and attracting younger professionals are among the biggest workforce challenges identified in the report. UK respondents also highlighted difficulties in sourcing

experienced strategic talent and adapting recruitment approaches to changing workforce expectations.

Future skill requirements are shifting rapidly, particularly toward AI literacy, strategic thinking, data and analytics capabilities, creativity and integrated communications expertise. Agencies are increasingly recruiting from adjacent sectors including journalism, marketing and creative industries to address skills gaps.

### Diversity, inclusion and wellbeing

The UK performs relatively strongly on diversity and inclusion measures compared with some other regions. Most UK firms report having formal DEI policies in place, and the UK was among the highest-scoring regions for dedicated DEI personnel. However, respondents acknowledged that workforce representation still does not fully reflect wider ethnic demographics.

Mental wellbeing continues to be a major issue across the UK PR industry. A significant proportion of UK respondents reported experiencing mental health challenges in the past year, although many organisations now provide formal wellbeing support. Perceptions of the effectiveness of this support remain mixed, suggesting a gap between policy provision and employee experience.



## Digital and technology transformation

The UK PR industry is rapidly integrating AI and digital tools into everyday operations.

Most UK firms reported already embedding AI technologies into workflows, reflecting widespread recognition that AI will fundamentally reshape communications practice over the next five years.

UK respondents identified AI, data science and digital production technologies as the most important future technologies for PR. At the same time, concerns remain around misinformation, ethics and maintaining trust in an increasingly AI-driven communications environment.

## Key challenges ahead

The UK PR industry identified several priority challenges for the year ahead, including:

- Integrating AI effectively into agency operations and client services
- Communicating effectively with younger audiences
- Managing economic and political uncertainty
- Evolving agency business models
- Demonstrating measurable impact and value
- Addressing talent retention and recruitment pressures

## Conclusion

The UK PR industry is entering a period of transformation characterised by cautious optimism, accelerated technological change and growing strategic influence.

While agencies face significant pressures around talent, wellbeing and economic uncertainty, the market is continuing to evolve into a more digitally enabled, data-informed and advisory-driven profession. Success will depend on how effectively firms adapt to AI, strengthen talent pipelines and demonstrate measurable business value to clients.





## Top 3 most commonly selected answers



In which of the following areas did your organisation see the most growth last year?

1. Strategic consulting
2. Digital PR
3. Marketing communication



In which of the following sectors did you see the most growth last year?

1. Technology
2. Healthcare
3. Financial and professional services



In which of the following areas do you expect an increase in PR firms' investment this year?

1. Research, insight and planning
2. Measurement and analytics
3. Marketing and business development



Which of the following issues do you believe pose the greatest challenges for the PR firms in your market?

1. Economic conditions generally
2. Adapting to and integrating AI technologies effectively
3. Financial pressure to meet profit/margin targets



Which of the following do you think are currently the biggest ethical challenges for PR professionals and agencies?

1. Lack of consequences for agencies that do not behave ethically or work for unethical clients
2. Misinformation / disinformation
3. Navigating culturally sensitive issues without causing unintended offense



What is the biggest challenge PR agencies face when it comes to their talent strategy?

1. Motivating younger executives
2. Finding people with diverse career backgrounds
3. Hiring mid-level staff



Looking at the next decade, which skill sets will be most relevant for PR executives?

1. Mastery of AI tools
2. Strategic consulting
3. Research, Insight and planning



Which of the following social issues, if any, are your clients most likely to prioritise?

1. Sustainability & climate change
2. Mental health
3. Technology empowerment



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