CREATING ADVANTAGE IN AN UNCERTAIN WORLD

Key UK trends and opportunities to shape your strategy for the coming year

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INTRODUCTION

Welcome to Grayling UK's annual trends report: Navigating change in an uncertain world, 2025.

This report explores a UK-wide and cross-sector analysis of the challenges, opportunities and trends that will impact business leaders and their organisations throughout the year.

It also includes new research with 500 Board-level Executives, CEOs, and Partners conducted across all demographics and regions in the UK; the data reveals insights into business sentiment and predictions for 2025.

It is clear that UK business leaders expect to face greater risk and uncertainty this year, fueled by the increasingly complex interaction of geo-political upheaval, financial market volatility and rapid technological advancement.

The need for business leaders to adapt, keep pace and create advantage, has never been so crucial. But despite the clear challenges, there are also opportunities to be grasped.

It is our ambition that this report helps strengthen business confidence and reduce uncertainty by sharing expert insights and recommendations from our UK-wide team of government, media, energy, tech and infrastructure experts.

We hope that you find the report a stimulating and informative read. And, of course, if you would like to discuss the findings in full or explore how your organisation can adapt and create advantage in 2025, please do not hesitate to get in touch.

Thank you,

Heather Blundell,
UK CEO, Grayling

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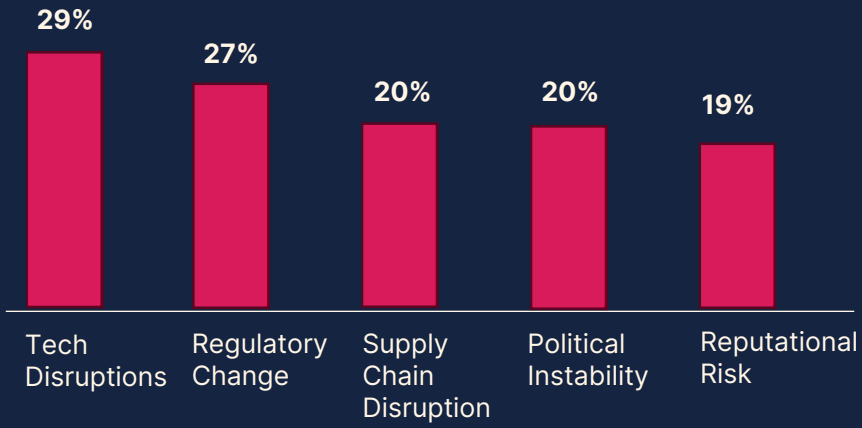
KEY FINDINGS

The top five business threats in 2025



Nearly half of all business leaders have implemented enhanced cybersecurity protocols to mitigate the AI-related risks to corporate reputation.

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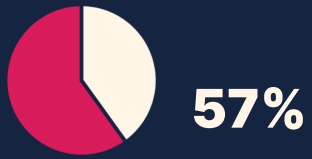
Grayling UK conducted a survey of 500 **leaders in the UK, including Chairs, Board Members, and CEOs**, to inform this trends report. The aim of the survey was to understand business leaders' sentiment and priorities for 2025.

The top communications priority for 2025 is expanding reach across online platforms.

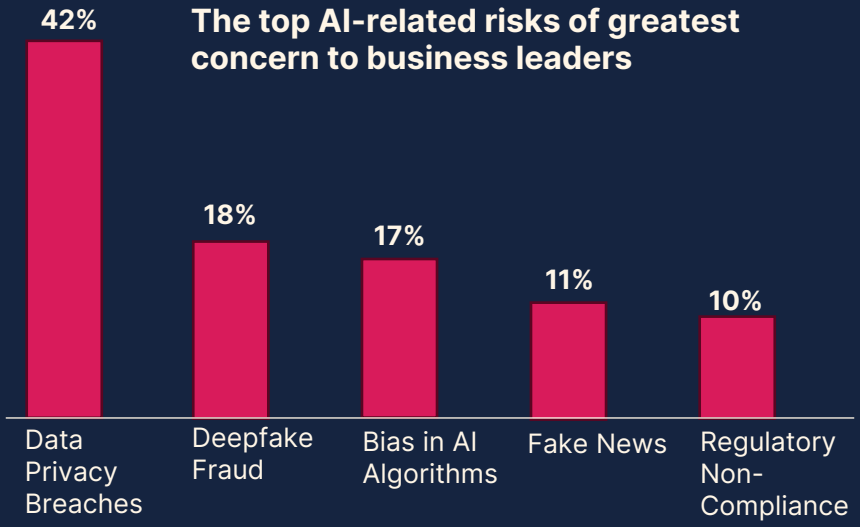


More than half of all business leaders expect the business risks to increase in 2025, compared to 2024.

OnePoll®

KEY FINDINGS

The top AI-related risks of greatest concern to business leaders



Top media channels for 2025

49% Online

26% Social

6% Print

5% Broadcast

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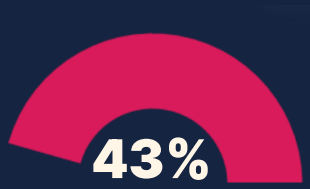
The top three social media platforms in 2025

60%

46%

43%

The top communications priority for 2025 is expanding reach across online platforms.



Short-form videos are the most effective content format for reaching target audiences

OnePoll

CRISIS AND CORPORATE RISK

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Uncertainty is unavoidable in business, but 2025 is likely to present a range of diverse threats to global trade, amid shifting political landscapes, geopolitical tensions and the rapid evolution of technology.

The potential for bad news—even fake news—to escalate rapidly into a crisis in the glare of heightened public scrutiny adds another layer of risk. Companies must navigate these shifting sands while maintaining their reputation and their licence to operate.

Artificial intelligence (AI) promises many benefits—more than two—thirds (68%) of large companies and one in six organisations have already embraced the technology[1]. However, it also has the potential to inflict enormous damage. Fake news has taken root in the social media age, where AI can be hijacked to manipulate images and audio, amplifying its impact.

Research suggests that cybersecurity remains the top risk for businesses, followed closely by digital disruption including AI[2]. With nearly half of businesses globally reporting incidents of deepfake fraud by 2024[3], we believe that strategic planning to mitigate such threats must be considered a business-critical priority.

At Grayling UK, we understand that protecting reputation is vital. In 2025, we counsel clients to proactively identify, analyse, and assess the wide range of risks they will—not might—face. Above all, speed and agility in protecting reputation through corporate communications and risk management are more critical than ever.

KEY TAKEAWAYS

EXPERT VIEW

"Next year could be the year that an organisation finds itself in a crisis despite having done nothing wrong. Fake news wears many masks, and AI is developing faster than anyone can keep up with. If you can't act extremely quickly and effectively, the damage could be severe. The media are still capable of a 'publish and be damned' approach, which means getting ahead of a crisis is as much about speed as it is about rhetoric. If you do only one thing this year, make sure you rehearse acting with speed—not just as a communications team but as an entire leadership team.The consequences of dawdling don't bear thinking about."

Billy Partridge, UK Board Director, Grayling UK

01

Position your business as a leader in AI: Share clear, actionable steps that your organisation is taking to adopt, integrate or innovate with AI.

Transparency and accountability must remain the guiding principles. Businesses must be mindful of AI's limitations and the ethical implications of its use, particularly in areas such as data privacy and bias.

02

Strengthen Internal Communications: Build a resilient culture centred on employee well-being and trust. Open dialogue and feedback help identify potential issues early and foster a sense of ownership among employees.

03

Prioritise Agility and Speed in Crisis Management: Implement real-time monitoring systems to detect and respond to issues as they arise, including social media monitoring and sentiment analysis.

Develop and update scenario planning to anticipate internal and external risks. This will ensure that a dedicated crisis response team can act swiftly and decisively

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C-SUITE PRIORITIES

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If 2024 was the year of elections, then 2025 is perhaps the year of expectations. Can new leaders deliver on their promises? And what might the repercussions be?

Businesses should expect greater instability in the year ahead, as geopolitics, conflicts, and disruptions to international trade pose significant global challenges.

In fact, about a third of businesses regard political instability as the biggest risk they face this year.[4] Business leaders, then, will need to focus on issues that are within their control, such as navigating the regulatory landscape, building brand awareness, or protecting their reputation.

From a communications perspective, it means having a strategy in place for the worst-case scenarios and delivering transparent and authentic communications that connect with audiences in a meaningful way. This also applies to your internal comms.

Environmental, social, and governance (ESG) pose further challenges for businesses, with regulatory changes, evolving stakeholder expectations, and technological advancements driving transformation across industries.

And then—of course—there is AI. The global generative AI market is predicted to grow annually by $16 billion[5] this decade, yet many companies are wary of the technology and unsure of how to use and monetise it.

As we head into 2025 and what promises to be a defining year for the technology, businesses will have to keep up—sitting on the fence will no longer be an option.

The good news? For many organisations, communications already have 'a seat at the table', playing a key role in business decision-making, while also helping to navigate enterprise challenges that go far beyond the 'traditional' communications function.

And rightly so. If 2025 is about expectations, managing them effectively through a carefully considered communications strategy will help protect reputations and offer stability in uncertain times.

KEY TAKEAWAYS

EXPERT VIEW

"In 2025, businesses are no longer just providers of products and services; they are societal leaders. The expectation is clear: purpose-driven companies will earn the trust needed to navigate a changing world and shape a better future."

Paul Lewis, CEO & Co-Founder, Seismic

01

Master Expectation Management: Align communications to pre-empt and manage expectations from shareholders, customers, and consumers.

Be transparent about challenges and proactive in showcasing progress to build trust.

02

Navigate Risk with Confidence: Develop a comms strategy that addresses geopolitical, economic, and regulatory risks.

Demonstrate preparedness and resilience through clear messaging on how your business mitigates uncertainty.

03

Prioritise Proactive ESG Storytelling: As ESG evolves, emphasise measurable progress and adaptation to new regulations.

Authenticity in your ESG narrative can differentiate you from competitors.

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DIGITAL AND SOCIAL

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Social media continues to evolve, with new platforms attracting niche and thriving audiences. Yet, many businesses and brands remain wedded to the "Big Five" of Facebook (60%), Instagram (46%), LinkedIn (43%), YouTube (38%), and X (36%). However, by playing it safe and targeting demographics, brands restrict the content formats they can experiment with and potentially limit their audience.

It's easy to stereotype generational preferences—imagine only Baby Boomers on Facebook or Gen Z on TikTok—but the data tells a more nuanced story.

For instance, while older demographics often gravitate towards more established social networks, 55+ is the fastest-growing age group on TikTok, challenging the notion that short-form video platforms are exclusively for younger audiences.

Snapchat, Reddit, and Pinterest collectively boast an estimated 2.5 billion active monthly users. Meanwhile, once "emerging" platforms, or even established ones like X, can fade quickly, highlighting just how fluid and unpredictable the social landscape can be.[6]

Businesses and brands need to be aware that social algorithms rewarding entertaining and informative content are once again in vogue. This shift has been hugely influenced by the rise of TikTok and its For-You-Page (FYP) format. Meta's Threads had already reached 275 million monthly active users after 16 months.

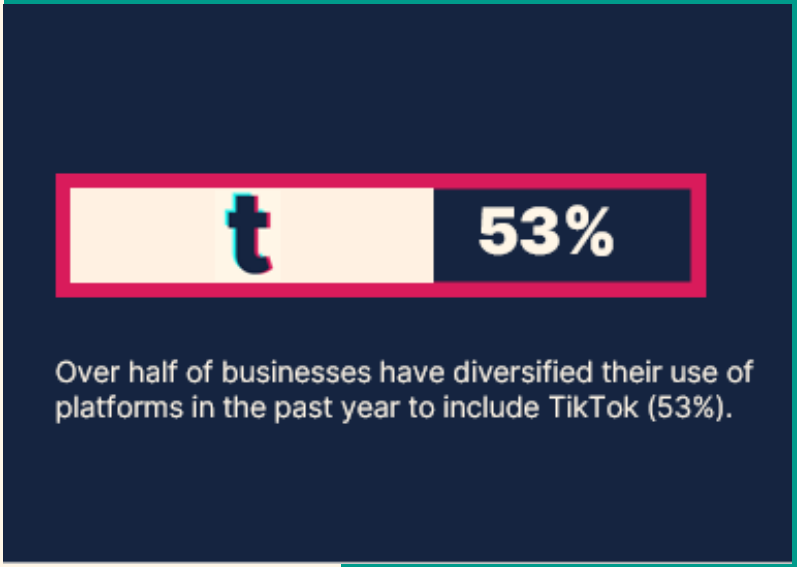
This evolution presents an opportunity for brands to "get granular" and focus their social media marketing efforts on the platforms that truly matter. By doing so, brands can connect with audiences on an emotional and cultural level—a hallmark of social media in 2025. Quality and consistency are key, allowing time and space to create meaningful content, rather than posts for the sake of posting.

KEY TAKEAWAYS

EXPERT VIEW

"In today's dynamic social media landscape, success hinges on understanding the nuances of platform behavior and audience preferences. Brands that embrace a data-driven and diversified approach, rather than playing it safe, have the opportunity to create authentic connections that drive meaningful engagement and long-term ROI. You need to stay ahead by leveraging these insights and utilising the latest data-capturing software to ensure you remain ahead of the curve, crafting strategies that resonate and deliver impact."

Benjy Leslie, Founder and CEO, Connect Management



01

Understand and align with your audience: A data-driven approach is key to understanding the subcommunities that make up a brand's target audience.

Avoid making assumptions about what inspires your audience or jumping on random trends to gain traction – users expect authentic and entertaining content from brands and business.

02

Tailor platform strategies to communities: Diversifying platform presence is key to reaching the right communities.

Brands need to establish whom they want to reach and influence at a granular level and select priority platforms where those audiences are active.

03

Inspire action through audience insights: Interest-based targeting can only be achieved by understanding your target audience's social media preferences.

These insights will allow brands to create content that motivates and inspires their target audience to act, ensuring genuine ROI from the content they produce.

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AI

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The way we communicate is evolving, and artificial intelligence is at the heart of that evolution.

From dynamic content creation to text translation and chatbots, AI is redefining the concept of personalised marketing, laying the foundation for highly targeted and tailored communication strategies.

However, as we highlight elsewhere in this report, while joining the AI revolution might no longer be a matter of choice, businesses and brands will have to be alert to potential pitfalls.

Be aware that data provenance is an emerging theme for 2025, with evidence showing that more than two in five consumers do not trust AI-generated ads[7]. While these are set to become more sophisticated, realistic, and engaging, balancing automation with a human touch will be vital to maintaining authenticity and audience trust.

AI can sift through and harness vast volumes of personal data, but this raises questions about compliance with privacy regulations such as GDPR and CCPA. Brands must manage data strategically to balance utilisation with consumer trust and security, ensuring ethical considerations are central to maintaining their reputation and fostering long-term consumer confidence.

Lastly, but no less importantly, AI-powered search engines are transforming how content is ranked and discovered, challenging brands to adapt their digital presence to evolving algorithms. Staying updated is crucial for maintaining visibility and reach.

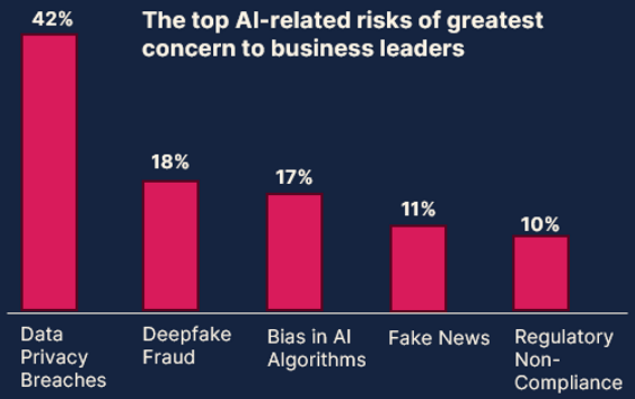
AI is a complex and evolving landscape, which presents both pitfalls and exciting opportunities for communications leaders in the months ahead. Grayling's dedicated AI and Innovation Hub can help clients navigate and leverage this technology—from optimising your digital presence with AI-driven strategies to providing guidance on harnessing AI platforms and tools and driving employee adoption and innovation. Please do not hesitate to get in touch for advice and support.

KEY TAKEAWAYS

EXPERT VIEW

"One of the most transformative shifts in AI adoption isn't the technology itself; it's how organisations approach it. We're moving from viewing AI as a mysterious 'black box' to seeing it as an integrated part of our workflows. Success now depends on three key elements: equipping teams with practical AI literacy, balancing automation with human expertise, and establishing ethical practices that strengthen confidence in AI outcome."

Tara Thompson, AI Learning Specialist, Bauer Academy



01

Adopt a Human-Centric Approach: While AI offers powerful tools for automation and personalisation, it's essential to keep human values at the core of communications.

Brands should use AI to enhance—not replace—human intelligence and interactions.

02

Leverage AI for Enhanced Personalisation and Analytics: AI tools offer significant opportunities to gain deeper insights into audience behaviour, allowing for more personalised and effective communications.

Analysing data can help tailor content to meet the specific needs and preferences of distinct audience segments, thereby increasing engagement and loyalty.

03

Prioritise Ethical AI Practices: Develop guidelines to ensure AI is used responsibly, emphasising transparency, fairness, and respect for user privacy.

Ethical practices build trust and safeguard brand reputation. Implementing robust data protection measures and being transparent about the use of AI in communications will reassure consumers and stakeholders.

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MEDIA

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The first quarter of the 21st century has ushered in a profound period of transformation that has turned the concept of traditional media on its head.

From the rapid rise of media influencers and explosion of social media diversification to the arrival of AI in newsrooms and the decline of traditional media, the way news is curated, delivered, and consumed has dramatically and irrevocably changed.

The scale and pace of this evolution were highlighted in Grayling's latest media trends report, which signalled a clear and seismic shift towards a new media age—one in which individuality and personal connections are valued over mass media content driven by news organisations.

Younger generations are driving this evolution and the rise of the media influencer as they seek out trusted voices and content across a multitude of platforms and mediums, curating digital spaces that align with their core beliefs and values.

These changes are happening now, in real-time and will continue at pace throughout 2025.

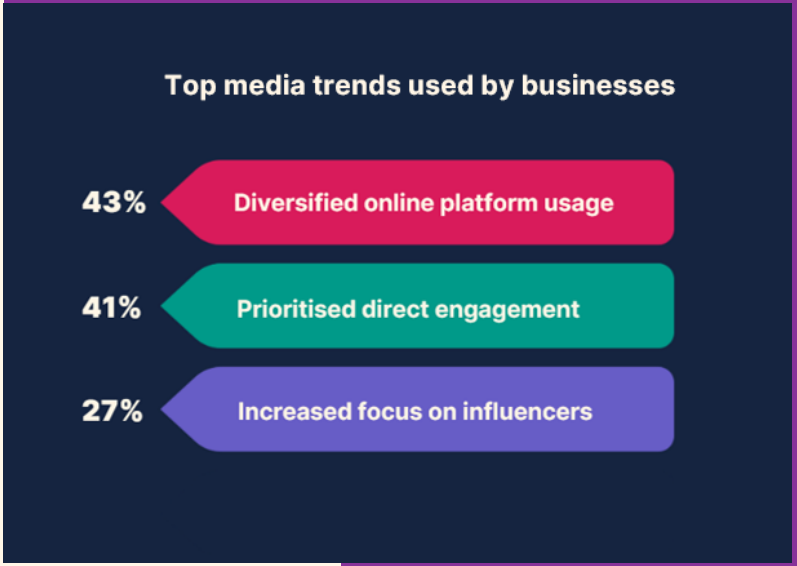
The resounding message—one that businesses and brands simply cannot afford to ignore—is to truly understand your audience. Not just what makes them tick but how most effectively to reach them. In this new media age, the Grayling view is that cultivating trusted content and maintaining a loyal audience must be the guiding values for 2025.

KEY TAKEAWAYS

EXPERT VIEW

"It is a time of huge flux in the media. This brings opportunity as well as challenges. At a time when audiences are seeking trusted voices and brands, I will continue to have as direct a relationship with my viewers as possible—and use the same voice across all platforms—in a more informal and personalised way. I am optimistic about the future of impartial news—but impartial doesn't have to mean lacking personality."

Sophy Ridge, Lead Politics Presenter, Sky News



01

Build a trusted media and creator network: Focus on building strong relationships with key journalists and online creators by creating tailored, relevant content that resonates with your audience.

02

Expand your content strategy: Diversify your content beyond traditional channels to reach target audiences across a wider range of platforms, and increase your impact.

03

Strengthen your messaging and leadership voice: Ensure spokespeople and senior leaders have a clear, authentic point of view, to build trust and loyalty with existing consumers while attracting new ones.

EXPERT VIEW

"This year, I predict the increased diversification of media platforms and their consumer offer.

This may include the rise of longer-form content and streaming on TikTok, allowing people to further develop their own personal brand outside of traditional media.

One thing is clear – platforms will be battling it out to remain at the forefront of people's media consumption habits."

Lucie Cave, Chief Creative Officer, Bauer Media

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ENERGY AND ENVIRONMENT

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This year will see the government pursuing an ambitious package of reforms at full throttle, including a major overhaul of planning and infrastructure to meet the Clean Power 2030 target and help achieve net zero by 2050.

A huge effort will be required to double onshore wind, triple solar power, and quadruple offshore wind by the end of this decade, with more than 600 miles of new power lines and almost 3,000 miles of undersea cables needed to connect green energy to the grid.

The government has the majority to achieve the necessary reforms but faces headwinds such as effectively coordinating the energy sector and winning public support for decarbonisation.

Businesses and brands will need to be vigilant as the implications and costs of energy reforms materialise.

As always, effective communication is key, and we recommend that businesses seek to move the narrative from costs to benefits; amplifying positive news such as the contribution to high-skilled jobs creation and providing energy security in a changing world.

Keeping a finger on the pulse of the public mood will also help align external and internal communications amid predictions that levies to support renewable energy projects, paid for by energy consumers through their bills, could rise from £12bn to £14.8bn in the next five years[8].

The government is already facing criticism that their "dash for green" is ideological and impractical, and this argument may well become amplified, spelling trouble for the political consensus around net zero—especially when countries such as China, which produces roughly a third of global emissions, show little appetite for change[9].

Meanwhile, US president-elect Trump is expected to focus on traditional fossil fuels to boost economic growth and withdraw the US from the Paris Agreement, weakening global climate momentum.

KEY TAKEAWAYS

EXPERT VIEW

"The Government has ambitious plans in this area and has made positive early moves. With only five years to build the low-carbon infrastructure needed for Clean Power 2030, action must accelerate.

Renewables alone won't suffice—we need technologies like long-duration energy storage, Power CCUS, and hydrogen power generation to underpin a renewable-led energy system. The Government must put the right building blocks in now to ensure delivery by 2030, while making the case for decarbonisation to the public and working with the sector to maintain energy security.

Delays in major infrastructure are always a risk, so swift action and delivery are essential to make clean power a cornerstone of the net zero 2050 target."

Sam Hollister, Head of Energy Economics, Policy & Investment Group, LCP Delta

01

Develop a proactive communications strategy: The energy debate is likely to become more highly charged as the sacrifices, costs, and challenges attract greater media and public attention – have a comms strategy in place and crystallise the narrative.

02

Stay informed on evolving trends: Be sure to monitor news output and political conversation across all news channels (think podcasts, which are now a mainstream source of media consumption) to track and keep abreast of trends.

03

Advocate for planning reforms: Continue to make the case for meaningful planning reforms and, where possible, continue to provide politicians with the arguments to combat opposition.

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HEALTHCARE

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Rapid advances in healthcare will continue to have profound impacts on humanity by improving outcomes and increasing longevity.

Technology, of course, plays a pivotal role, and as arguably one of the earliest to recognise the massive potential of AI, the healthcare industry is harnessing its power to identify and develop powerful new medicines and bring novel treatments to market faster than ever before.

By 2026, the global AI healthcare market is expected to be worth more than $42 billion[10] and will help drive a notable shift towards tailored, personalised healthcare that is expected to boost research and development by pharma companies into innovative treatments for complex conditions.

Efforts to tackle obesity will continue to be high on the agenda with the $50 billion weight loss drug market predicted to expand three-fold in the coming years.

Pharmaceutical giants are among those expected to release new obesity drugs.

Beyond this, a wide-range of new medicines are addressing other non-communicable diseases (NCDs), such as diabetes and cancer.

The World Health Organisation has urged international action to address NCDs—the leading cause of death and disability worldwide—so expect ongoing efforts by policy makers, with the attendant media scrutiny, to encourage healthier lifestyles.

Within the sphere of healthcare, AI will also play an important role in public relations. AI can enable effective and more targeted communications to both patients and the wider population.

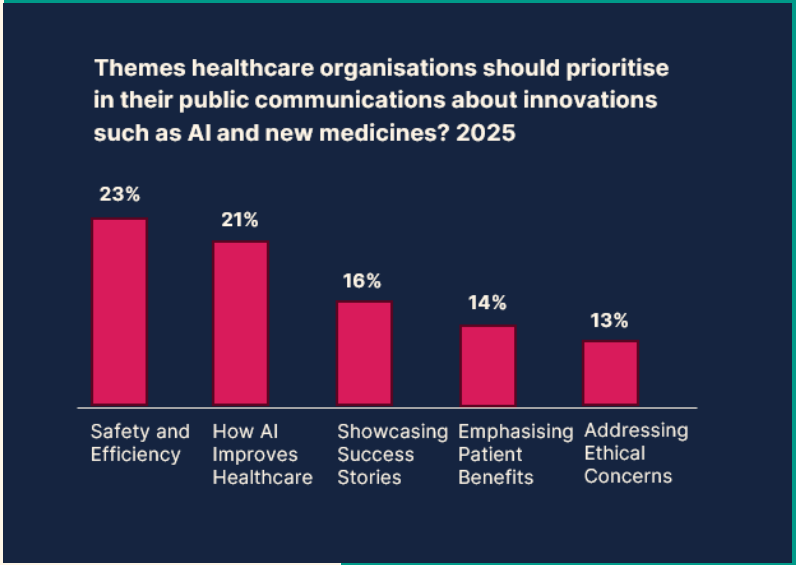
Furthermore, sharing expertise across communication departments offers opportunities to enhance media operations within hospitals and healthcare providers.

KEY TAKEAWAYS

EXPERT VIEW

"The future of AI holds immense potential for assistive technology (AT) in low- and middle-income countries (LMICs). AI can accelerate the development of essential digital AT building blocks, making technology more accessible and affordable. However, we must address challenges like AI bias and ensure that people with disabilities have access to training and support to fully benefit from these advancements. ATscale is committed to working with partners to unlock the transformative power of AI for people with disabilities, older people and people with vision and hearing impairments in LMICs."

Ceridwen Johnson, Advocacy and Communications Advisor, ATscale



01

Build strategic political relationships: Take the time to deeply understand key political advocates and build long-term, mutually beneficial relationships.

02

Align messaging with current government priorities: Understand your government's communication style and priorities, and ensure your messaging aligns seamlessly with their key objectives.

03

Demonstrate commitment through action: Tangible actions have a greater impact than promises, so take concrete steps to align proactively and consistently with the government's broader policy priorities.

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PUBLIC AFFAIRS AND GOVERNMENT RELATIONS

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The past six months have ushered in seismic shifts across multiple policy areas as the Labour government looks to deliver an ambitious programme of reform, underpinned by 40 key policy bills, against a backdrop of tight fiscal reality and stagnant economic growth.

Businesses will need to be alert to the impact of potential changes and adapt accordingly.

Some, such as upgrading workers' rights to re-energise the labour market are well-known, but close attention will need to be paid to white papers and consultations, which, as the paving stones of legislation and regulation, could provide early and valuable insights into the direction of travel on key issues.

As always, political engagement can help businesses and brands to build and maintain relationships with the right political audiences and the change in government presents opportunities.

Britain's 335 new MPs are ambitious, hardworking and keen to make an impression while many of the government's 108 ministers are likely to be open to engagement as they seek to get to grips with their briefs.

In essence, amid a shifting political landscape, it is crucial that organisations prioritise horizon scanning for the full parliamentary term.

Taking a bird's eye view will help future-proof engagement strategies. Ensure you have your playbook ready to maintain agility when it comes to key policy developments.

KEY TAKEAWAYS

EXPERT VIEW

"Industry has the answers on all the main challenges facing the Government, from economic growth to public service reform; from planning reforms to skills. It's an invitation to engage and inform."

John Lehal, Former Chief Operating Officer, Labour Party

01

Build strategic political relationships: Take the time to get under the skin of key political advocates and build meaningful relationships.

02

Align messaging with current government priorities: Understand the language of your government and ensure your messaging reflects their key priorities.

03

Demonstrate commitment through action: Actions often speak louder than words, so take meaningful steps to show alignment with the government's broader policy priorities wherever possible.

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CONCLUSION

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From a UK business perspective, a clear theme for 2025 is one of increasing instability.

Cyberterrorism, political upheaval, financial volatility, and potential trade wars—each combining to create uncertainty, which in turn can breed anxiety and pessimism.

As we navigate 2025, risk management will be a critical priority, and organisations must not only anticipate potential disruptions but also respond with agility and resilience.

By embracing proactive communication, strategic planning, and innovative solutions, organisations can not only mitigate risks but turn challenges into opportunities to create lasting advantage.

For there are good reasons for optimism. The changing media landscape, coupled with advances in artificial intelligence, presents new opportunities for brands and businesses to connect with more people—and potential customers—than ever before.

The challenge lies in understanding these shifts and how they can be navigated to create advantage.

Whatever your business aims and goals for 2025, success will invariably depend on acknowledging uncertainties and having a clear and transparent strategy to remain resilient.

Received wisdom holds that in times of uncertainty, companies that can communicate their strategic priorities and demonstrate progress will have stronger brand reputations than those that do not.

At Grayling UK, we understand the importance of a steady hand on the tiller during challenging times and take immense pride in knowing that as 2025 develops, clients old and new will rely on our expertise to help them create advantage.

Thank you for reading—and whether it be corporate communications, public affairs, media relations, crisis management, creative services, or content production, please do not hesitate to get in touch.

Grayling UK goes beyond solving challenges — We help to change laws, protect reputations, and drive movements. With nine UK offices, we excel in consumer brand communications, corporate affairs, and public affairs for leading businesses. Our blend of market insights, innovative strategies, and local expertise ensures you gain a competitive edge. Grayling UK develops and delivers award-winning communications campaigns that create advantage for its clients.

Grayling UK is part of Accordience, alongside Citigate Dewe Rogerson, Red, Cirkle and Movement.

Head to our Grayling UK website to find out more.

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