# READINESS REPORT

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*Readiness Reframed*



2026-27 Global Market Trends

# Methodology

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**The Kyndryl Readiness Report has insights from 3,700 senior leaders and decision makers across 21 countries. The Report uncovers the drivers, barriers and trade-offs that can make or break the ability of organizations to protect, sustain and accelerate their performance and future-proof their mission-critical processes.**

## 21 countries

United States, Japan (n=300); Australia, Brazil, Canada, China, France, Germany, India, Ireland, Italy, Mexico, Spain, United Kingdom (n=200); Belgium, Denmark, Netherlands, Saudi Arabia, Singapore, Sweden, United Arab Emirates (n=100)

- Australia
- Belgium
- Brazil
- Canada
- China
- Denmark
- France
- Germany
- India
- Ireland
- Italy
- Japan
- Mexico
- Netherlands
- Saudi Arabia
- Singapore
- Spain
- Sweden
- United Arab Emirates
- United Kingdom
- United States

## 24 industries

with a focus on 6 core industries

Banking and financial services (n=664), Energy and utilities (n=514), Healthcare (n=484), Insurance (n=524), Manufacturing (including consumer products) (n=555), Telecommunications (n=494)

- Banking and financial services
- Energy and utilities
- Healthcare
- Insurance
- Manufacturing
- Telecommunications

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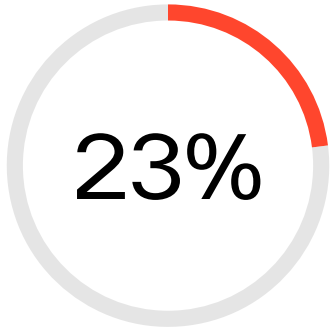
# Australia

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**65%**

say AI has delivered positive returns (vs. 64% global average). That is up from 38% who agreed in 2024 and 57% in 2025.




Yet only 23% of leaders say their organizations are completely ready to manage external risks - a ten-point drop from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**65%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 64% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

51% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**89%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 29% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 44% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**28%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

66% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

84% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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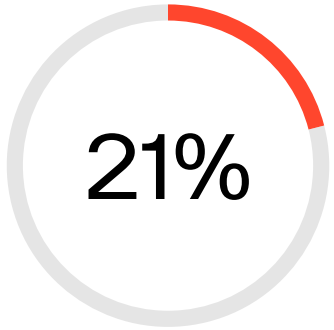
# Belgium

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**76%**

say AI has delivered positive returns (vs. 64% global average). That is up from 34% who agreed in 2024* and 58% in 2025.




Yet only 21% of leaders say their organizations are completely ready to manage external risks - an eleven-point drop from 2025.

vs. 24% average global readiness

*In 2024, Belgium was combined with the Netherlands and Luxembourg for fielding; base size is small as a result for 2024 (n=53)

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**79%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 54% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

39% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**83%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 27% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 35% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**19%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

51% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

72% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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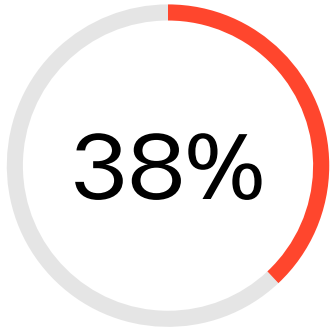
# Brazil

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness is stable

**72%**

say AI has delivered positive returns (vs. 64% global average). That is up from 45% who agreed in 2024 and 64% in 2025.




Yet only 38% of leaders say their organizations are completely ready to manage external risks - a two-point increase from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**76%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 59% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

38% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**92%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

While significantly above the global average (27%), only 46% completely agree they have formally redesigned roles around AI

And 28% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**38%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

68% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

85% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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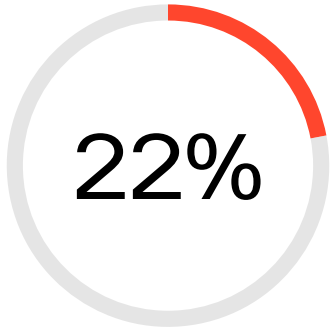
## Canada

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**66%**

say AI has delivered positive returns (vs. 64% global average). That is up from 35% who agreed in 2024 and 47% in 2025.




Yet only 22% of leaders say their organizations are completely ready to manage external risks - a nine-point drop from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**61%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 62% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

52% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**80%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 26% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 43% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**20%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

65% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

78% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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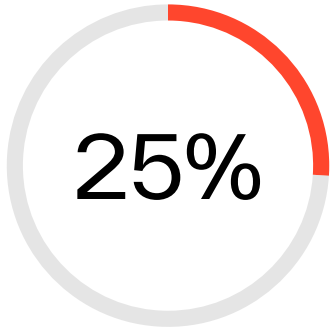
# China

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## AI returns rise while readiness falls

**62%**

say AI has delivered positive returns (vs. 64% global average). That is up from 43% who agreed in 2024 and 58% in 2025.




Yet only 25% of leaders say their organizations are completely ready to manage external risks - a nine-point drop from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**88%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 65% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

30% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**92%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 32% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 31% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**27%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

58% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

92% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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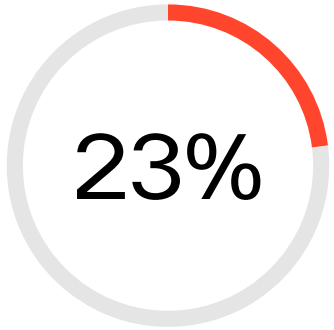
# Denmark

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**75%**

say AI has delivered positive returns (vs. 64% global average). That is up from 52% in 2025.




Yet only 23% of leaders say their organizations are completely ready to manage external risks - a ten-point drop from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**56%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 56% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

57% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**82%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 20% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 44% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**29%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

64% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

62% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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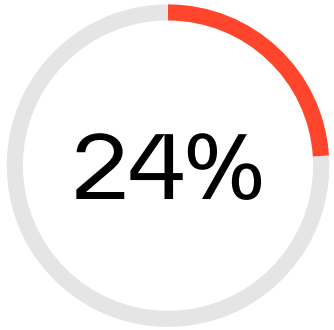
# France

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**68%**

say AI has delivered positive returns (vs. 64% global average). That is up from 39% who agreed in 2024 and 55% in 2025.




Yet only 24% of leaders say their organizations are completely ready to manage external risks - a three-point drop from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**69%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 54% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

48% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**88%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 26% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 40% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**22%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

68% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

75% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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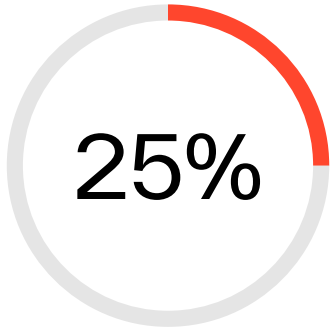
# Germany

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness is stable

**56%**

say AI has delivered positive returns (vs. 64% global average). That is up from 46% who agreed in 2024 and 49% in 2025.




Yet only 25% of leaders say their organizations are completely ready to manage external risks - a one-point drop from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**71%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 53% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

45% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**77%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 27% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 39% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**27%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

53% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

59% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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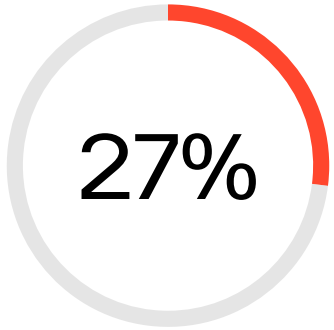
# India

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**60%**

say AI has delivered positive returns (vs. 64% global average). That is up from 51% who agreed in 2024 and 57% in 2025.




Yet only 27% of leaders say their organizations are completely ready to manage external risks - an eight-point drop from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**71%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 59% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

53% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**85%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 31% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 45% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**35%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

67% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

77% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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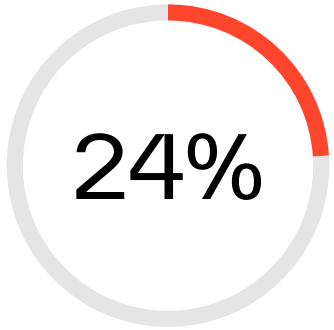
# Ireland

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**62%**

say AI has delivered positive returns (vs. 64% global average). That is up from 47% in 2025.




Yet only 24% of leaders say their organizations are completely ready to manage external risks - an eleven-point drop from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**60%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 52% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

59% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**86%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 30% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 47% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**22%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

60% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

75% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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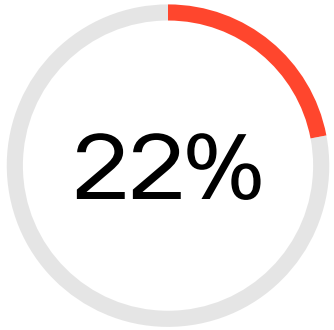
# Italy

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**64%**

say AI has delivered positive returns (vs. 64% global average). That is up from 41% who agreed in 2024 and 55% in 2025.




Yet only 22% of leaders say their organizations are completely ready to manage external risks - a five-point drop from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**75%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 56% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

36% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**81%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 27% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 29% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**23%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

63% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

75% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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# Japan

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## AI returns rise while readiness falls

**56%**

say AI has delivered positive returns (vs. 64% global average). That is up from 38% who agreed in 2024 and 47% in 2025.




Yet only 20% of leaders say their organizations are completely ready to manage external risks - a three-point drop from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**69%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 64% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

52% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**75%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 24% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 45% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**20%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

59% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

72% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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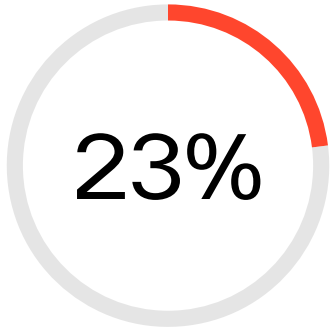
# Mexico

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**64%**

say AI has delivered positive returns (vs. 64% global average). That is up from 49% who agreed in 2024 and 51% in 2025.




Yet only 23% of leaders say their organizations are completely ready to manage external risks - an eleven-point drop from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**72%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 56% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

50% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**88%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 29% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 41% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**22%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

54% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

75% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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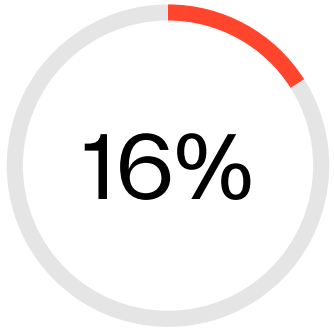
# Netherlands

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**64%**

say AI has delivered positive returns (vs. 64% global average). That is up from 34% who agreed in 2024 and 53% in 2025.




Yet only 16% of leaders say their organizations are completely ready to manage external risks - a thirteen-point drop from 2025.

vs. 24% average global readiness

*In 2024, the Netherlands was combined with Belgium and Luxembourg for fielding; base size is small as a result for 2024 (n=67)

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**64%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 73% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

67% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**86%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 28% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 58% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**21%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

65% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

67% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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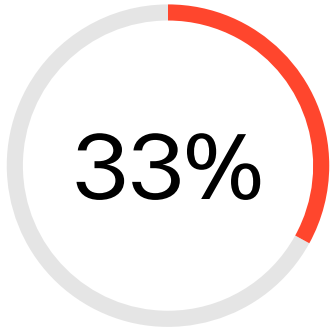
# Saudi Arabia

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**68%**

say AI has delivered positive returns (vs. 64% global average). That is up from 42% who agreed in 2024* and 62% in 2025.




Yet only 33% of leaders say their organizations are completely ready to manage external risks - an eight-point drop from 2025.

vs. 24% average global readiness

*In 2024, Saudi Arabia was combined with the UAE for fielding; base size is small as a result for 2024 (n=88)

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**81%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 70% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

37% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**95%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 32% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 39% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**34%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

71% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

83% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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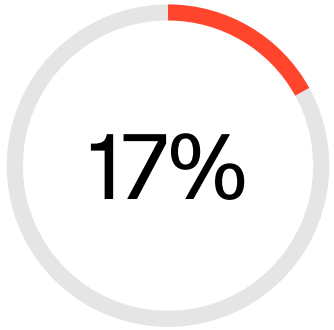
# Singapore

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**59%**

say AI has delivered positive returns (vs. 64% global average). That is up from 49% in 2025*.




Yet only 17% of leaders say their organizations are completely ready to manage external risks - a seven-point drop from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**58%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 64% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

52% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**78%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 21% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 45% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**25%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

61% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

68% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

READINESS REPORT

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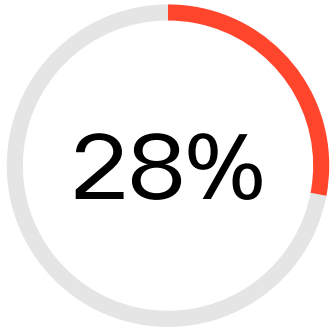
# Spain

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**65%**

say AI has delivered positive returns (vs. 64% global average). That is up from 43% who agreed in 2024 and 50% in 2025.




Yet only 28% of leaders say their organizations are completely ready to manage external risks - a five-point drop from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**82%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 54% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

45% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**93%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 29% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 33% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**33%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

63% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

82% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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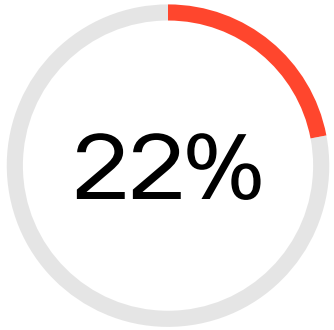
# Sweden

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns are stable while readiness declines

**64%**

say AI has delivered positive returns (vs. 64% global average) – stable compared to 68%* in 2025.




Yet only 22% of leaders say their organizations are completely ready to manage external risks - a nine-point drop from 2025.

vs. 24% average global readiness

*Survey was first fielded in Sweden in 2025. Change is not statistically significant.

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**73%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 48% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

51% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**78%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 18% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 42% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**27%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

56% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

66% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

READINESS REPORT

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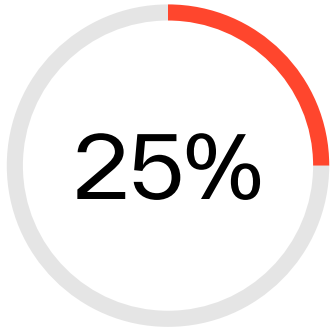
# United Arab Emirates

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**64%**

say AI has delivered positive returns (vs. 64% global average). That is up from 36% who agreed in 2024* and 57% in 2025.




Yet only 25% of leaders say their organizations are completely ready to manage external risks - a thirteen-point drop from 2025.

vs. 24% average global readiness

*In 2024, the UAE was combined with Saudi Arabia for fielding

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**73%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 57% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

37% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**73%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 22% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 31% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**23%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

61% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

71% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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# United Kingdom

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness falls

**58%**

say AI has delivered positive returns (vs. 64% global average). That is up from 48% who agreed in 2024 and 56% in 2025.




Yet only 20% of leaders say their organizations are completely ready to manage external risks - a ten-point drop from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**63%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 51% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

46% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**80%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 17% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 37% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**27%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

56% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

74% say **AI is essential to effective cybersecurity operations** (vs. 76% global)

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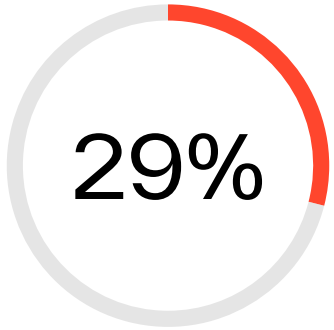
# United States

The 2026-27 Kyndryl Readiness Report, with insights from 3,700 senior leaders across 21 countries, uncovers the factors that advance or hinder organizations' ability to sustain and accelerate performance while future-proofing their mission-critical processes.

## AI returns rise while readiness is stable

**65%**

say AI has delivered positive returns (vs. 64% global average). That is up from 40% who agreed in 2024 and 52% in 2025.




Yet only 29% of leaders say their organizations are completely ready to manage external risks - no change from 2025.

vs. 24% average global readiness

## Readiness takes investment across three dimensions

### Foundation

AI is raising the demands placed on enterprise technology foundations.

**83%**

describe their core IT estate as mostly or fully modernized (vs. 71% global average)

Yet 50% say their tech foundation needs **significant re-architecture** to scale AI (vs. 58% global)

27% say foundational issues often **delay innovation** (vs. 45% global)

### Reinvention

AI is changing workflows faster than organizations are redesigning work.

**78%**

agree they are deploying AI in workflows beyond pilot projects (vs. 84% global average)

Only 29% completely agree they have formally redesigned roles around AI (vs. 27% global)

And 28% say they got to their current **AI strategy by accident** (vs. 38% global)

### Control

Organizations must maintain readiness as the risk environment becomes more complex.

**33%**

say they are completely ready to face cyber-attacks (vs. 26% global average)

62% say **AI increases the sophistication** and scale of cyber threats (vs. 61% global)

83% say **AI is essential to effective cybersecurity operations** (vs. 76% global)