

The SURF logo consists of the word "SURF" in white, uppercase, sans-serif font, enclosed within a black speech bubble shape that has a tail pointing towards the bottom right. The background of the entire slide is a dark, starry night sky with the Milky Way galaxy visible, and a dark, rocky silhouette in the foreground.

SURF

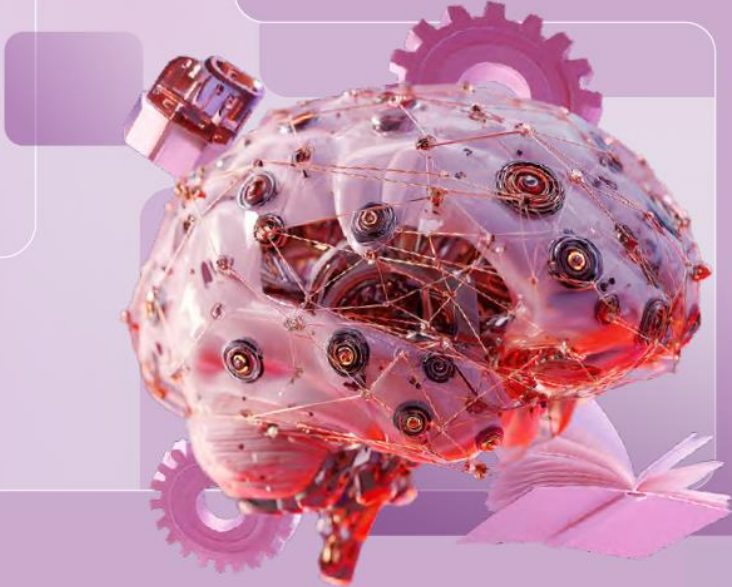
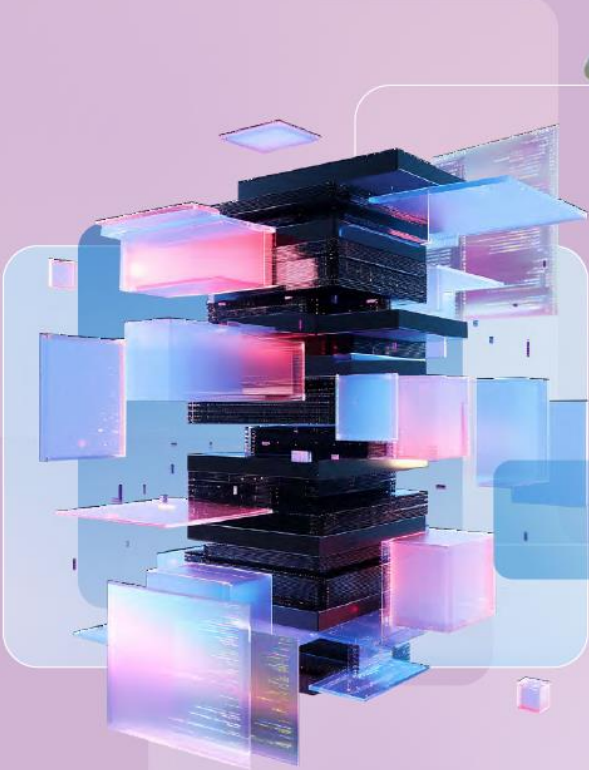
SURF's view on the future of technology

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SURF TECH TRENDS 2026

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Contextual factors

Societal and demographic drivers

- Individualisation & empowerment
- Demographic shift (ageing, migration & identities)
- Value of knowledge & skills
- Mental health & well-being
- Community dynamics & social cohesion

Economical drivers

- Global trade & tariffs
- Globalisation
- Concentration of wealth & economic inequality
- Service-oriented & value-based economies
- Digital transformation

Political and regulatory drivers

- Geopolitics & (digital) sovereignty
- Compliance & regulation
- Critical infrastructure
- Weaponisation of knowledge
- Ideologic polarisation

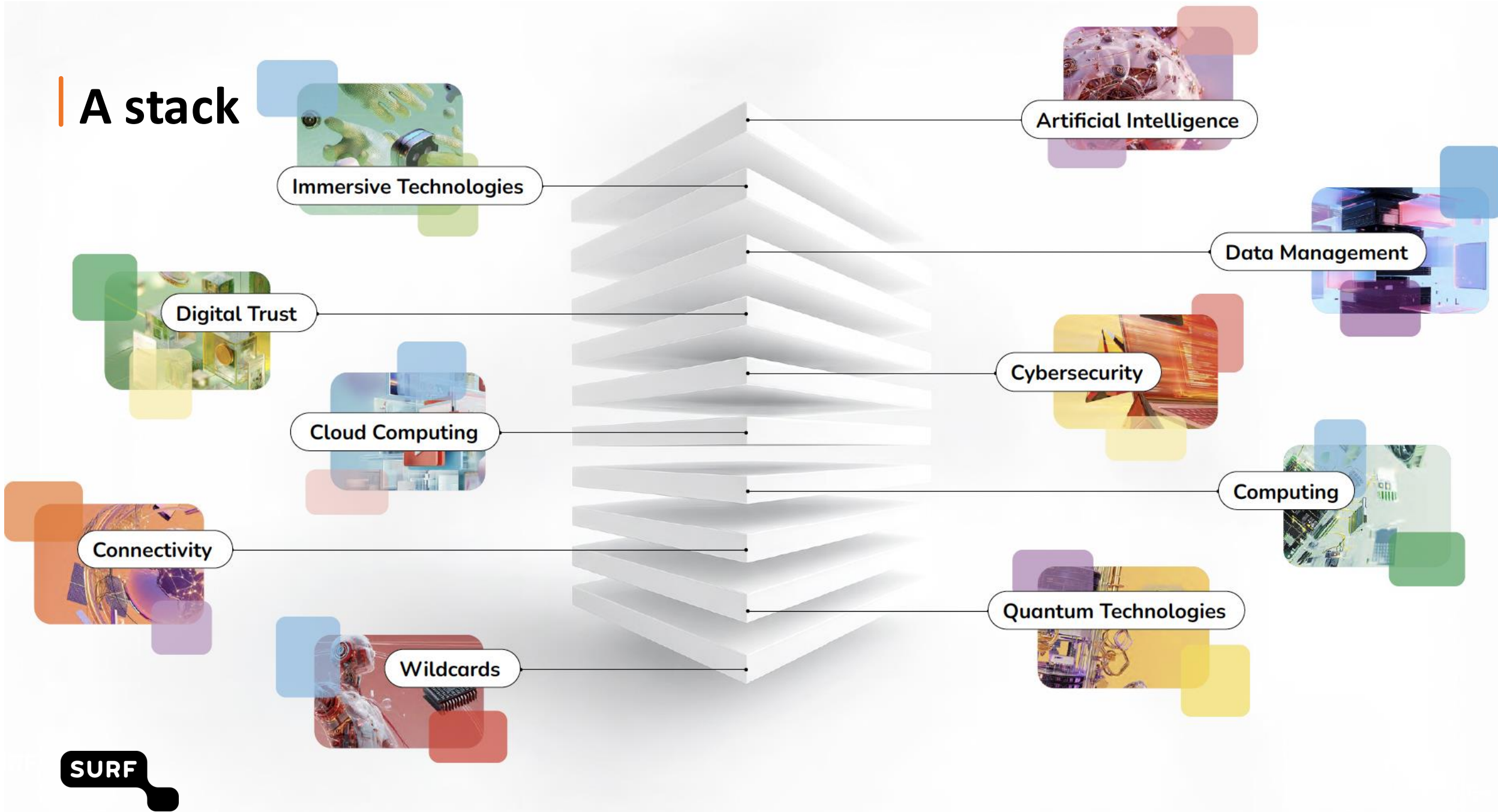
Technological drivers

- Automation & AI
- Engineering advances & computation
- Biotechnology
- Connectivity & interaction
- Cybersecurity & trust

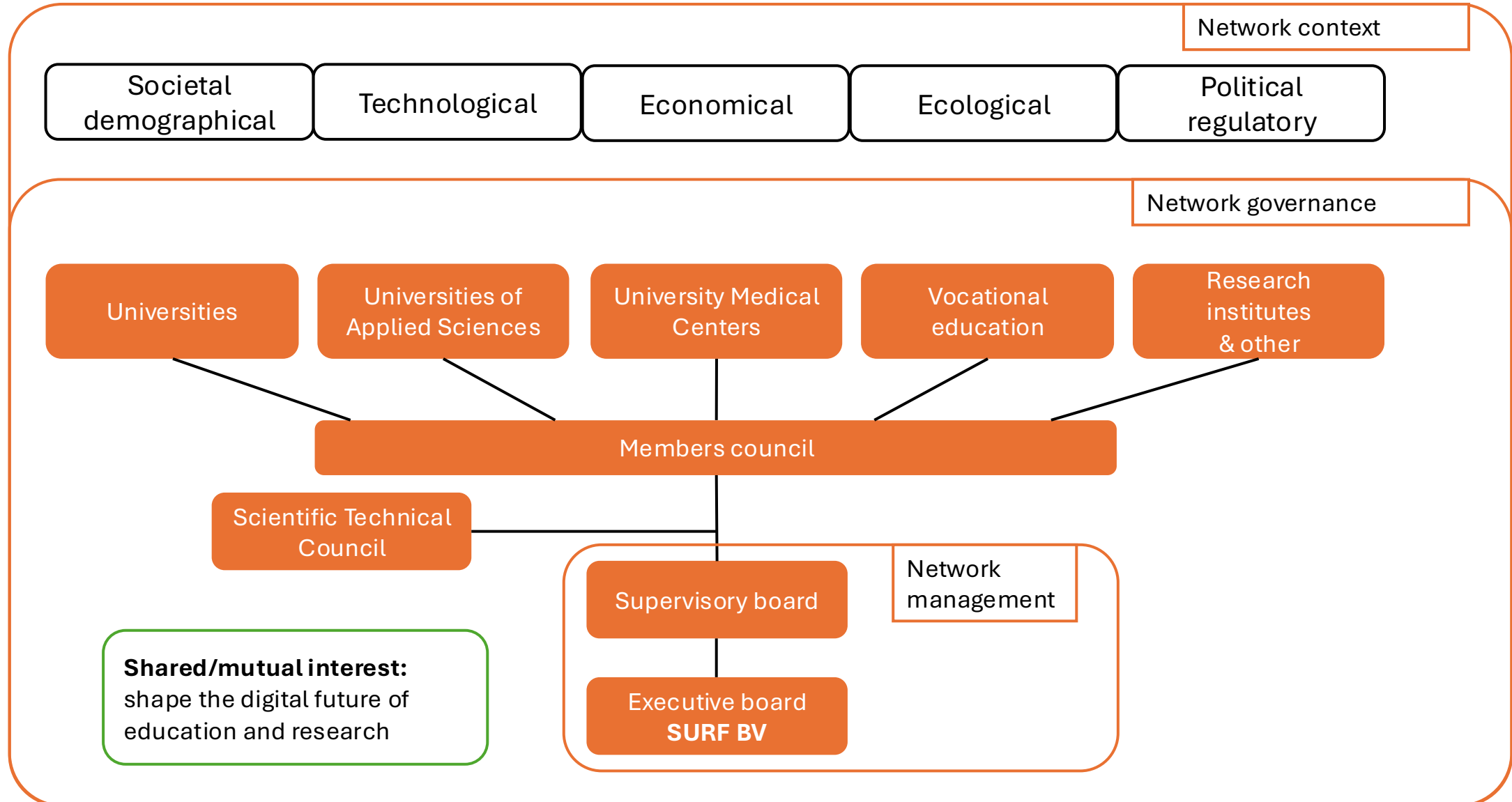
Ecological drivers

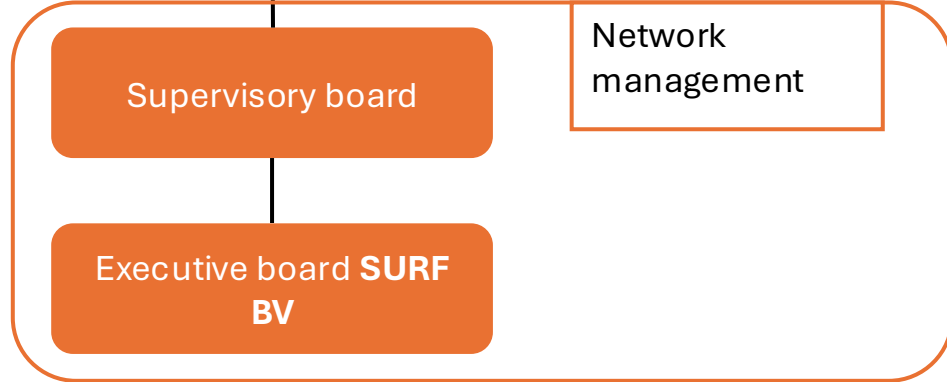
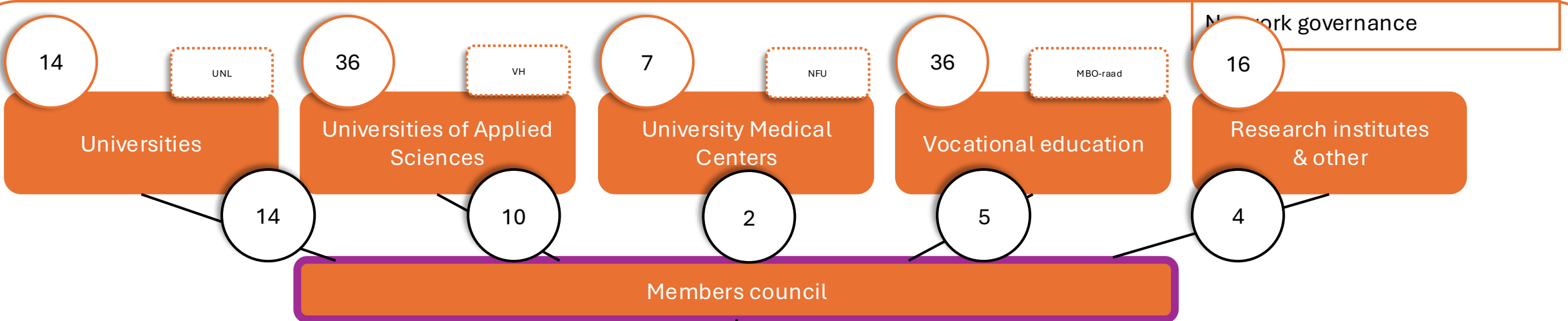
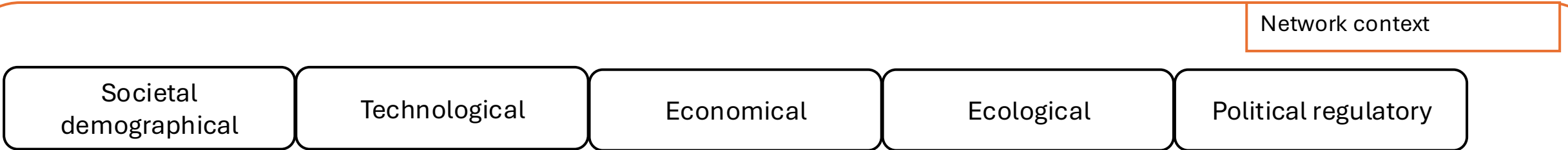
- Climate change & global warming
- Energy supply & demand
- Raw material scarcity
- Clean water demand
- Biodiversity

A stack



Problem context





How can we facilitate (informed) strategic decision-making concerning digital transformation?