



TORANIS Strategic Brief 2026 – 01

Rising Identity Conflict and Operational Risk

Operational Implications for International Organisations

Executive Summary

- Identity-driven tensions are increasing across multiple Western countries.
- Protests and targeted actions are increasingly affecting businesses and public infrastructure.
- International organisations face growing security, operational and reputational exposure.
- Organisations should reassess travel and operational protocols.

Context

The terrorist attack against Israel on 7 October 2023, in which around 1,200 people were murdered and more than 250 abducted, triggered a war in Gaza and a surge of demonstrations across Western cities. The attack aimed at the extermination of the State of Israel involved the deliberate targeting of civilians and has been followed by a significant rise in violent antisemitic incidents and attacks against individuals and institutions associated with Israel in several Western countries. In many cases, limited enforcement by authorities has been perceived by protesters as encouragement to escalate confrontational and violent actions.

The Russia-Ukraine war, initiated by Russia's full-scale invasion of Ukraine in February 2022, continues to shape the global security environment. The conflict has generated sanctions, economic disruption, and persistent geopolitical tensions across Europe and North America. At the same time, the European Union's



slow decision-making processes and internal divisions have raised questions regarding its capacity to respond decisively and defend European strategic interests.

For decades Iran has supported terrorist organisations across the Middle East, including Hezbollah, Hamas, and multiple militias operating in Iraq, Syria, and Yemen. The Iranian regime has also extended influence operations into Western countries, including financing networks, activist groups, and institutions aligned with anti-Western and anti-Israeli narratives. Iran has long been identified by Western governments as a leading state sponsor of terrorism, providing funding, training, and weapons to proxy groups across the region. The confrontation escalated sharply in February 2026 following failed negotiations over Iran's nuclear program, when Israel and the United States conducted coordinated strikes against Iranian leadership and military infrastructure, after which Iran and its allied groups intensified missile, drone, and proxy attacks across the region.

Key Developments

- Increase in protests linked to identity and geopolitical tensions.
 - Rising incidents of antisemitism and anti-immigrant rhetoric in several countries.
 - Universities, cultural institutions and multinational companies becoming targets of activism.
 - Greater reputational sensitivity for companies perceived as aligned with one side of political conflicts.
 - Increased risk of travel disruption during demonstrations or security incidents.
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Operational Risks

- Staff travel disruptions.
 - Security risks near protest areas.
 - Reputational exposure through supply chains or partnerships.
 - Local regulatory reactions or political pressure.
 - Increased insurance and security costs.
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Strategic Implications

Organisations operating internationally should monitor the evolution of identity-driven tensions and assess potential operational exposure.

Possible considerations:

- review travel protocols
 - monitor protest activity in key cities
 - evaluate reputational risk exposure
 - strengthen local stakeholder engagement
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Outlook

Identity-driven tensions are likely to remain a feature of the political landscape in several Western societies. While most incidents remain localised, the cumulative impact on public order, corporate reputation and operational continuity may increase over the coming years.

Organisations with international personnel and visible public profiles should incorporate these dynamics into their risk monitoring frameworks.