



Executive Perspectives on Top Risks

2023 & 2032

Key issues being discussed in APAC’s boardroom and C-suite, according to results from the latest Protiviti-NC State global survey

TOP 10 RISKS FOR 2023*	YOY change	TOP 10 RISKS FOR 2032*	YOY change
 1. Organisation’s culture may not sufficiently encourage the timely identification and escalation of risk issues	↑	 1. Resistance to change may restrict the organisation from making necessary adjustments to the business model and core operations	↑
 2. Organisation’s succession challenges and ability to attract and retain top talent in a tightening talent market may limit ability to achieve operational targets	↑	 2. Organisation’s succession challenges and ability to attract and retain top talent in a tightening talent market may limit ability to achieve operational targets	↑
 3. Organisation may not be sufficiently resilient and/or agile to manage an unexpected crisis	↑	 3. Organisation’s culture may not sufficiently encourage the timely identification and escalation of risk issues	↑
 4. Resistance to change may restrict the organisation from making necessary adjustments to the business model and core operations	↑	 4. Organisation may not be sufficiently resilient and/or agile to manage an unexpected crisis	↑
 5. The rising threat associated with catastrophic natural disasters and weather phenomena creates significant challenges to deliver products and services	N/A **	 5. Rapid speed of disruptive innovations enabled by new and emerging technologies and/or other market forces may outpace ability to compete	↑
 6. Approach to managing ongoing demands or expectations of a significant portion of the workforce to “work remotely” may negatively impact ability to retain talent	↑	 6. Inability to utilise data analytics and “big data” to achieve market intelligence and increase productivity and efficiency	↑
 7. Ability to meet expectations around protecting the health and safety of employees, customers, suppliers and the communities may be insufficient	↑	 7. Adoption of digital technologies may require new skills in short supply, requiring significant efforts to upskill/reskill employees	↑
 8. Anticipated volatility in global financial markets and currency exchange rates may create significantly challenging issues for the organisation to address	↑	 8. Ease of entrance of new competitors into the industry and marketplace may threaten market share	↑
 9. Changes in the overall work environment may lead to challenges in sustaining culture and the conduct of the business	↑	 9. Ensuring data privacy and compliance may require alterations to restructure how data is collected, stored, shared and used	↑
 10. Opportunities for organic growth through customer acquisition and/or enhancement may be significantly limited for the organisation	↑	 10. The rising threat associated with catastrophic natural disasters and weather phenomena creates significant challenges to deliver products and services	N/A **

*Scores are based on a 10-point scale, with “10” representing that the risk issue will have an extensive impact on the organisation.
**New item to 2023 survey, was not asked in the previous years’ surveys

KEY HIGHLIGHTS FROM THIS STUDY



Uncertainty abounds, triggering heightened risk concerns for executives and boards. Survey respondents rate the overall severity and magnitude of risks at the highest level we have observed in the 11 years this study has been conducted.



The risk landscape is changing but resistance to change persists. Leaders cannot afford to ignore the changing risk landscape, given new risks can emerge rapidly. The culture of their organisations should be prepared to adapt to disruptive change and facilitate escalation of market opportunities and risks to decision makers.



The economy is top of mind. There are significant concerns globally about the potential for persistent challenges related to inflation and growth.



Talent and technology concerns dominate the composition of top risks. The 10-year outlook reflects a mix of opportunities and risks relating to disruptive innovation, advancing technologies and human capital challenges. Executives and boards recognise the need to find the talent to realise fully the value proposition associated with new technologies and digital innovations and are prioritising strategies around reskilling and upskilling existing employees to get it. They also are concerned about increases in labour costs impacting achievement of profitability goals, as well as evolving approaches to managing hybrid and remote work environments and continued shifts in the nature of work.



There are diverse risk perspectives across the C-suite and boardroom. There is noticeable variation among different leaders about what risks are most critical, highlighting the importance of engaging in conversations about the most significant risks for their organisations.



A long-term view of risks is vital in navigating the near term. As organisations manage the challenges 2023 brings, they should also prepare for the long term by addressing issues noted in this survey, including effectively transforming legacy IT infrastructures, emphasising the customer experience, investing in future growth opportunities, ensuring privacy and security, and advancing capabilities to deploy advanced data analytics. A long-term outlook helps companies focus on where to invest to be more resilient for the unexpected and better prepared for the next phase of growth.



The results show that risk management, as a discipline, is becoming more critical for success, with executives and boards expressing an overall higher likelihood to invest in strengthening risk management in 2023.

Results are based on a survey of 332 board members and C-suite executives in the APAC region. The full survey report, *Executive Perspectives on Top Risks*, may be accessed at erm.ncsu.edu or protiviti.com/toprisks. It includes detailed breakdowns of the results by respondent role, organisation size, industry, geography and other categories.

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